



It is the mission of the Urbana Park District to:

-  *Improve the quality of life of its citizens through a responsive, efficient, and creative park and recreation system,*
-  *Pursue excellence in a variety of programs, parks and special facilities that contribute to the attractiveness of neighborhoods, conservation of the environment and the overall health of the community.*

**NOTICE AND AGENDA OF MEETING
URBANA PARK DISTRICT BOARD OF COMMISSIONERS
BOARD STUDY SESSION
TUESDAY, FEBRUARY 5, 2019
6:30-8:00 PM
PLANNING AND OPERATIONS FACILITY
1011 E. KERR AVENUE
URBANA, ILLINOIS 61802**

Board Study Sessions are designed for the Board to study, review, and discuss specific topics. Actions are not taken during a Study Session unless specifically noted within the agenda.

I. Call to Order

A. Remote Attendance

The Board may authorize, by a voice vote of the physically present board members, any Commissioner wishing to attend remotely, pursuant to the UPD Remote Attendance Policy (Ord 2017-03)

II. Accept Agenda

III. Public Comment

Any member of the public may make a brief statement at this time.

IV. Discussion

A. School for Designing a Society

B. Goals Review

V. Comments from Commissioners

VI. Adjourn

Note: This Meeting Agenda and its supporting materials are on the UPD website at <http://www.urbanaparks.org/documents/index.html>, choose the "Public Meetings" category and search for the meeting information you wish to download.

**Composers' Cove: Partnership between the
Urbana Park District, School for Designing a Society
And Gesundheit Institute
January 28, 2019**

Proposal Summary

Composers' Cove is a project of artists living in community in Crystal Lake Park, offering arts and healing programming to neighborhood residents, park visitors, and hospital visitors/staff. We invite artists to live for free in a house on Franklin Street for 3-6 months; in exchange, the artists will work with the neighboring communities on art projects of their choice.

Located on Franklin Street in the largest and oldest park in Urbana (Crystal Lake), which sits on a historic economic and racial divide, Composers' Cove uses the arts to transform *space* into *place*, animate community, and make new works of art.

Since 2004, Franklin Street has served as a central meeting place for the School for Designing a Society, an organization which has been creating arts programming that engages both its immediate and distant neighbors as collaborators for 45 years. Franklin Street, and its neighbors, is home to a variety of artists, as well as parents, children, and young adults who are underserved.

The School for Designing a Society proposes Composers' Cove as an innovative arts education program in partnership with the Urbana Park District, Gesundheit Institute, and a growing list of Champaign-Urbana organizations. The proposal is for School for Designing a Society to buy the property at 117 from the Urbana Park District, on a *reversionary basis*: we will use the house for a mutually negotiated set of years for the Composers' Cove artists-in-residence pilot and then sell it back to the UPD at the end of this time period---it will *revert* to the UPD.

Composers' Cove seeks to animate the community in transforming the neighborhoods around Crystal Lake Park into a place where local residents are able to collectively design their most desirable park, and their most desirable community. Rather than specifying a set of desired outcomes, Composers' Cove uses a heuristic process, whereby constraints are designed for the onset of the process. Through participatory action research and a variety of listening and visioning projects, we constantly re-evaluate our design. What emerges, we learn from. We believe this is the best way to ensure the needs and desires of those who use and live near Crystal Lake Park will continue to be met.

Process Summary

We have begun this process with a FREE BBQ AND PUPPET MAKING gathering at the end of May 2018, and with a FREE COMMUNITY MOSAIC MAKING PARTY event at the end of September 2018. We prepare for these events by doing extensive canvassing of the neighborhoods around Crystal Lake Park, offering our fliers in English, French, and Spanish, with clear maps showing where the events are located. We

collect phone numbers, and phone residents the day before the event to remind them of it. During both events we focussed on listening to participants' desires for the Composers' Cove project.

This winter, we are facilitating informal after-school and weekend programs with our neighbors, , which will lead to their designing an Artist-in-Residence application and outline. We will host the selected artists at 117 Franklin Street for a period of three to six months, during which they will lead teens/adults in an art and design project. This process, of including youth and other residents in designing programs and inviting artists to work and live with us, will continue in the following years in order to make certain we are successfully providing programming which is both useful and relevant to the current residential community.

Composers' Cove will also facilitate other arts and community projects, and will invite both local and outside artists to use and live at 117 Franklin Street throughout the year. Composers' Cove will include projects such as a community garden, interactive park sculptures, and other classes and workshops - and is dedicated to involving residents in the neighborhoods surrounding Crystal Lake Park, the broader Urbana community, and the visitors and staff at Carle Hospital.

Developments:

With the establishment of the Composer's Cove artist-in-residency, and with participation of the neighboring community, we are developing in the following 3 directions:

The project, Re-Writing/Re-Righting Cassandra (for extensive narrative, see page 12)

Re-Writing/Re-Righting Cassandra is a project of experiential education in *focussing*. The project orients the upcoming semesters of School for Designing a Society as well as the artist-in-residence project of Composers' Cove.

On October 8, 2018, the United Nations Committee on Global Climate Change announced, "We have 12 years to limit the damage of catastrophic climate change". The **Cassandra Project** is a call for 'Cassandras',, for people determined to focus their life, as a first priority, on responding to that Oct. 8th announcement. Responses will be seriously playful--no doom and gloom (but maybe goom and dloom)--as a strategy to elicit involvement of others, and to elicit focus. We will buy 117 Franklin on a reversionary basis from the Urbana Park District, and will use it for **12 years as aligned with the United Nations warning, and then revert it back to UPR. 117 Franklin will serve as a ticking clock.**

The program, Arts in Healing

Patch Adams MD and his Gesundheit Institute are partnering with us on Composers' Cove. Gesundheit Institute is a 501c3, whose mission is to reframe the concept of hospital, and to address not only the health/sickness of the individual, but also the health/sickness of the family, community, society. Gesundheit Institute, established in 1976, is interested in offering their 'arts in healing' program as part of Composers' Cove. Sometimes the only way to reach people who are suffering mentally and/or physically is through inviting people to create things in a welcoming and neighborly context.

The design and construction of 'Tiny Houses'

As a forward thinking direction, we are interested in developing with our neighbors low-income housing in the form of 'tiny houses' on Franklin Street. While 'tiny houses' may be dismissed as merely 'trendy' and 'boutique', they point to a direction articulated by E.F. Schumacher in his 1973 book *Small is Beautiful*, where he argues for human scale, decentralised and appropriate technologies. Franklin Street offers a unique circumstance for the development of 'Tiny Houses'---there are 10 vacant lots where the houses have been demolished but not the underneath infrastructure. UPD and SDaS are both interested in pursuing the design and construction of low income 'tiny houses', taking advantage of the remaining infrastructure. We are aware that part of design of 'Tiny Houses' will include the design of language, policy, and public support.

The Context

The Urbana Park District is an award-winning district, well-beloved and supported by Urbana residents, with one of the highest ratios of park space per capita in the United States. The Urbana Park District has already successfully integrated art into Meadowbrook Park, with the implementation of the Wandell Sculpture Garden in 1999. However, despite Crystal Lake Park being the oldest and largest park in Urbana, the Park remains relatively unused by residents, and lacks the amenities which exist at other parks, such as Meadowbrook. Our project seeks to address these problems, and to build on the successes of the Urbana Park District.

Taking into account the problems acknowledged by the Urbana Park District - the underuse of Crystal Lake Park and the lack of community involvement, specifically from people of color and low-income residents - our project seeks to engage the community not only in arts programming and park use, but also in the process of shaping Crystal Lake Park into a place made both by and for local residents. The Crystal Lake Park Master Plan was developed with older information through a City of Urbana planning process and lacks the necessary input from low income and immigrant residents adjacent to the park. We have noted the location of Crystal Lake Park on a race and class segregation divide, and as such place specific emphasis on involving youth and people of color in this process.

