

Community Goals

These goals have been established to provide general direction and guidance for the City of Carbondale in the year ahead and are the basis for the preparation of this budget document. The goals and objectives reflect the input of the Mayor and City Council, members of advisory boards and commissions, the City administration and the public.

I. PROMOTE ECONOMIC DEVELOPMENT AND COMMUNITY GROWTH

Policy Statement:

Diversification and strengthening of the City's economic base continues to be a high priority. It is the goal of the City to improve the overall quality of life and to strengthen its position as the region's educational, commercial, medical, cultural, population and employment center for Southern Illinois. Economic development must also be viewed in a broad context to include the creation of opportunities for segments of the population who are disadvantaged or have special interests or needs so that all people can benefit from prosperity.

Goals:

- A. Promote the growth and development of Southern Illinois University Carbondale as the primary economic engine for the City of Carbondale and the region due to the jobs generated and the spending power brought by the students and university staff
- B. Promote the growth and development of the medical services industry, the second largest employment sector for Carbondale
- C. Support public and private improvement projects and activities that enhance the redevelopment of downtown Carbondale
- D. Promote the community as a hospitality and tourism center for the region
- E. Promote the City as an ideal location for investment in residential, commercial and industrial uses

- F. Maintain and expand public/private partnerships to demonstrate the community's commitment to and support for economic expansion
- G. Support transportation improvements that will improve access to and from the community and properly channel traffic through the City
- H. Support social service networks and special programs to encourage full participation in the benefits of economic development
- I. Expand the City's boundaries and jurisdiction in an orderly manner while maintaining quality services
- J. Provide an environment that encourages expansion of existing business and the attraction of new jobs to the community
- K. Encourage environmental responsibility in economic and community growth, in keeping with the U.S. Conference of Mayors' Climate Protection Agreement
- L. Promote renewed emphasis on economic development, neighborhood restoration and local business district enhancement.

Objectives:

- 1. Increase residential and business development in Carbondale, emphasizing expansion of existing businesses and recruitment of businesses that will complement existing businesses and/or provide new services and products which surveys and inventories have shown to be needed
- 2. Attract people to Carbondale for medical, retail, educational, entertainment, recreational and cultural services and activities
- 3. Assess those areas where the City wants to target growth and determine impact on municipal services with various growth scenarios

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4. Explore funding alternatives for extending sanitary sewer services to areas where annexation will likely occur, including state sponsored low interest loans and grants
5. Provide human and financial resources to organizations that promote the City
6. Encourage development of tourism related destination facilities
7. Develop cooperative relationships with Southern Illinois University in order to support each other's projects
8. Commit sufficient resources to community investment projects to support community growth and maintain quality services
9. Focus community resources (both public and private) in support of the Main Street Program for downtown revitalization
10. Provide political leadership and staff assistance to support the construction of major transportation projects that are beneficial to the community, such as an intermodal transportation facility
11. Support efforts to promote economic development at the Southern Illinois Airport in conjunction with the new Transportation Education Center.
12. Develop high tech infrastructure in the community, including expanded broad-band service
13. Support human service programs that encourage job training, skills development and overall personal development, in cooperation with schools, unions, and other organizations
14. Provide support to agencies and organizations serving disadvantaged and at-risk youth
15. Encourage contractors doing business in the community to use local labor and supplies to the greatest extent possible, and have workforces that are representative of the community's diverse population
16. Emphasize cooperation among the City, schools and other governmental units in the City in order to work towards the betterment of the community
17. Remove barriers which confront disabled residents and provide assistance to new and expanding minority businesses
18. Develop and maintain a comprehensive bicycle trail network in the community
19. Encourage in-fill development as part of the community's growth
20. Utilize sustainable design standards in the construction and retrofitting of City facilities
21. Develop and maintain a pedestrian friendly community
22. Encourage new developments utilizing "smart growth" principles
23. Continue to explore ways to streamline approval processes for development proposals without sacrificing the commitment to quality development

Strategy:

In FY 2014, the City of Carbondale will continue to provide a positive atmosphere for successful business development, through both recruitment and retention efforts. Through an in-house economic development office, City government will take the lead position in attracting new business to the community and in interfacing with other local and regional economic development entities. The City will work closely with regional development organizations and will provide staff support to the Carbondale Business Development Corporation. The City will continue to promote and assist minority business opportunities and will support the programs of the Carbondale Chamber of Commerce in serving active businesses.

