



CARBONDALE VISION 2020

CARBONDALE WILL BE RECOGNIZED AS A GROWING, DISTINCTIVE, INNOVATIVE, UNIVERSITY COMMUNITY WITH AN ATTRACTIVE CITY CENTER AND RESIDENTIAL NEIGHBORHOODS;

A CITY THAT WELCOMES VISITORS AND PROVIDES HIGH-QUALITY SERVICES, DEMONSTRATED FISCAL RESPONSIBILITY, AND AN OPEN, TRANSPARENT GOVERNMENT FOR ITS RESIDENTS

COUNCIL GOALS AND ACTION PLANS

FY2017 THROUGH FY2020

Goal #1: Provide a high quality-of-life and foster a sense of community for all residents

Strategic Initiatives:

- Publicize the positive aspects of Carbondale, being proactive, using social media, and embracing the diverse nature of the community
- Improve the aesthetics of the welcoming corridors into Carbondale
- Conduct more community-wide events, e.g., festivals, concerts.
- Conduct more year-round community-oriented programs for youth
- Host public meetings to identify potential city-wide events

Action Items:

1. Create a media relations/social media manager position to publicize the City.
2. Create an Arts Council to plan and organize annual events.
3. Establish a railroad quiet zone through downtown.
4. Design and install new monuments and landscaping at the City's key entrances.
5. Implement a regular "Town Hall" meeting series to engage and inform the public of community events and to encourage participation on planning committees.

Goal #2: Encourage progressive economic development, tourism, arts, and entertainment

Strategic Initiatives:

- Encourage entrepreneurship and small business development in the City
- Conduct formal marketing for Carbondale's Gigabit City designation
- Provide increased City funding for economic development activities
- Analyze and expand, where needed, TIF districts in areas of redevelopment
- Partner with SIU to open facilities for entertainment/art events
- Develop a one-stop package for businesses to simplify the start-up process
- Examine uses of dollars provided by the City for tourism

Action Items:

1. Expand existing TIF districts to include residential areas.
2. Create a community redevelopment agency.
3. Pursue the development of a co-working space for startup entrepreneurs.
4. Create a development packet to introduce the public and investors to city processes.
5. Commission SIU to design and integrate public art throughout the community.
6. Undergo a branding initiative in partnership with other key community stakeholders.
7. Share Tourism reports with Council and staff.
8. Identify target industries and implement a strategic recruiting program to encourage expansion to Carbondale.

Goal #3: Demonstrate fiscal responsibility and transparency

Strategic Initiatives:

- Consider new and diversified revenue sources associated with user taxes such as food/beverage, hotel/motel, ticket, and eco taxes
- Complete the management/operations studies
- Build a reserve fund or cushion for emergencies
- Examine existing City fee structures to seek improvements
- Instill a culture of ownership in the City budget
- Consider a storm water utility fee

Action Items:

1. Create new revenue streams to provide additional funding for programs.
2. Continually evaluate all positions and city services to operate efficiently.
3. Introduce HR programs that will instill comradery among employees.
4. Introduce a "good idea" program to encourage employees to explore cost-savings ideas.
5. Encourage more participation from key staff in the budget process.
6. Develop and issue RFPs for City-owned properties to generate new revenue.

Goal #4: Provide high-quality City services and infrastructure

Strategic Initiatives:

- Expand customer service, focusing on a warm transfer of customers and follow-up to see if problems are solved or consider a voicemail attendant
- Develop a customer-friendly City website
- Encourage employees to bring resident concerns back to the appropriate department
- Evaluate services based on Return on Investment

Action Items:

1. Implement ongoing customer service training.
2. Adopt and implement a robust community policing strategy.

3. Provide diversity and cultural competence training to all employees.
4. Redesign City website to be more customer-friendly and interactive, and inclusive of all City departments.
5. Adopt technological solutions to enhance internal and external communications as well as public safety.
6. Become a bike-friendly city.
7. Review licensing and permit procedures to ensure easier application and processing times.
8. Develop a leadership program and identify quality management candidates to provide supervisory training.

Goal #5: Build on, expand, and develop new relationships with SIU

Strategic Initiatives:

- Create seamless aesthetics between the SIU campus and the City
- Coordinate City/SIU planning
- Expand communication between SIU departments and City services/functions
- Market both the University and City together
- Work with Ameren to create safe lighting paths

Action Items:

1. Establish a joint City/SIU planning team to coordinate planning and projects.

2. Plan and design improvements to Mill St.
3. Increase lighting in high-crime and high-traffic areas and encourage the use of technology to monitor these areas and nightclubs.
4. Design and implement a joint City/SIU marketing program.
5. Utilize SIU interns throughout City departments.
6. Develop incentives for SIU employees to invest in and to utilize City programs.
7. Co-sponsor events with SIU to encourage City residents to be involved with campus.

Goal #6: Use the downtown master plan as a guide to revitalize the City Center

Strategic Initiatives:

- Use the master plan as a guide
- Bury or relocate power lines downtown
- Finalize plans for the multi-modal transportation center
- Maintain continuity in downtown buildings
- Find a way to incentivize change in existing downtown facilities and facades

Action Items:

1. Develop plan with Ameren to relocate or bury power lines on Illinois Avenue.
2. Finalize designs for multimodal center and secure project funding.
3. Design and construct new streetscapes downtown.
4. Develop new incentives to encourage property owners to renovate their buildings.
5. Develop a comprehensive parking strategy for downtown.

Goal #7: Beautify streetscapes and enhance residential development/rehabilitation

Strategic Initiatives:

- Focus on possibilities for strategic annexation
- Review the need for City support for organizing neighborhood associations
- Study existing housing profiles to address areas of concern and identify incentives for increasing single-family dwellings and to convert rental housing to owner-occupied.
- Develop incentive programs to enhance curb appeal
- Provide adequate sidewalks throughout the City
- Address the need for improved street lighting

Action Items:

1. Continue to fund sidewalk repair program.
2. Introduce and fund new housing incentives to encourage investment and redevelopment in residential neighborhoods.
3. Proactively utilize code enforcement to attack environmental issues.
4. Create a City welcome packet to promote the advantages of living in Carbondale.
5. Request maintenance permits from IDOT to add trees and landscaping to their Right-of-way areas.
6. Implement a proactive and recurring outreach program to encourage annexation.
7. Survey existing street lighting throughout the City and develop plans to add/replace lighting as needed.
8. Provide more green spaces within neighborhoods.