The Urbana Park District has laid out a strategic plan for Crystal Lake Park and is about to make major investments in enhancements. Composer's Cove aims to aid in these enhancements by providing programming to support areas of the plan in need of further development, namely:

1. Engaging tween, teens, and young adults
2. Growing participation of underrepresented populations in programming
3. Participatory Action Research, engaging the neighborhood in design of artist-in-residency program
4. Connecting with immigrant populations in nearby housing developments: Crystal View and Highland Green

Outcomes

- Participation rate of low income residents, residents of color, and teens is increased in arts and programs.
- Jubilant involvement in limiting climate change catastrophe.
- Community based program design is taught and implemented--community members become leaders, envisioning and implementing programs of their choice.
- Greater neighborhood cohesion and visibility. Neighbors know neighbors.
- Park beautification through installation of sculptures, mosaics, and other art projects.
- Activation of an arts-in-healing program.
- Artists-in-Residence leave visible traces in park and surrounding neighborhoods. Sculptures, benches, mosaics, interactive and educational art works.
- Development, by the neighboring communities, of 'Tiny Houses' as low income housing.

National Trends

Programs such as Composers' Cove, in which artists collaborate with park caretakers toward a common goal, have a precedent in the United States. The National Endowment for the Arts uses the term Creative Placemaking to refer to projects that use art to transform space into place, and many organizations have worked to do this in both local and national parks. Below is a list of Artist-in-Residence programs, art programming in parks, and projects which have used art as a tactic for improving community spaces across the country.

- National Park Service Artist-in-Residence Program: The National Park Service hosts over 50 artists on National Park land across the United States to create relevant works of art, which are then shared with the public. The NPS has also partnered with the NEA on a grant program - "Imagine Your Parks" - to support artists working to "promote and protect the nation's cultural and natural treasures." More information here: <https://www.nps.gov/subjects/arts/air.htm> and here: <https://www.nps.gov/subjects/centennial/nea-imagine-your-parks.htm>
- Chicago Park District Artist/Local Park Agreement: Artists provide free programs to the public in exchange for the use of park facilities and space. More information here: <https://www.chicagoparkdistrict.com/programs-memberships/artist-opportunities>
- Peavey Park Listening and Visioning Project: Peavey Park Listening and Visioning Project: A partnership between Hope Community (a shelter and hospitality house in Minneapolis), the Minneapolis Park and Recreation Board, and the Minneapolis Office of the Mayor to transform and revitalize Peavey Park into a community hub. Design plans for the project were developed from community "listening sessions" and "visioning sessions." 18 sessions were held with 151 participants. More information here: <http://hope-community.org/wp-content/uploads/2017/02/Park-Listening-Report-2001.pdf>
- National Endowment for the Arts - Creative Placemaking: A category of projects of the NEA, which defined as "when artists, arts organizations, and community development practitioners deliberately integrate arts and culture into community revitalization work - placing arts at the

table with land-use, transportation, economic development, education, housing, infrastructure, and public safety strategies. Creative placemaking supports local efforts to enhance quality of life and opportunity for existing residents, increase creative activity, and create a distinct sense of place.” More information here: <https://www.arts.gov/artistic-fields/creative-placemaking>

- Community Design School: Hosted by the Design Trust for Public Space, this school was used to develop “community-driven design ideas” with residents in the areas surrounding Flushing Meadows Corona Park in Queens, NY. Workshops at the school focused on “get to know your neighbor” exercises and “wayfinding”, where participants were asked to draw versions of the park they want. More information here: <http://designtrust.org/news/peoples-park-reenvisioned-people/>
- Columbus Social Justice Park: Collaboration between the First Congregational Church, United Church of Christ Columbus and the City of Columbus to transform an area of Downtown Columbus into a park which will host interactive displays and artworks focused on social justice. More information here: <https://www.columbusnavigator.com/columbus-social-justice-park/>

Leadership, in process

Susan Parenti – Composer and founding member of the School for Designing a Society, former member of the Urbana Arts Commission, Franklin Street resident. Instructor, SDaS.

Patch Adams – Internationally famous medical doctor, clown, health care activist, who was the subject of the Universal Studios 1998 movie *Patch Adams*, bestowed in 1997 with the Peace Abbey Courage of Conscience Award, 1994 recipient of the Institute of Noetic Sciences Award for Creative Altruism in 1994, Franklin Street resident. Instructor, SDaS.

Mark Enslin - Composer and founding member of the School for Designing a Society, board member of the Urbana-Champaign Independent Media Center. Instructor, SDaS.

Jeff Glassman - Theater and movement artists, founder of the United Mime Workers (1970-1980) and the Lisa Fay and Jeff Glassman duo, member of the Network of Ensemble Theaters, Franklin Street resident, Instructor SDaS.

Lisa Fay - Director of Inner Voices Social Issues theater at UIUC, founder of the Lisa Fay and Jeff Glassman Duo, former member of Illinois Arts Council, extensive research in community involvement via arts, Franklin Street Resident

Danielle Chynoweth - Cunningham Township Supervisor, instructor at School for Designing a Society, former member of the Urbana City Council.

Meadow Jones - Video artist and arts educator, doctoral candidate at UIUC, former director of programming at the Orpheum Children’s Science Museum, former director of School for Designing a Society. Instructor, SDaS.

Faranak Miraftab - Professor of Urban Planning, UIUC. Author of acclaimed book *Global Heartland: Displaced Labor, Transnational Lives, Local Placemaking**

Marina Manetti - Local performance artist and home owner

Mabinty Tarawallie - UIUC social work researcher and life skills coach at Urbana Adult Education

Sam Smith - Engagement director for Krannert Center for the Performing Arts, extensive experience in youth engagement through the arts*

Martel Miller - Cunningham township staff, community ambassador, Champaign-Urbana Citizens for Peace and Justice, Visionaries Educating Youth*

Tatianna Ammons - African Dance Instructor

Josh Quirk - Jazz drummer and music educator, Franklin Street resident

Ricardo Diaz - Immigration Forum

Lucia Maldonado - Counselor at Urbana Middle School

Ja Nelle Pleasure - Visual artist, designer, dance instructor, arts educator

Lorien Carsey - Franklin Street resident

Kord Russel - Franklin Street resident

Chris Evans - Local visual artist

Linda Turnbull - community activist, Champaign Housing Authority commissioner

Latrell Bright - professor of theater, director

Michael Brun--economics professor, instructor, SDaS

Partners(in process)

Urbana Park District: *The Urbana Park District was formed in 1907 with one park--Crystal Lake Park. It has since grown to include 22 parks and natural areas and several facilities. It is the mission of the Urbana Park District to:*

- *Improve the quality of life of its citizens through a responsive, efficient, and creative park and recreation system;*
- *Pursue excellence in a variety of programs, parks and special facilities that contribute to the attractiveness of neighborhoods, conservation of the environment and overall health of the community.*

School for Designing a Society: *The School for Designing a Society, established as a 501c3 in 1991, is a project of teachers, performers and activists. It is an ongoing experiment in making temporary living environments where the question "What would I consider a desirable society?" is given serious playful thoughtful discussion, and taken as an input to creative projects.*

Composers' Cove emerges from a deep history of arts education and outreach from The School for Designing a Society, spanning over four decades in the heart of Urbana, Illinois. The School for Designing a Society has international reach, having developed programs across the United States and in 12 countries, and is currently teaching programs in Costa Rica, Ecuador, Mexico, as well as in West Virginia and Champaign-Urbana. Headquartered in Urbana, it boasts over 3,000 students from over 30 countries. The School for Designing a Society is focused on teaching design and composition tools to enable participants to design the world they'd like to see through social engagement through the arts.

Urbana Champaign Independent Media Center: *The UCIMC was founded in 2000 by a collective of artists and activists who wanted to democratize access to arts and media production in the wake of media consolidation and the defunding of the arts. To that end, we operate a community radio station, media training facility, performance venue, public access computer center, computer help desk, and art*

gallery and studios. We host these projects in the downtown Urbana post office building, which we purchased in 2005 and have since converted into a Community Media and Arts Center.