During FY2012 and 2013, the City partnered with the Carbondale Chamber of Commerce and conducted visits with local businesses to engage their input on the business climate in Carbondale. The final report has been written with three main

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objectives identified: the City needs to address panhandling and safety, the sign ordinance needs to be rewritten and additional measures need to be implemented to increase business friendliness. The City Council enacted additional restrictions to its existing panhandling ordinance which has significantly reduced the problem. With the adoption of the new Zoning Code, several changes regarding signs will be made. In FY2014, work will continue to address additional business friendliness initiatives.

The Enterprise Zone, Tax Increment Redevelopment Districts No. 1, 2 & 3 and the Community Development Assistance Program Revolving Loan Fund will enable the City to directly assist new and growing businesses. The Downtown Facade Loan Program will be marketed to encourage Downtown business and property owners to improve their buildings. Through funding of Carbondale Main Street, the City will assist in promoting activities and development for Downtown Carbondale.

Through the Community Investment Program, the City will provide the public infrastructure that supports commercial and residential developments both now and in the future. Water line, sanitary sewer and street improvements throughout the City's residential areas will enhance the quality of life in those neighborhoods.

In FY 2011, a new Comprehensive Plan was adopted. In FY2012, the City engaged Duncan Associates to assist Planning staff in reviewing its zoning ordinances and land development policies and to provide an updated Zoning Code designed around the recommendations arising from the updated Comprehensive Plan. The Planning Commission held public meetings and received input on the proposed Code. A recommendation before adoption was presented and the City Council adopted the new Zoning code on April 2, 2013.

The City will support various agencies and organizations in their efforts to attract visitors to Carbondale.

The City will support Carbondale Community Arts and its efforts to promote the arts in Carbondale.

In FY 2014, the City will maintain funding for Saluki Express mass transit service during Southern Illinois University Carbondale breaks and for the Jackson County Mass Transit District. In addition, the City will continue to pay the utility costs for the Amtrak Station as part of the community effort to maintain state funding for the continuation of Amtrak's Illini and Saluki passenger trains service between Carbondale and Chicago.

The City will continue to secure compliance with the Illinois Architectural Barriers Act and the Americans with Disabilities Act as new construction and building renovation occur.

The youth of today are tomorrow's workforce. The community offers quality and diverse programs for the youth through several agencies and organizations. The City will work with these agencies and organizations to ensure participation by more youth and to assist in their proper training and development.

In late FY 2013, a groundbreaking was held and the construction of the new Fire Station began. The project is scheduled for completion in the Fall of 2013. The City continued to be a leader in the community for environmental responsibility by incorporating sustainable design elements into the new facility.

In FY2013, the City received grants totaling over \$400,000 from the Illinois Transportation Enhancement Program and the SIU Sustainability Council to aid in the construction of a bike/pedestrian route on recently acquired railroad property from Grand Avenue to the Town Square. Construction will begin in FY 2014.

The City will undertake periodic inventories of existing Carbondale businesses for the purpose of determining gaps in local services; this information will be used to focus business recruitment efforts on filling these gaps and developing businesses that will complement each other and fill unmet demands for goods and services.

The City will undertake periodic assessments of its economic development policies and incentives to determine the effectiveness of these in meeting the City's economic development objectives.

