

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. Provide an environment that encourages expansion of existing business and the attraction of new jobs to the community
- B. Promote the City as an ideal location for new development of residential, commercial and industrial uses
- C. Maintain and expand public/private partnerships to demonstrate the community's commitment to and support for economic expansion
- D. Support transportation improvements that will improve access to and from the community and properly channel traffic through the City
- E. Support social service networks and special programs to encourage full participation in the benefits of economic development
- F. Expand the City's boundaries and jurisdiction in an orderly manner while maintaining quality services

- G. Promote the community as a hospitality and tourism center for the region
- H. Support public and private improvement projects and activities that enhance the redevelopment of Downtown
- I. Encourage environmental responsibility in economic and community growth

Objectives:

- 1. Increase residential and business development in Carbondale
- 2. Attract people to Carbondale for medical, retail, education, 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 available 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) on Downtown improvements
- 10. Support the Main Street Program for Downtown
- 11. Provide political leadership and staff assistance to support the construction of major transportation projects that are beneficial to the community

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12. Support efforts to establish and promote affordable commercial air service to major metropolitan areas from the Southern Illinois Airport
13. Develop high tech infrastructure in the community
14. Support human service programs that encourage job training and skills development and overall personal development
15. Provide resources to support the Boys and Girls Club of Carbondale
16. Emphasize the importance of workforce preparation by working with schools and unions to develop programs in training youth
17. Encourage contractors doing business in the community to have workforces that are representative of the community's diverse population
18. Emphasize cooperation among the City, schools and other governmental units in the City in order to work towards the betterment of the community
19. Remove barriers which confront disabled residents
20. Develop and maintain a comprehensive bicycle trail network in the community
21. Encourage in-fill development in the community's growth
22. Utilize sustainable design standards in the construction and retrofitting of City facilities
23. Develop and maintain a pedestrian friendly community

Strategy:

In FY 2010, the City of Carbondale will 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

the Jackson Growth Alliance, as a full member, 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.

The Enterprise Zone, Tax Increment Redevelopment District No. 1 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 2010, the City's efforts to improve the community's transportation network will continue with improvements to Reed Station Road.

In FY 2009, the process of updating the Comprehensive Plan was initiated. This process utilizes an outside consultant with considerable public input and will be concluded in FY 2010.

The City is reviewing its zoning ordinances and recommendations will be incorporated into the Comprehensive Plan as it is updated.

The City will support the Carbondale Convention and Tourism Bureau and its efforts to attract visitors to Carbondale.

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

In FY 2010, 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

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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 work cooperatively with the Partnership For Disability Issues to identify and address obstacles which prevent persons with disabilities from fully participating in the community.

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.

The City will partner with the Carbondale Chamber of Commerce in a Future's program that will provide funding to local businesses to train and employ high school students in Carbondale.

In FY 2010, the architectural/engineering designs for the new Public Safety Center and the new Fire Station will be completed. The City will continue to be a leader in the community for environmental responsibility by incorporating sustainable design elements into the new facilities.

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 City's zero property tax levy

- B. Maintain minimum fund balances to ensure financial stability
- C. Evaluate the effectiveness of existing services to determine how greater efficiencies can be achieved
- 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 a trained and educated workforce in City government
- G. Ensure that City staff is reflective of the socio-economic, cultural and racial diversity that exists within the City
- 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 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

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8. Acquire energy efficient equipment for City facilities and operations

Strategy:

For FY 2010, the City did not levy a property tax and the Carbondale Public Library's property tax levy was increased 4.99%.

In FY 2010, 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.

In FY 2009, the City completed an energy audit of the E.C. Hayes Building and began an audit on the Civic Center. Energy efficient equipment purchases will include energy 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-house quality assurance teams that suggest improved and safer ways of providing services.

Organizational review is an ongoing process as positions become vacant and job functions change. Capital outlay purchases will emphasize safety, efficiency and effectiveness of equipment in the workplace. In FY 2010, the City will fill no new positions and some current positions may not be refilled upon retirement.

In FY 2009, the City implemented a newly adopted 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.

Goal:

- 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 as well as City publications, CityVision 16 cable channel, AM 1620 and www.exporecarbondale.com to help keep citizens informed
- 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. Utilize new approaches to inform citizens of City government activities, meetings and future City Council agendas 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
4. Encourage and attend neighborhood meetings to serve as a source of information and provide more community outreach
5. Involve staff to better serve and inform the citizens
6. Recognize citizen volunteers for their service to the community

Strategy:

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

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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 Communicque* will continue in FY 2010 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.

A continuous message board is provided on CityVision 16 that informs the public of City meetings, programs and activities. CityVision 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. The Internet address is www.ci.carbondale.il.us. During FY 2009, the City redesigned it's web presence to make information more accessible to users including 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. In addition, the newly designed web site has available the City's Budget and Comprehensive Annual Financial Report.

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 are entitled to 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

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, etc.)
3. Continue and expand implementation of neighborhood policing strategies to increase contact and interaction between police officers and the citizens they serve
4. Seek cooperation from property owners and tenants in the correction of code violations and aggressively prosecute those who fail to comply with the law
5. Publicize single family occupancy restrictions and prosecute those who willfully violate the law or seek to circumvent legal restrictions
6. Strictly enforce environmental regulations (weeds, rubbish, abandoned vehicles, etc.)
7. Publicize guidelines to address concerns resulting from large neighborhood parties that can be

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disruptive and seek to minimize the occurrences of such activities

8. 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
9. Increase awareness of and participation in Neighborhood Watch Programs
10. Expand Neighborhood Response Teams to address neighborhood issues that cut across department divisions of responsibility
11. Promote the concept of citizens helping themselves and each other rather than relying entirely on City government
12. Provide staff assistance to neighborhoods in planning neighborhood revitalization efforts
13. Encourage and assist the development of neighborhood associations
14. Encourage low density affordable housing developments on scattered sites

Strategy:

The Building and Neighborhood Services Division within the Development Services Department has adopted a proactive and less tolerant 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 2010. 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 Mortgage Revenue Bond and HOME Homebuyer programs with the Illinois Housing Development Authority.

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 an ongoing concern 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 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 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.