Inner Voices Social Issues Theater: *Inner Voices Social Issues Theater is a program of the UIUC Counseling Center and the UIUC Theater Department. The mission of INNER VOICES Social Issues Theatre program is to address critical social issues that impact the college experience and society at large through the design of rigorous courses, cutting-edge performance work, and meaningful dialogue.*

Lisa Fay and Jeff Glassman Duo: *"We are a composing and performing movement-based theatre duo, working together since 1991. We are known for applying complex composed structures to ordinary daily human behavior and originating the performance techniques required for these compositions to manifest in the medium of live theatre -- embodied composition. The results, ranging from humorous and disarming to mesmerizing and disorienting, arise as metaphors for social processes."*

Gesundheit! Institute: *Founded in 1971 by Patch Adams MD and his community, , the Gesundheit! Institute is a 501(c)3 non-profit healthcare organization whose mission is to reframe and reclaim the concept of 'hospital'. We are a model of holistic medical care based on the belief that the health of the individual cannot be separated from the health of the family, the community, the society and the world. The Institute is based in Hillsboro West Virginia and Urbana Illinois.*

Herbert Brün Society: *Founded in 2001, the Herbert Brün Society's mission is to disseminate the work of composer/writer/teacher Herbert Brün (1918-2000), and to build interest in experimental composition. We are located at the Parkhouse at 122 Franklin Street in Urbana, Illinois, which includes a small performance venue and an archive of Brün's work. We offer concerts and other unique presentations, host a performance ensemble, compose & distribute relevant writings, and teach educational programs. The Society has over 300 members---composers, musicians, writers---many of whom are from countries outside of the United States.*

Timeline: School for Designing a Society at Franklin Street

School for Designing a Society—early history as Performers' Workshop Ensemble (1978-1992)

- 1978 – SDaS (School for Designing a Society) started out originally as Performers' Workshop Ensemble, an experimental touring music and theater ensemble, as part of Composition Department of University of Illinois.
- Performers' Workshop Ensemble toured extensively around the world including a 9 month residency in Germany working with the Bertolt Brecht Theater. Received Global Arts Prize of University of Kassel. NEA and IACgrants.
- Song of Art, Nest of the Song in Champaign-Urbana---composers, performers, community members meeting at Douglas Center to develop arts-in-community compositions.
- Recipients of artists-in-community residency with CAS (Center for Advanced Study)

- Catching-Composers-in-the-Classroom, arts-in-education project, in conjunction with University of Illinois
- 1989 – Launched House Theaters – 125 House Theaters to date, primarily in Champaign Urbana

School for Designing Society---Early history as experimental education project, Race Street, 1991-2004

- in 1991, first sessions of School for Designing a Society. Community input around question:
- “If you were to create a school, what would it be?”
- PWE launches SDAS in conjunction with the Gesundheit Institute
- Focused on teaching design and composition tools to enable participants to design their desired health care and arts model at their local level.
- 3000+ students attend from over 30 countries
- Headquartered in Urbana with classes here as well as in 10 states, 12 countries, including
- regular sessions in Italy, Ecuador, Costa Rica, Mexico, West Virginia.

Champaign-Urbana Independent Media Center----SDaS sister project, 2000

-SDaS students and teachers help envision and launch local media and arts center, newspaper, and begin producing local and international radio. Main Street Urbana.

-Purchase historic downtown post office in 2005

-Launch gallery, artist-in-residence program, radio station, bike co-op, makerspace, Books to Prisoners, performance venue, attracting hundreds of thousands to Urbana to date

-Big demand for artist living spaces in IMC, but IMC can not accommodate due to zoning issues.

-UCIMC launches free downtown wifi—linking the Urbana Free Library for the first time

-UCIMC and City of Urbana win NEA Our Town grant for Open Scene in 2016-2017

School for Designing a Society and Gesundheit! Institute on Franklin Street, Urbana—1998 to present

- 1998 – Herbert Brun composes his award winning On Stilts Amongst Ducks for viola and computer music tape sitting on a park bench located on Franklin Street.
- 2001 – Dr. Susan Parenti purchases 122 Franklin Street for \$50,000 and renovates house and grounds for \$150,000
- 2004—School for Designing a Society moves to 122 Franklin Street for classes, events, House Theaters, artist residencies
- Herbert Brün Society re-located to 122 Franklin Street. Archive collection assembled, co-sponsoring with Akademie der Kunst, Munich.
- 2011 – Dr. Patch Adams relocates the headquarters of the Gesundheit! Institute from Washington DC to 122 Franklin Street Urbana, which also becomes his personal residency. Dr. Adams continues to tour the world approximately 300 days per year through Willard Airport.
- 2014 - Dr. Parenti, adds an addition for \$230,000, bringing the total investment in that property to \$430,000.
- 2016 - Dr. Parenti purchases 115 Franklin \$81,000 and invests \$20,000 in renovations and structural improvements
- Total investments in the two properties are \$531,000 to date.
- Concerts, classes, symposia, artist-in-residencies happen in the 2 buildings. SDaS is short-listed by Georgetown University Energy Prize as one of 43 projects chosen across the US to compete

for \$5,000,000 renewable energy prize; SDaS is awarded American Society of Cybernetics Lifelong Achievement Award; SDaS is chosen to perform in Rhino Play Festival, 2011-2015; SDaS teachers teach at Evergreen College, 2011, Olympia Washington, as part of Humanities Fellows program; SDaS forms an educational collaboration in 2015 with Ibero Catholic University Mexico City, with Ecuador University, with Costa Rica University, with UIUC urban planning department(2018)

Facilities

Composers' Cove is proposed to be primarily located on Franklin Street, a historic cul de sac off of Broadway Avenue which connects downtown Urbana, Boneyard Crossing, and Crystal Lake Park with Anita Purvis Nature Center, Busey Woods, and the Outdoor Aquatic Center. Since 2002, when Dr. Susan Parenti acquired 122 Franklin, Franklin Street has been growing as an artist colony with 8 artists currently residing in 4 homes, regular house theater performances, international gatherings of the Herbert Brun Society and School for Designing a Society, and the offices of the Gesundheit! Institute, an arts and healing project of world-famous Dr. Patch Adams.

Urbana Park District acquired 117 Franklin Street with the intention of demolishing it in order to clear the area for use as Open Space. Through a series of conversations over the past 18 months, Composers' Cove and SDaS have decided to ask UPD to postpone the demolition in order to facilitate the pilot of Composers' Cove on an interim basis called 'reversionary'---SDaS offers to buy 117 Franklin from the UPD for a designated set of years, and agrees that when those years are complete, we will sell 117 Franklin back to UPD---117 Franklin will revert to being owned by UPD.

Phase 1: Summer 2017 - Spring 2018

- From June 11 - July 2, 2017 "I to Eye" summer arts camp for children ages 8-12 took place at 122 Franklin Mon/Wed/ Friday, 2017 from 3-5. This happened at the same time as the 3 week session. Construct Your Humanism, which drew 28 participants from over 7 different countries. The impetus for this free summer arts camp for kids came from the 8 participants in Construct Your Humanism who were part of the pedagogy department of Ibero University in Mexico City Mexico---their school was eager for them to have the experience of designing an arts program that would involve the 'whole child'. So we decided to set up this free summer arts camp. In April we posted over 100 posters all around town, in libraries, schools, etc. We also alerted our networks of parents and teachers and friends. In May we tabled at the Urbana Farmers' Market for three Saturdays, talking with parents and kids about the camp. The response was huge, and very fast---While over 50 parents contacted us about having their child participate, we could only accept 20 kids (age 8---12) Half of the kids were from the surrounding neighborhood, vast majority were kids of color, with a special focus on kids from Spanish speaking households.
- The play, **Pester Power**, is performed by kids for kids in the Champaign County area, completing a 2 year run as one of 43 projects chosen by Georgetown University Residential Energy project.

The play has been performed in 62 different locations over the 2 year time period.

- July 2017 - Initial conversations with UPD staff regarding expansion of SDAS programming on Franklin Street.
- September 2017 Presentation to the UPD Board
- Performances of the play on immigration in Illinois, **Glo Heart, a displaced Lullaby**, is performed In 16 different locations in Illinois January 2018--May 2018, with after-performance discussions.