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II. PROVIDE QUALITY SERVICES WITH FISCAL RESPONSIBILITY

Policy Statement:

The City of Carbondale provides a level of municipal service unsurpassed in the region. It is the intent of the City to offer residents, business citizens, and visitors a full range of services that are responsive to community concerns and improve the overall quality of life while being very cautious to maintain the long-range financial integrity of the City.

Goals:

- A. Maintain the physical and fiscal sustainability of City utility services, so that the best possible service can be provided to the greatest number of citizens at the best possible cost over the greatest length of time
- B. Maintain strong professional public safety services, including police, fire code enforcement, and disaster preparedness, with an emphasis on prevention as well as emergency response
- C. Maintain minimum fund balances to ensure financial stability. Ensure that City staff is reflective of the socio-economic, cultural and racial diversity that exists within the City
- D. Update long-range financial projections to determine where problem areas may exist and identify steps to address those problems
- E. Provide friendly, quality service and assistance to the citizens served by the City
- F. Maintain and promote a trained and educated workforce in City government, ensuring that the most qualified people are hired for City employment
- G. Evaluate the effectiveness of existing services to determine how greater efficiencies can be achieved
- H. Encourage environmental responsibility in City government facilities and operations

Objectives:

1. Work with other governmental units on a frequent basis to identify cooperative efforts to reduce reliance on the property tax
2. Vigorously oppose additional state and federally imposed unfunded mandates on local government
3. Make full use of state or federal grants or low interest loan programs to help fund community projects
4. Utilize in-house quality assurance teams to monitor and suggest improvements in City services
5. Provide customer service and racial diversity training to all City employees
6. Maintain affirmative action efforts to enhance workplace diversity
7. Transition the City's vehicular fleet to energy efficient vehicles
8. Acquire energy efficient equipment for City facilities and operations

Strategy:

In FY 2014, the City will continue its aggressiveness in maintaining quality services to the community. Efforts will continue to obtain new and existing sources of federal and state funding.

After completing an energy audit of the Civic Center, a number of energy saving upgrades were completed in FY2013 including replacement of aging and inefficient equipment and the installation of individual thermostats to better control individual work spaces.

Additional energy efficient measures undertaken include the purchases of energy efficient saving pumps for the Northwest Wastewater Treatment Plant and flex fuel Police squad cars.

Efforts will continue to increase efficiency and reduce costs in providing City services. The Safety Committee and the Accident Review Board are in-

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house quality assurance teams that suggest improved and safer ways of providing services. Capital outlay purchases will emphasize safety, efficiency and effectiveness of equipment in the workplace.

The City will continue to implement the provisions of its Affirmative Action Plan.

III. ENCOURAGE CITIZEN PARTICIPATION AND COMMUNITY PRIDE

Policy Statement:

Successful governance requires active participation by citizens in the local government decision making process. Full, meaningful participation requires that citizens be kept informed and that ample opportunity for participation exists. It is the policy of the City to improve the overall quality of life by encouraging citizen participation and keeping citizens advised of local government activities. Community pride is developed in part through citizen involvement, recognition of citizen and community achievements and citizen awareness of local government decisions, programs, and activities.

Goals:

- A. Provide frequent opportunities for citizens to participate in decisions regarding their City government
- B. Ensure that City advisory bodies are reflective of the socio-economic, cultural and racial diversity that exists within the City
- C. Utilize the news media and local broadcast radio stations as well as City publications, City Vision 16 cable channel, AM 1620, www.explorecarbondale.com and www.carbondalepolice.com to help keep citizens informed; provide regular live and pre-recorded public updates during declared states of emergency
- D. Promote a sense of community pride for accomplishments and progress during the year
- E. Actively involve Southern Illinois University Carbondale and Carbondale Community High School students in discussions regarding City policies that may affect them

Objectives:

1. Investigate and incorporate the use of web-based videos to provide information about the City and the benefits the community has to offer. The City will continue to increase the availability of information for citizens of City government activities and continue to include time for citizen comments at all public meetings
2. Actively inform citizens of boards and commissions and recruit citizens to serve on advisory boards and commissions from all segments of the community
3. Encourage and attend neighborhood meetings to serve as a source of information and provide more community outreach
4. Involve staff to better serve and inform the citizens
5. Recognize citizen volunteers for their service to the community

Strategy:

In FY2013, the City purchased and implemented video streaming equipment that allows web-based video streaming of public meetings. In FY2014, additional equipment will be purchased to increase and expand upon this capability.

