

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, employment and retirement 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. Promote the redevelopment of downtown Carbondale as a multi-use destination
- D. Promote the community as a hospitality, tourism, recreation and retirement 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. Promote economic development (commercial business and residential based) through Gigabit speed internet connectivity
- H. Support transportation improvements that will improve access to and from the community and properly channel traffic (pedestrian/bicycle/motor vehicle) through the City
- I. Support social service networks and special programs to encourage full participation in the benefits of economic development
- J. Expand the City's boundaries and jurisdiction in an orderly manner while maintaining quality services
- K. Provide an environment that encourages expansion of existing business and the attraction of new jobs to the community
- L. Encourage environmental responsibility in economic and community growth
- M. Promote renewed emphasis on local and regional economic development, local neighborhood restoration and local business district enhancement
- N. Promote local and regional business preference in municipal contracts

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

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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
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. Support public and private improvement projects and activities that enhance the redevelopment of downtown Carbondale
10. Focus community resources (both public and private) in support of the Main Street Program for downtown revitalization
11. 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 broadband service
13. Support human services 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
18. 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 to utilize "smart growth" principles
23. Continue to explore ways to streamline approval processes for development proposals without sacrificing the commitment to quality development

Actions:

In FY 2016, 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

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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.

Beginning in FY 2014, the City partnered with the Carbondale Chamber of Commerce and WDBX Radio to begin Talk of the Town, a city and business talk show. Hosted by the Chamber Director and Assistant City Manager for Economic Development, the weekly program showcases Carbondale businesses as well as community events.

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 FY 2012, the City engaged a professional consultant to assist Planning staff in reviewing its zoning ordinances and land development policies. After much work and input from the community the City Council adopted the new Zoning Code in April 2013.

In FY 2015, the City created a Downtown Advisory Committee (DAC) which engaged the community through a series of forums centered on downtown redevelopment topics. The DAC created a draft report which was adopted by the City Council. In FY2016, the City will work with Houseal Lavigne to

create a new Downtown Master Plan, based in part upon the work of the DAC. The project will be a partnership with Southern Illinois University and include community input through additional forums, a design charrette, and use the Design Center that has been established in the historic Railroad Depot.

In FY 2016, the City will continue discussions with Ameren and begin to implement processes to relocate the overhead electric and communication lines in the downtown area.

The City will support various agencies and organizations in their efforts to attract visitors to Carbondale. The Varsity Center for the Arts will continue its efforts in promoting the performing arts; Carbondale Community Arts will expand its efforts to promote the fine arts through its new facility; the Chamber of Commerce and Carbondale Main Street through their business development and retention activities; and Carbondale Tourism through efforts to promote Carbondale as a destination to live, work, play and invest.

In FY 2016, 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 train service between Carbondale and Chicago.

In FY 2016, work will continue on the design of a new multi-modal transportation facility to replace the current Amtrak Station. The new facility will provide space for Amtrak, Greyhound, Saluki Express, Jackson County Mass Transit, other rural and regional bussing companies as well as taxi cabs.

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.

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In the spring of 2014, the City held a grand opening and dedication of a new Fire Station #2. The City continued to be a leader in the community for environmental responsibility by incorporating sustainable design elements into the new facility. During FY2015, the City received three grants which assisted with the purchase of a new emergency rescue truck, a new pumper truck and water/ice rescue equipment.

In FY 2013 & 2014, the City received grants totaling over \$775,000 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 2016.

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.

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, businesses, 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.
- D. Ensure that City staff is reflective of the socio-economic, cultural and racial diversity that exists within the City
- E. Ensure accurate long-range financial projections to determine where problem areas may exist and identify steps to address those problems
- F. Provide friendly, quality service and assistance to the citizens served by the City
- G. Maintain and promote a trained and educated workforce in City government, ensuring that the most qualified people are hired for City employment
- H. Evaluate the effectiveness of existing services to determine how greater efficiencies can be achieved
- I. 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

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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

Actions:

In FY 2016, 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 City Hall/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. In FY2016, the HVAC system will be updated with more energy efficient units. 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.

In FY 2016, the City will introduce See/Click/Fix, an online communications platform for citizens to report non-emergency issues, and for the City to track, manage and reply to these requests. Through this digital technology, the City will be able to increase communication, collaboration, cooperation and transparency while increasing efficiency and reducing costs in providing City services.

The Safety Committee and the Accident Review Board are in-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.explorecarbndale.com and www.carbndalepolice.com to help keep citizens informed; and 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

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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

Actions:

FY 2016 will be the fourth year the City has provided web-based video streaming of public meetings. The availability of this service has been welcomed by the Carbondale community as well as those who have moved away but wish to stay informed about the happenings in Carbondale.

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 2016 through three local newspapers. The creation of an on-line version will be explored. The City's radio station AM 1620, provides continuous weather information, general City Government information, emergency information,

emergency preparedness information and information during emergencies.

In FY 2015, investments were made in equipment to enhance the continuous message board 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, www.explorecarbondale.com, will continue to provide information about Carbondale's government and the community for residents and for persons throughout the world. For the twelve month period ending January 31, 2015, the website received a monthly average of 10,510 hits by 7,427 unique users. A series of videos have been added to the website promoting Carbondale. These videos include information on healthcare, education, recreation and business development opportunities. The City's web presence makes information more accessible to users and has won numerous awards and high marks for transparency, from the Illinois Policy Institute. In order to increase the openness of government the website contains a section called Citizen Access that details everything from economic development to privacy and ethics within 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.

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Goals:

- A. Promote a sense of community, safety and security in all City neighborhoods
- B. Promote the development/organization of neighborhood associations to make the neighborhoods better places to live.
- C. Maintain the integrity of residential neighborhoods through strict enforcement of occupancy limits
- D. Preserve and enhance residential property values
- E. Maintain a proactive approach to responding to neighborhood issues and concerns
- F. Encourage development of new housing stock to meet the needs of citizens at various income levels
- G. Ensure that residential areas are maintained in an attractive manner and in compliance with City codes
- H. Promote the community policing philosophy throughout the residential neighborhoods
- I. Promote and encourage the revitalization of older neighborhoods, including the preservation of historically significant properties
- J. Assist the Carbondale Park District with the development of new open space parks and recreation amenities that will benefit City neighborhoods
- K. 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

Actions:

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 2016. The rehabilitation grants target eligible homeowners in Tatum Heights, Northeast Carbondale and portions of Northwest and Southwest 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 in 2014. The new Code, in conjunction with the Comprehensive Plan, provide guidance in strengthening neighborhoods while providing regulations for the proper redevelopment/reuse of existing vacant structures and vacant lots. It 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 continue its aggressive position 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 continues to work closely with residents 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.

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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.

In FY 2016 as part of a combined effort with the Arbor District and the University Public Safety Department, a series of ordinances will be proposed to address large house parties and excessive noise concerns. Work will continue with the University on 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.

In FY 2015, the City renewed its Community Policing efforts through intensive training of the police officers. The Police Department will continue to work with neighborhood associations and housing authority officials to implement policies and improvements aimed at improving the quality of life for all neighborhoods and residents.