Phase 2: Listening and Visioning - May - July 2018

- May 2018: Lit drop and canvassing to houses in neighborhoods surrounding Franklin Street. Invite local residents to a BBQ and Puppet Making Party in park pavillion to gage interest in program, and seek out artists in the community, parents interested in having their children partake in art programs, other community members interested in art programs. This allows us to build a base and work with people and resources already available in community. We prepare for these events by doing extensive canvassing of the neighborhoods around Crystal Lake Park, offering our fliers in English, French, and Spanish, with clear maps showing where the events are located. As much as possible, we seek to engage in conversations with the people whose houses we canvas.

93 people show up to the BBQ and Puppet Making party. While making puppets, neighbors get Know one another and discuss their dream involvement with the arts.

Phase 3: Listening and Visioning: Summer/Fall Pilot, Outreach - August--October, 2018

- 20 neighbors from the Crystal lake Park area are trained by Composers' Cove to mosaic, and to teach mosaics, in preparation for a Community Mosaic Making Party September 30th. Again, extensive canvassing in the East, South, and West areas around the Park precedes the Mosaic Party. We intentionally leave fliers at houses/apartments where we have previously canvassed in May.

114 people show up to the Community Mosaic Making Party, and make 43 mosaics which they take home.

Immigration Puppet Theater. We have constructed a large puppet theater stage (8 feet by 10 feet by 4 feet) which we move weekly to the Saturday Farmers' Market during the summer, calling the puppet show, *Immigration Puppet Theater*. The puppet show is 20 minutes long, focussing on teaching the audience--in a comic way--- what is going on with immigration in Champaign Urbana.

Phase 4: Fall- Winter 2018/19 Pilot of Programs

STOP THAT, a 45 minute play on ways of thinking about global warming catastrophe, is chosen As a 1st prize winner in a national competition on environmental justice theater. It is performed 6 times by Inner Voices Theater Troupe at the University of Illinois, is part of Rhino Fest 2019 At Prop Theater in Chicago Illinois, and is given readings in Massachusetts, West Virginia, Quito Ecuador, and Mexico City Mexico. After-performance discussions introduce the project **Re-Writing/Re-Righting Cassandra**.

- Informal Sunday and after-school programs are held during the week working with teen and young adult groups on program design of Composers' Cove and the project of **Re-writing/Re-Righting Cassandra**. Creating emphases and themes, creating messaging, creating application form for Composer's Cove Artists in residence, ways to disseminate the application forms.
- Applications for September 2019 AiR program, created by the above group, are sent out May 2019.
- Offer space to local artists to experiment with new ideas/performances/projects that engage other local residents. Art projects are made visible and accessible for community interaction.

Phase 5: Official Launch September 2019

- September 2019 Composers' Cove is launched at Franklin Street, , with 2 artists-in-residence living at 117 Franklin, 2 artists living at 115 Franklin, and 2 artists livings at 122 Franklin. Artists meet with neighbors in after school workshops. An ALL COMMUNITY event is planned for November 2019, reflecting the desires of current neighborhood participants.
- Project **Re-Writing/Re-Righting Cassandra** is launched as part of the 3 month semester of School for Designing a Society, Sept. 5---Dec. 5, 2019. Applications for March--May AiR 2020 programs at sent out, December 2019.

Puppet Theater is used to present stories of neighbors who have emigrated from their country Of origin to Champaign-Urbana--these stories are written by the people themselves, and Performed by them.

Phase 6: Neighborhood Improvements Spring 2020

- Launch community garden spearheaded by Franklin Street artists-in-residence and other members of Crystal Lake Park neighborhood.
- Expand further programs in relation to **Re-Writing/Re-Righting Cassandra**.
- 117 Franklin used by local artists as a venue/centre for experimentation: collaboration with Jeff Glassman, Lisa Fay, Inner Voices.
- Repeat Fall after-school design program with young adults, but with extra support and activities from residents on Franklin Street and surrounding neighborhoods (Broadway, etc.). Create AiR application for Fall 2020.

- **Puppet Theater** is used to present stories of neighbors who have emigrated from their country of origin to Champaign-Urbana--these stories are written by the people themselves, and Performed by them.

Further Phases:

- Continue Fall after-school program and Winter/Spring AiR program, involving teens and young adults in designing the programs they want and inviting them to be a part of the process of transforming Crystal Lake Park. **Re-Writing/Re-Righting Cassandra** provides emphasis for programs.
- Continue to use 117 Franklin as a space for local artists to offer programs, develop projects, and experiment.
- Invite AiR during other time periods (Summer and Fall) to work on sculptures and interactive art works.
- Develop connection with Carle, OSF, and Christie Clinic, engaging them in the community, by offering Franklin Street as a place for employees to go on break, and providing workshops (in Collaboration with Dr. Patch Adams and the Gesundheit Institute).
- Develop arts in healing program.
- Work with neighbors on designing, building, and funding Tiny Houses.
- Continue to use Puppet Theater as collaborative venue with neighbors.

[Re-Writing, Re-Righting] Cassandra Project---origins, and relation to Composers' Cove

[Re-Writing, Re-Righting] Cassandra is a project of focussing. School for Designing a Society is currently organizing artists, activists, and students who are committed, as first priority, to focussing on the Oct. 8 2018 announcement by the United Nations: "We have 12 years left to limit climate change catastrophe.", and responding to it. Responses will be seriously playful—no doom and gloom (but maybe goom and dloom)----as a strategy to elicit involvement of others, and to elicit focus.

Cassandra was a figure in Greek mythology, a woman cursed to utter prophecies that were true but that no one believed. In our project we want to 're-write' (and 're-right') that curse, to find our Cassandras, to listen to them, to understand from them what time it is on the clock of the world.

[Re-Writing, Re-Righting] Cassandra Project provides the conceptual emphasis for Composers' Cove, as well as the urgency. **We are asking Urbana Park District to sell us the house on 117 Franklin for 12 years, in accord with the Oct 8 2018 warning of the United Nations—and on a reversionary basis.** After 12 years we will sell 117 Franklin back to the Urbana Park District. We imagine 117 Franklin as a ticking clock, an activating landmark for demonstrating where we are on the clock of the world. Artists in residence will work on the Cassandra Project, seeking to extend its focus to our neighbors around Crystal Lake Park.

History of Experimental Music/Theater Compositions by members of School for Designing a Society:

Over the past 5 years, School for Designing a Society participants have been composing responses, actions, theater, policies around catastrophic climate change and other systemic issues.

Participants of **fall semester 2014** worked on the project “Composition Facing Hybrid Social Problems” which addressed denial of racism, denial of climate change, denial of the need to experiment. The result was a three hour music theater piece, and a 30 minute theater piece performed by children and performed to children, called **Pester Power**.

Winter of 2015-2017 Pester Power was chosen by Georgetown University Residential Energy Commission to be one of 43 different projects across the country to educate our community on residential energy use. Urbana's Environmental Sustainability Manager, Scott Tess, worked with the **Pester Power** children for the two years of their campaign, as did instructors of SDaS. The play was performed in 61 different venues.

Winter of 2017-Summer 2018 School for Designing a Society toured small towns in Illinois with the program **Glo Heart, a Displaced Lullaby**--- a 50 minute music theater composed by Susan Parenti and Mark Enslin, based on the book *Global Heartlands* by UIUC urban planning professor, Faranak Miraftab. The play attempts to answer the question, “Why do people leave their land of origin in order to come to Illinois to work in pork-packaging plants?” by framing immigration as a *production* and not merely a natural phenomenon.