One of the strengths of the Carbondale community is the diversity of its citizenry, and that diversity needs to be recognized and encouraged. Differences of opinion and perspective contribute to the democratic process, and Carbondale has long had a reputation of being a very open and participatory government. The City will continue to be vigilant in encouraging citizen participation by actively seeking diverse representation on advisory boards and commissions and by continuing efforts to employ a workforce that reflects the diverse makeup of the community.

Distribution of the *Carbondale Communiqué* will continue in FY 2014 through three local newspapers. The City's radio station AM 1620, provides continuous weather information, general City Government information, emergency information, emergency preparedness information and information during emergencies.

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A continuous message board is provided on City Vision 16 that informs the public of City meetings, programs and activities. City Vision 16 telecasts City Council, Planning Commission and Carbondale Park District meetings.

The City's Website, featuring the City's homepage, will continue to provide information about Carbondale's government and the community for residents and for persons throughout the world. In FY2014, new videos will be created and added to the website. Such videos will include information on healthcare, education, recreation and business development opportunities. The City's redesigned web presence makes information more accessible to users through a new internet address www.explorecarbondale.com. A new section called Citizen Access provides information to increase the openness of government detail regarding economic development in the City. The web site has available a full range of financial data including the current City's Budget and Comprehensive Annual Financial Report as well as many previous years' reports. Continuous efforts will be made to update information on the web site. In addition, www.carbondalepolice.com provides up-to-date information on Police Department activities.

IV. STRENGTHEN AND PROMOTE NEIGHBORHOOD LIVING

Policy Statement:

Neighborhoods are the backbone of a community and are an integral part of the overall quality of life in a community. All City residents expect safe neighborhoods in which property owners are encouraged to maintain their properties and provide safe and decent housing. Through zoning, code enforcement, law enforcement and investments in public infrastructure, the City will encourage attractive neighborhoods with a diverse housing stock to promote residential life and further investment in housing development and maintenance.

Goals:

- A. Promote a sense of safety and security in all City neighborhoods
- B. Maintain the integrity of residential neighborhoods through strict enforcement of occupancy limits

- C. Preserve and enhance residential property values
- D. Maintain a proactive approach to responding to neighborhood issues and concerns
- E. Encourage development of new housing stock to meet the needs of citizens at various income levels
- F. Ensure that residential areas are maintained in an attractive manner and in compliance with City codes
- G. Promote the community policing philosophy throughout the residential neighborhoods
- H. Promote and encourage the revitalization of older neighborhoods, including the preservation of historically significant properties
- I. Assist the Carbondale Park District with the development of new open space parks and recreation amenities that will benefit City neighborhoods
- J. Encourage the construction of complete neighborhoods, not just residential subdivisions, with set-aside's for integrated commercial use, as called for in the Comprehensive Plan

Objectives:

- 1. Assist and facilitate development and redevelopment of housing in the City
- 2. Invest in public improvements that strengthen neighborhoods (streets, sidewalks, water and sewer lines, open space, etc.)
- 3. Continue and expand implementation of neighborhood policing strategies to increase contact and interaction between police officers and the citizens they serve
- 4. Aggressively, fairly and consistently inspect properties in the City while maintaining fair and consistent enforcement of City codes (housing, property maintenance, abandoned vehicles, weeds, etc.) which includes prosecution of those who fail to comply with the law