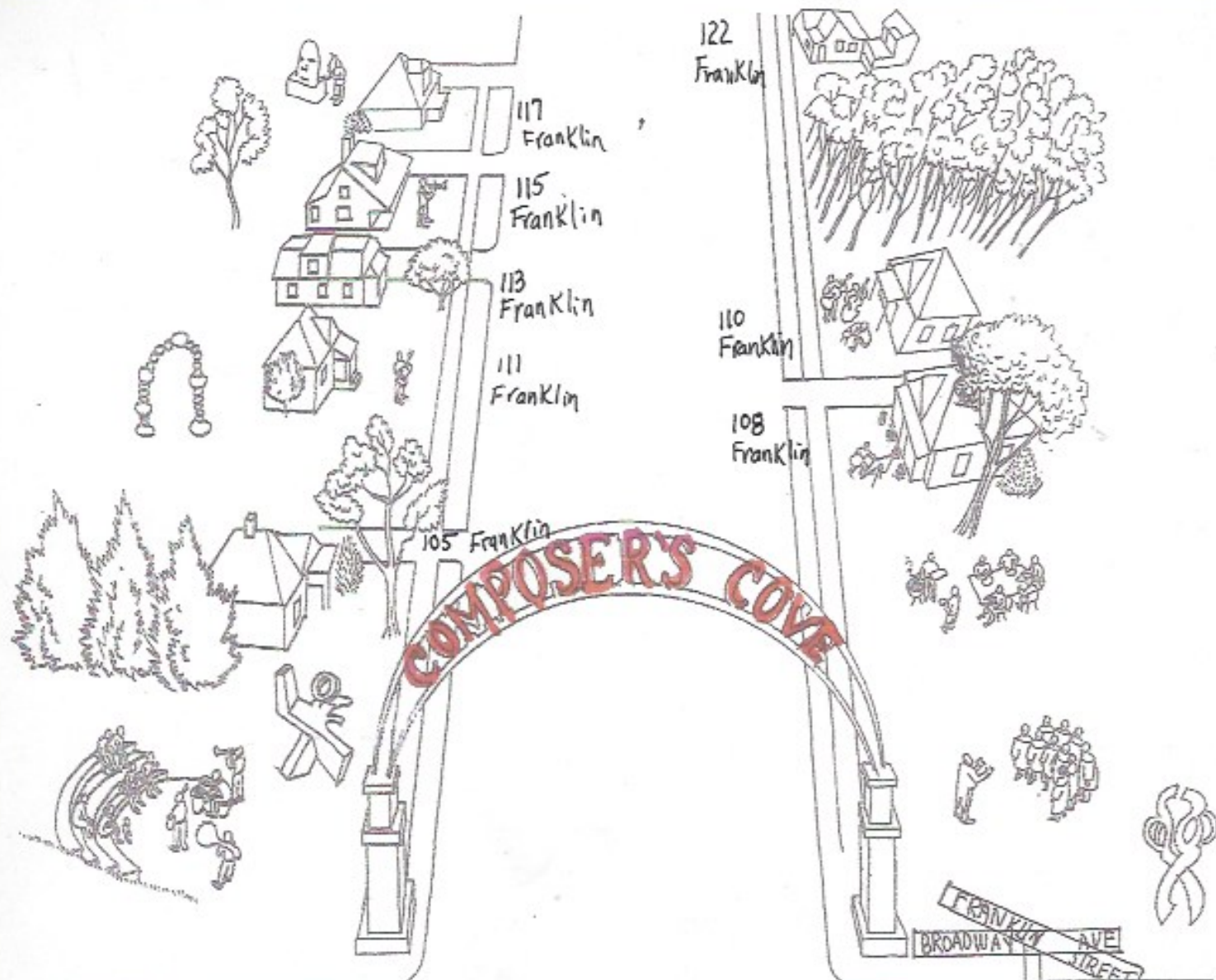
Winter of 2018-2019

The play STOP THAT was submitted to a national competition of theater pieces focussing on environmental justice, and won one of the first prizes. The play was written by Susan Parenti (with contributions by Kurt Vonnegut, Mark Freeman, and R.D. Laing) and based heavily on research of “Composition Facing Hybrid Social Problems” (Fall 2014).

The play focuses on the dilemma of people, ourselves, facing climate change—and the disarray--mental and emotional- of this dilemma. The play has been performed in Illinois, Massachusetts, West Virginia, Quito Ecuador, Mexico City Mexico, and is now going on tour. From the responses of audience in discussions after the performance, we have initiated the **[Re-Righting, Re-Writing] Cassandra project**.

Winter of 2018-2019

The music theater composition, *Reindeer Scientist*, written by Mark Enslin, was initially composed as a response to the composition project, “Composition Facing Hybrid Social Problems” . The composition is now revised and extended, and will be part of the Rhino Festival in Chicago Illinois February 2019.



Composers' Cove: a partnership between School for Designing a Society and Urbana Park District

Proposal Summary: **Composers' Cove** is a project of artists living in community on Franklin Street, adjacent to Crystal Lake Park.

Artists will be housed for free for 3-5 months at residences on Franklin Street. In exchange, they'll offer free arts and healing programming on an after-school/after-work basis to neighborhood residents, park visitors, and hospital visitors/staff.

We are asking the Urbana Park District to sell us the residence at 117 Franklin as a pilot for this project, on a 12 year reversionary basis. Located in the largest and oldest park in Urbana (Crystal Lake) which sits on a historic economic and racial divide, **Composers' Cove** uses the arts to transform space into place and re-animate community.

2017—2019 History of UPD and SdaS building a partnership around Composers' Cove

June, 2017 Shad and Elizabeth Barker sell 117 Franklin to UPD. They move end of August 2017.

July, 2017 Danielle Chynoweth and Susan Parenti approach Tim Barlett and Derek Liebert with a brief initial proposal of Composer's Cove:

July 2017 brief initial proposal asks for UPD to not yet proceed to demolition with 117 Franklin, but rather allow SDaS to use 117 Franklin for two years in order to try our pilot. The pilot is an artist-in-residence proposal, where artists are invited to live 3-6 months for free at 117 Franklin, and in exchange do arts programming with residents around Crystal Lake park. We call the pilot 'Composers' Cove'.

Tim asks whether our group, School for Designing a Society, would be willing to go through the process steps to review and evaluate the proposal. SDaS group agrees.

August 2017 SDaS group takes a tour with UPD staff of alternate sites that could potentially house the Composers' Cove proposal. SdaS meets with the Arts and Culture Matrix.

September 2017 SdaS presents a more extensive Composers' Cove proposal to the Board of Commissioners meeting.

This second proposal asks for UPD to not yet demolish 117 Franklin, and to let SdaS use the building for 2-5 years in order to try our pilot of Composers' Cove. This proposal gives extensive documentation of the history, goals, and scope of School for Designing a Society.

The Board of Commissioners expresses an interest in this proposal, and agrees that UPD and SdaS should continue to work on the proposal.

September, October: SdaS and UPD continue to meet over the proposal. There is concern on the part of UPD that the condition of 117 Franklin building is not up to code. Both groups agree that there should be an appraisal of the condition of the building, with estimates as to costs by respected contractors.

November-March 2018: UPD gets an appraisal with repair costs by respected contractors. See figure 1 page 4.

April 2018: SdaS meets with their Board of Directors to go over the appraisal. While repairs for 117 Franklin are reasonable, and the need to bring the building up to code understandable, the SdaS Board of Directors vetoes the direction of SdaS taking on the cost of repairs (estimated approximately \$30K) for a building it would use for 2-5 years. We are at an impasse with Urbana Park District over Composer's Cove.

April, May 2018: SdaS and UPD meet several times, attempting to find ideas to bridge the impasse.

'Tiny houses': UPD and SdaS find common ground around the idea of Composers' Cove/UPD creating 'tiny houses' that could be put on the empty lots on Franklin Street where houses had been--given that substructures on these lots are still intact. 'Tiny houses' would allow UPD to continue ownership of the
p. 1

land, would be mobile and could be moved, and would serve as 'forward thinking' temporary residences for an artist-in-residence community.

'Arts-in-healing': UPD and SdaS also find common ground on Composers' Cove/UPD creating an 'arts-in-healing' program. One of the partners with Composers' Cove is Dr. Patch Adams and his Gesundheit Institute. Dr. Adams lives on Franklin Street, and would contribute to creating an 'art-in-healing' program.

May, 2018: SdaS delivers a full proposal of Composers' Cove to UPD staff, with a detailed description of phases of the project, history of SdaS, partnerships, leadership, timeline, research on park-artist or park-residential collaborations around the US, and two alternatives for financing. (See Figures 2a and 2b on page 5.)

May 2018: Composers' Cove staff and volunteers prepare for a free **Community BBQ and Arts** party to be held in the Crystal Lake Park North Woods Pavillion on Sunday, May 27 2018. For two weeks prior to the BBQ, Composers' Cove staff canvassed the East, South, and West neighborhoods around Crystal Lake Park (including Crystal View Townhouses and Highland Green) inviting residents to the event. We left fliers at 89 residences, had conversations with 41 people. We discovered:

- approximately one-third of the people did not speak English as a first language. We translated our fliers into French and Spanish, in addition to the English text;*
- three quarters of the people had no idea where the North Woods Pavillion was, nor were they familiar with the names of streets in their neighborhood. We added a map.*

On the day of the **Community BBQ and Arts Party**, we positioned balloons and colorful signs to indicate where the BBQ was. 93 people showed up—half of them with the flier in hand. They ate, made puppets, clowned with Patch Adams, made face masks with fingerpaint, and also filled out our questionnaire about what kinds of arts they and their children would like to see.

July-August 2018: Tim Barlett and Susan Parenti meet on a one-to-one basis several times during the summer about Composers' Cove, and also about long range plans for the future of Franklin Street. Tim emphasized UPD commitment to 'Open Spaces', an emphasis that began in 1985 with the long term goal to absorbing Franklin Street and residences into the Park. Susan Parenti emphasized SdaS commitment to maintaining 122 Franklin and 115 Franklin as residences that house 3 non-profit projects and their activities: School for Designing a Society, Gesundheit Institute, Herbert Brün Society. These 2 emphases seem to be in contradiction with each other ---Composers' Cove wants to revitalize the Franklin Street neighborhood with an artist-in-residence project; UPD wants to move in the direction of phasing out the neighborhood and Franklin Street in the interests of adding open spaces.

The interest of both organizations in creating 'Tiny Houses' on Franklin Street, and on creating an 'arts-in-healing-program', remains strong.

SdaS and Composers' Cove strongly support UPD's 2018 strategic plan, with its 4 prong emphases:

- Crystal Lake Rehabilitation
- Reaching Underrepresented Residents
- KRT Trailhead at Weaver Park
- Health and Wellness

In August Tim Bartlett suggested the possibility that SdaS/Composers' Cove consider purchasing 117 Franklin from the Urbana Park District on a 'reversionary basis'--meaning, SdaS would agree to purchase 117 for a set number of years (no less than 10) with the legal commitment to sell it back to UPD—in short, for the property to 'revert' to UPD after SdaS had tried their pilot of Composers' Cove. Tim emphasized that there was no guarantee that UPD Board of Commissioners would agree to this, as this would be an exceptional step for UPD to take, and also it would be moving in a different direction in terms of Franklin's future than the ones previously established.

SdaS proposed this possibility to their Board of Directors, who agreed that buying 117 on a reversionary basis could be a desirable possibility, and that more would need to be known about the details of this possibility.

August, September 2018: Composers Cove staff and volunteers prepare for a free **Community Mosaic-Making Party**, to be held on Franklin Street Sunday September 30.

During August, 20 residents of the Crystal Lake Park area are trained by CC staff to mosaic and to teach mosaics. Three weeks before the event, CC staff canvas the area around the Park, returning to the residences we had previously canvassed in May, leaving fliers translated into French, Spanish, and English, with a detailed map attached to the flier. We bring with us a finished mosaic of a house address, to show the people what they could make and take home. We go to 104 residences, and talk with 56 different people. Many of the people remembered going to the May 2018 BBQ. Once again, we found a substantial number of people did not speak English as a first language, and that over half of the people had no idea where Franklin Street was (though many of them live within walking distance of Franklin Street).

The day of the **Community Mosaic Making Party** was graced with beautiful weather. We lined the entrance to Franklin Street with helium balloons and big signs “FREE MOSAIC MAKING PARTY !!” The event was on a Sunday, went from 12 noon to 3pm; and in the course of that time 114 people came, with 15 of our newly trained teachers helping, and 43 finished mosaics were made and taken home by the participants. We served lunch. People were invited to mosaic their home address number, and people really wanted to do that.

Fall, Winter, 2018-2019: Composer's Cove prepares for a presentation at the February 5th 2019 Study Session of the Board of Commissioners.

Financially we are updating the Composers' Cove proposal by offering to buy 117 Franklin on a reversionary basis, at a price negotiated by both parties, and for a period of time negotiated by both parties (not less than 10 years).

As thematic emphasis, we are adding the project **Re-Writing/Re-Righting Cassandra**.

With the CC proposal in hand, this winter we're speaking with a number of people and organizations: Mayor Marlin of Urbana, Matthew Chou, Michael Walker President of UPD Board of Commissioners. Aaron Ammons, Carol Ammons, Action Committee of Unitarian Universalist Church, Rev. Florence Caplow minister of UUCUC, Ricardo Diaz of Immigration Forum, Ken Sahlo of Dept. of Urban Planning, Lori Patterson of Urbana Business Association, Carolyn Baxley of Cinema Gallery, Kevin Hamilton Dean of Fine Arts Dept UIUC.

In the prior 18 months, we have spoken with an additional 51 organizations and people concerning Composers' Cove.

Figure 1: 117 Franklin Costs of Repair

Needed Repairs - Pricing		P r i c e
Item	Company	
Home Insp./Radon Test		\$ 500.00
Electrical	Remco	\$4,748.00
Gas Line	A&R	\$1,082.00
Radon	Central Radon Systems	\$1,350.00
Home	Country Carpentry	
	Roof Repair (home)	\$ 940.00
	Paint	\$6,490.00
	Deck Repair	\$ 830.00
	Deck Power Wash	\$ 975.00
	Bathroom floor and wall remove and new cleanable	\$9,840.00
	-Remove Alarm, Disconnect outdoor feature elec.	
	-repair washer drain line, reattach basement duct, fill in basement chimney	
	-repair hole in ceiling of kitchen	
	Subtotal:	\$ 26,755.00
Other Year-One Costs		
Property Management Services		\$1,200/ye ar
Account Minimum (cover misc repairs)		\$1,500.00
Taxes (Paid 2016)		\$2,402.14
Utilities (paid as of 3/2/2018)		\$1,271.30
Legal Fees - lease preparation		TBD
Yearly Maintenance Work (reimbursed to property mgmt.)		variable
Subtotal		\$6,373.44
Total		\$33,128.44

Figure 2a: Potential Proposal for UPD and SdaS Sharing Costs of 117 Franklin
(proposal2a not accepted)

Income

Item	Agency	Amount
Repurposed demolitions for site improvements	UPD	\$30,000
SDAS Cash Contribution (initial investment - first year)\\ In future years, the following grants would replace a portion of SDAS's contributions: Illinois Arts Council Illinois Humanities Council Urbana Public Arts Program	SDAS	\$72,000
SDAS In Kind Contribution	SDAS	\$48,280

Expenses

Item	Agency	Amount
Site improvements (Radon, Roof, electrical, etc)	UPD	\$27,000
Property Management	UPD	\$1,200
Utilities	UPD	\$3,500
Program Director - program portion (Dr. Susan Parenti)	SDAS	\$22,000
Program Coordinator	SDAS	\$45,000
Materials and supplies	SDAS	\$5,000
Program Staff (in kind calculated at 40 hours a week at the volunteer valuation standard of \$24.14)	SDAS	\$48,280
TOTAL - UPD	UPD	\$31,700
TOTAL - SDAS	SDAS	\$120,280 (incl.\\ \$48,280 in kind)

Figure 2b (currently on the table):

SdaS/Composers' Cove offer to purchase 117 Franklin from the Urbana Park District on a 'reversionary basis'--meaning, SdaS would agree to purchase 117 for a set number of years (we are proposing 12 years, to be in accord with the Oct. 8 2018 United Nations mandate) with the legal commitment to sell it back to UPD—in short, for the property to 'revert' to UPD after SdaS has tried their pilot of Composers' Cove.

URBANA PARK DISTRICT STRATEGIC INITIATIVES AND ACTIONS

2018-2019 Fiscal Year

The Urbana Park District (UPD) has served the community for more than 100 years. The district has had tremendous success in creating a park system of nearly 600 acres, a wide variety of park types, and both indoor and outdoor recreation facilities. The district has been successful in offering a variety of recreation programs, reaching thousands of people annually. A number of challenges have come with this success.