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5. Publicize single family occupancy restrictions and prosecute those who willfully violate the law or seek to circumvent legal restrictions
6. Publicize guidelines to address concerns resulting from large neighborhood parties that can be disruptive and seek to minimize the occurrences of such activities
7. Seek cooperation from residents and organizations to expand anti-littering efforts targeted to residential areas and aggressively prosecute those who fail to comply with the law
8. Increase awareness and development of neighborhood associations and participation in Neighborhood Watch and Map Your Neighborhood programs
9. Expand Neighborhood Assistance Teams to address neighborhood issues that cut across department divisions of responsibility
10. Promote the concept of citizens helping themselves and each other, rather than relying entirely on government
11. Provide staff assistance to neighborhoods in planning neighborhood revitalization efforts
12. Encourage and assist the development of neighborhood associations
13. Encourage low density affordable housing developments on scattered sites throughout the community
14. Encourage mixed use developments where appropriate
15. Continue to seek and distribute housing rehabilitation grants for qualified homeowners

Strategy:

The Building and Neighborhood Services Division within the Development Services Department has adopted a more proactive approach to addressing neighborhood problems. The Mandatory Rental Housing Inspection Program enables the City to effectively enforce the minimum housing codes and to require landlords, property owners and tenants to adequately maintain their properties.

A Community Development Assistance Program Housing Rehabilitation Grant from the Illinois Department of Commerce and Economic Opportunity and a HOME Single Family Owner-Occupied Housing Rehabilitation Program Grant from the Illinois Housing Development Authority will enable the City to continue a Housing Rehabilitation Program in FY 2014. The rehabilitation grants target eligible homeowners in Tatum Heights, Northeast Carbondale and portions of Northwest Carbondale.

The City will encourage home ownership with the Housing Conversion Program. The City will participate in the HOME Homebuyer programs with the Illinois Housing Development Authority.

The City adopted a new Zoning Code on April 2, 2014. The new Code, in conjunction with the Comprehensive Plan, will provide guidance in strengthening neighborhoods while providing regulations for the proper redevelopment/reuse of existing vacant structures and vacant lots. The new Code emphasizes the creation of neighborhoods, not subdivisions, for all new development and/or the redevelopment of existing properties within existing neighborhoods.

The City will cooperate with the United States Department of Agriculture in implementing the USDA's housing programs in Carbondale.

The City will support the efforts of "Keep Carbondale Beautiful" and its anti-littering campaign and its annual clean-up day.

The City will become more aggressive in the demolition of abandoned houses and structures in the community.

Crime, drug and alcohol use and abuse, and irresponsible activity are ongoing concerns that will require more attention and resources from the City, coupled with support from residents and neighborhood leaders. The City will commit itself fully to these efforts by increasing public awareness of the problems and identifying new ways to actively involve the public in developing solutions.

The formation of strong neighborhood associations to assist in the preservation of neighborhoods will be a priority. City staff will work closely with residents

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through Neighborhood Assistance Teams to identify neighborhoods and to develop a program that will enable the City to be more responsive to the needs of the neighborhoods.

Carbondale, like many college communities, experiences neighborhood and community-wide problems associated with the abuse and unlawful consumption of alcohol. Of particular concern is the purchase and consumption of alcohol by underage youth. The City will diligently enforce state and local laws concerning the sale and consumption of alcohol. The City in conjunction with the University is reviewing possible guidelines for the implementation of a registration process for house parties. These guidelines are the result of the City's participation in the International Town Gown Association.

The City will continue to implement Community Policing through intensive training of our police officers. The Police Department will continue to work with housing authority officials to implement policies and improvements aimed at improving the quality of life for public housing residents.

Staff's usage of the Land Management (LAMA) computer software system within the Building and Neighborhood Services Division has greatly enhanced efficiencies. Software upgrades continue to be incorporated and evaluations of and recommendations for implementation of any available modules will be conducted.