A Strategic Plan was adopted by the district in 2007. Strategic initiatives and actions outlined in the plan and supported with the approval in 2009 of a 15¢ rate increase will help the district address these challenges and position the district for the next century of service. A second rate increase of 11¢ was approved by the voters in April 2010 to construct, operate and maintain the Crystal Lake Park Family Aquatic Center.

The district's strategic initiatives and actions are based in the following areas with corresponding objectives:

Community Mandates

Objective: Meet the community's priorities for value and environmental emphasis by acquiring, maintaining, improving and providing safe, high quality, accessible parks, recreation facilities and programs.

Value-Driven Standards

Objective: Deliver a balanced system of high quality parks, facilities and programs by adopting and applying value-driven standards.

Levels of Service

Objective: Define and deliver levels of core park and recreation programs and services to meet the needs of a diverse community.

Fiscal Stewardship

Objective: Maintain fiscal responsibility and financial strength by managing District resources to maximize the delivery of core services and to plan for future priority needs.

Leveraged Partnerships

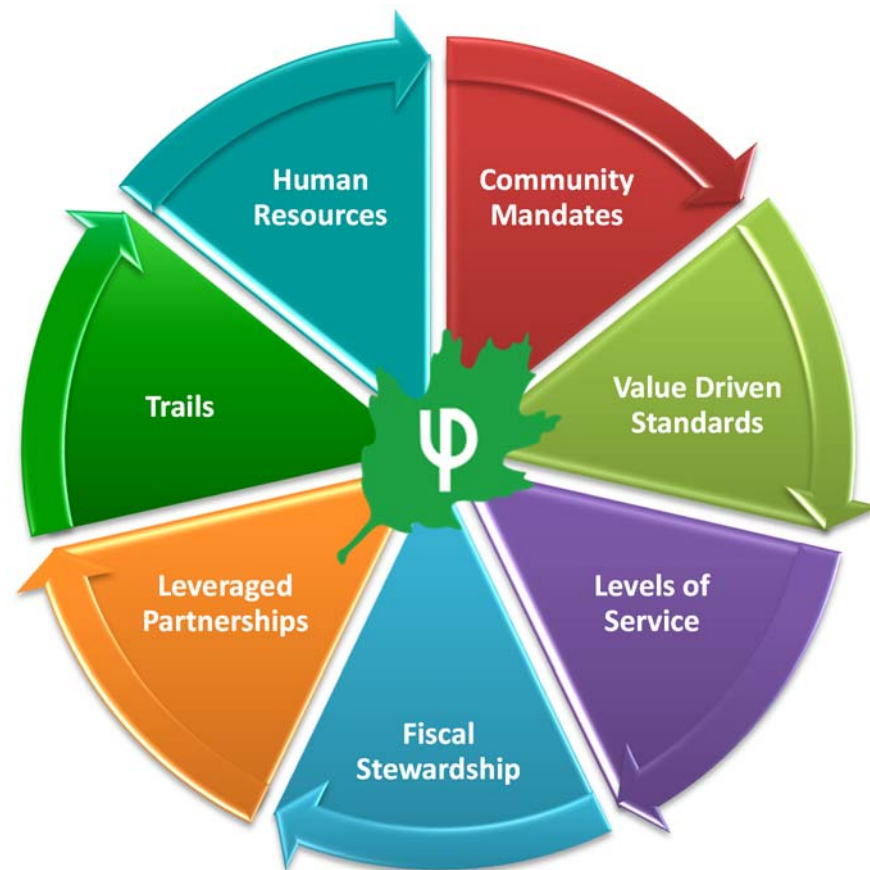
Objective: Leverage well-defined and equitable partnerships and sponsorships to maximize the utilization of District resources.

Trails

Objective: Coordinate and promote the planning, development, and construction of all trail types based on the Urbana Park District Trails Master Plan.

Human Resources

Objective: Provide a comprehensive wage and benefit package for all UPD employees; Promote staff development opportunities to include performance training, employee safety and wellness programs, continuing education and appropriate certifications for our workforce.



Districtwide/Executive Strategic Initiatives – Visioning, Innovation, Renovation, and Transitions

Community Mandates

Objective: Meet the community's priorities for value and environmental emphasis by acquiring, maintaining, improving and providing safe, high-quality, accessible parks, recreation facilities and programs.

- Complete 2018-2019 major approved UPD Capital Improvement Projects
 - Crystal Lake Park (CLP)
 - Road analysis/one-way system
 - Lake restoration (planning)
 - Park Street trail – ITEP program
 - Sediment basin rehabilitation – landscape/slope stabilization
 - Meadowbrook Park
 - Gateway Interpretive – Farmstead area
 - Bridge painting
 - Phillips Recreation Center – siding replacement, kitchen renovation, landscape renovation
 - Urbana Indoor Aquatic Center – dehumidification system replacement – roof top unit
 - Weaver Park – Trailhead facility development
 - High priority land acquisition – KRT (Kickapoo Rail Trail), Weaver Park area
 - High priority hazard tree removals/pruning/tree planting – districtwide
- Continue engineering/planning for Park Street/Broadway Avenue sections of trail at Crystal Lake Park with City of Urbana – ITEP Grant
- Technology improvements – high priority recommendations from Technology Committee
- Continue evaluation/study/recommendations, and establish a prioritized maintenance protocol and schedule for all UPD hardscapes: parking lots, courts, walks, and trails
- Preliminary planning and discussion with UPD, Champaign-Urbana Special Recreation (CUSR), and Champaign Park District to update both districts' ADA Plans; focus on including any updates to ADA standards; focus on selecting a consultant and cost for plan update
- Submit applications to any appropriate local, state, federal grant programs for high priority capital improvement needs as district funds allow
- UPD staff support for 2018-2019 Urbana Park District Advisory Committee (UPDAC) programs: Phillips Recreation Center, Crystal Lake Park, Athletics & Wellness Program, Anita Purves Nature Center/Busey Woods, New Member Orientation and other programs recommended
- UPD board/staff support for UPDAC Planning Study Group—program development, committee improvements, UPDAC team development
- Enhance the Wandell Sculpture Garden sculpture collection; focus on Entrance Garden/Council Ring and sculpture garden recognition and interpretation
- Continue development at Weaver Park Trailhead Facility; focus on construction of parking lot, fencing, signage, donor recognition, landscape development; coordinate UPD efforts with KRT partners: Champaign County Forest Preserve District (CCFPD), City of Urbana
- Planning for next UPD Strategic Plan; focus on visioning, community involvement, parks, programs and events

Value Driven Standards

Objective: Deliver a balanced system of high quality parks, facilities and programs by adopting and applying value-driven standards.

- UPD implementation of the Action Plan from report: *UPD: Increasing Involvement Among Underrepresented Groups in Parks and Recreation Programs*; focus on implementation of key findings from report
- Implementation of CUSR Strategic Plan – 2018-2019 Goals; focus on staff team building, CUSR Manager onboarding
- Joint annual meeting/planning with Urbana Parks Foundation (UPF) to improve and coordinate funding for high priority needs
- Joint meeting/planning with Urbana School District (USD) on current and future park/school sites, implementation of underrepresented needs, shared facility opportunities, after school programming, or other key topics to be determined
- Joint planning with City of Urbana key staff to improve access to park district services; continued efforts to jointly renew efforts to provide bicycle patrols with Urbana Police Department to improve community policing goals
- Final selection for any new sculptures for Wandell Sculpture Garden/other parks and facilities
- Review of UPD Policies, Best Practices, Business Standards, Fiscal Analysis to update/improve UPD business operations (former DAAC program)
- Plan, evaluate and communicate UPD Health & Wellness Facility program statement to guide the UPD in planning for the future of Urbana's indoor recreation needs
- Continue to evaluate any state/federal policies for any new UPD policy regarding transgender individuals; provide appropriate procedures, facilities signage recommendations, Capital Budget updates/impacts and staff training to ensure proper implementation
- Review and update the UPD Special Use Permit form, procedures and staff training to provide better delivery of service to our residents; focus on providing public-friendly information on marches/gatherings in the parks; use of UPD parks and facilities
- Review, evaluate and revise UPD Affiliate Organizations program; focus on renewed partnerships and standards to leverage more cooperative efforts

Levels of Service

Objective: Define and deliver levels of core park and recreation programs and services to meet the needs of a diverse community.

In 2007, it was established—through community input—that the Core program areas to focus on include:

- | | |
|--|--|
| • Aquatics | • Fitness and Wellness |
| • Community Special Events | • Visual and Performing Arts |
| • Champaign Urbana Special Recreation (CUSR) | • Volunteer & Partnership Coordination |
| • Environmental Stewardship | • Youth Sports |
| • Facility Coordination | • Youth and Teen Development |
| • Communications/Public Information | • Age-Friendly Programming |
| • Underrepresented Groups | |
- Support and evaluate USD/UPD After School Programming (SPLASH): expansion, refinement, analysis for underrepresented participants and potential fundraising for the future/supplement after school program funding sources (i.e. 21st Century Grant – federal funding, other sources); collaborate with Urbana School District (USD) options for a fundraising event to help support and/or expand after school programs utilizing the Weaver Park/Kickapoo Rail Trail (KRT)
 - Support area-wide bicycle events, education and promotion by:

- Planning and implementation for bicycle education opportunities with SPLASH/after school programs, UPD summer camp program and/or UPD special events
 - Provide more community bike events including promotion of local bike races, CycloCross events at Weaver Park, bike-in movies and/or other activities
 - Support Champaign County Bikes efforts to promote bicycle interests by assisting with the annual Bike Month in May and/or other opportunities
 - Support Mass Transit District (MTD) bike education at their new MTD facility
 - Support other active bicycle awareness opportunities
- Continue planning and coordination of new opportunities for Arts & Culture Matrix programming and events
 - Preliminary planning to investigate the potential for an “Art Fair” for the future working with the Urbana Arts Commission, 40 North and/or other groups
 - Continue working with USD and the Urbana Free Library and/or other partners on art-themed events and activities
 - Planning to expand UPD music events at CLP/Champaign County Fairgrounds and/or other venues
 - Seek/obtain program/event support grants from the city of Urbana’s Arts Commission to provide more arts and cultural events in Urbana;
 - Visit Illinois-area “Art Tours” to determine the potential for local art-themed tours of parks and facilities in our area
- Coordinate efforts of the newly formed UPD Green Team Matrix priorities; focus on expanding green practices and alternative energy sources/energy efficiency
- Evaluate and identify options for potential interpretive tools to be used by the public for self-guided visits to our parks and facilities; focus on interpretive services for UPD plants, animals, art, and/or other collections
- Update ActiveNet tool to refine/improve customer service/problem solving
- Continue planning efforts with local municipal partners for the proposed UPD Health & Wellness facility with board, UPDAC and community to determine UPD needs; continue to track situation at Brookens Gymnasium with Champaign County staff to determine future use at Brookens and/or any planned facility improvements

Fiscal Stewardship

Objective: *Maintain fiscal responsibility and financial strength by managing District resources to maximize the delivery of core services and to plan for future priority needs.*

- Selection, purchase, and implementation of a new financial software system
- Plan/prepare 2018 Bond Sale, Levy, Audit, and other critical financial activities including 2019-2020 FY Budget
- Prepare 2019 UPD Capital Improvement Program Budget
- Update UPD 5 Year Capital Programs Plan and incorporate it into the proposed UPD Strategic Plan
- Continue promotion of UPD’s participation in city of Urbana’s TIF, Enterprise Zone and Think Urbana programs
- Continue support for Urbana Realtor tours; focus on walking tours of neighborhoods, parks, schools and civic areas to attract more home buyers to Urbana

- Continue Urbana Parks Foundation Support – 5 working committees: Administration, Finance, Fundraising, Marketing/Communications, Education
- Annually update Administrative Procedures Manual
- Continue to monitor Urbana’s tax support issue:
 - Develop appropriate financial strategies to prepare 2018 UPD Levy to capture all appropriate new construction to Urbana tax roll
 - Develop appropriate financial strategies to manage outcomes regarding local hospitals’ charity care as determined by the judicial process assigned to this case
 - Develop an effective communication plan upon the final outcome of the tax support case; share with residents, community groups, UPDAC, UPD Board, UPF Trustees, IAPD, local officials, elected representatives
 - Develop appropriate budget planning and analysis of any potential Illinois statewide property tax freeze; provide careful review of any House or Senate bills forward for final votes
- Continue to implement UPD Financial Controls Procedures and support staff training (Fraud Prevention)

Leveraged partnerships

Objective: *Leverage well-defined and equitable partnerships and sponsorships to maximize the utilization of District resources.*

- Provide UPD staff assistance/support functions to the Urbana Parks Foundation for both the Silent Phase and Public Phase of the fundraising campaign
- Planning and implementation for new Bicycle Safety Education programming in partnership with MTD, Urbana School District, Champaign County Bikes and/or other local organizations at MTD facility headquarters
- Coordinate UPD efforts with Champaign County Community Coalition partners to:
 - Reduce community violence, improve community health & wellness, and support Urbana students and families
 - Target and implement creative approaches to UPD efforts to reach out to more underrepresented groups/individuals—based on Community Coalition/UPD annual goals
- Continue collaborative effort with the City of Urbana regarding permanent storage of lake sediments at the Urbana landfill site
- Identify, research, and evaluate all appropriate public and/or private opportunities to incorporate solar/alternative energy sources into UPD parks and facilities infrastructure
- Plan and organize 2018 UPD Volunteer Appreciation event
- Continue leadership and support for area trail planners to promote/construct high priority trail projects; work together to promote high priority trail projects
- Continue working with donors to complete donor driven projects including: Wandell Sculpture Garden Landscape Plan, Friendship Grove Nature Playscape, AMBUCS Park, Youth Activities and Development, Phillips Recreation Center improvements
- Plan for joint activities/events with community/neighborhood groups
 - Jettie Rhodes Day – King Park
 - Scarecrow Fest at AMBUCS Park with AMBUCS

- UCAP Participation and Assistance with city of Urbana and Urbana School District
- Community Coalition events – Walk As One, other neighborhood outreach efforts
- HEUNA Day in the Park – Victory Park
- SUNA – Annual Neighborhood Association Meeting
- Other community groups as identified
- Explore opportunities for collaboration with the School for Designing a Society

Trails

Objective: *Coordinate and promote the planning, development, and construction of all trail types based on the Urbana Park District Trails Master Plan.*

- Continue to promote and implement UPD Trails Master Plan high priority projects
- Submit any/all bicycle/pedestrian improvement grants with all local, state, federal levels as appropriate
- Submit application for Urbana Park District to be designated as a Bicycle Friendly Business
- Lead and finalize KRT Transportation Analysis with UPD, Regional Planning Commission, City of Urbana and CCFPD
- Continue discussion to promote/plan for proposed 217 Greenway Trail to connect downtown Urbana and downtown Champaign via existing rail line infrastructure
- Support efforts by Champaign Park District and/or other local agencies to expand the KRT corridor west from Urbana to Champaign and/or south toward Monticello
- Support planning efforts to acquire new/additional railroad corridor to provide future KRT corridor development
- Coordinate traffic engineering analysis for CLP – for proposed shared-use park road for auto/bicycle/pedestrian access for CLP

Human Resources

Objective: *Provide a comprehensive wage and benefit package for all UPD employees; Promote staff development opportunities to include performance training, employee safety and wellness programs, continuing education and appropriate certifications for our workforce.*

- Plan/prepare 2019 UPD Employee Insurance package for benefit-eligible staff
- Review/recommend full compensation survey for UPD for part-time and/or full-time staff
- Continue to create Employee Development Plans for all full-time staff
- Evaluate UPD Staffing Levels Report to include full-time, part-time, and/or seasonal/temporary staff as appropriate
- Plan/coordinate 2018 UPD Fall Retreat
- Plan/coordinate all priority UPD safety and/or other required training
- Review/update UPD Employee Policy Manual annually
- Implement UPD Safety Standard Operating Procedures
- Continue to enhance UPD safety culture

- Continue to promote/enhance UPD cultural competencies education/training