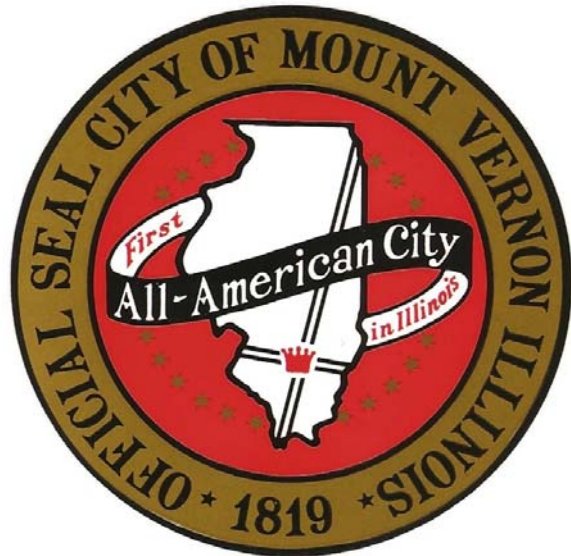


Chapter 9: Implementation Strategies





## Implementation Strategies

Comprehensive Plan goals and objectives can be put into effect through adopted development regulations (such as zoning and subdivision), capital improvement programs, and other types of proactive programs. Many goals that have been discussed within the chapters of Mt. Vernon's Comprehensive Plan 2019 can be implemented through simple refinement of existing regulations or City processes. Others may require the establishment of new development standards, programs, or processes.

The following are the definitions for "goals" and "objectives" as used in the Plan:

**GOALS** describe, in general terms, broad aims, desired end situations, or ideals for achievement. A goal is typically more broad and long-range

**OBJECTIVES** are more specific rules, courses of action, or strategies designed to achieve each desired goal. Objectives infer a relative consistency of action.

The subsequent pages contain the goals and objectives for each of the four Sub-Committees established in the 2019 Plan. These four categories are (1) Economic Development, (2) Infrastructure, (3) Land Use, (4) Quality of Life, and (5) Financial Strategies. These were taken from each Sub-Committees' "Goals and Objectives" sections that were compiled throughout the planning process. These strategies set aside specific rules and guidelines that were developed in order to lead Mt. Vernon down a path to a successful and prosperous future.



### Quality of Life

#### **Goal #1 - Improve the quality of education.**

*Objective #1 - Establish dialogue between the City and the school districts to assess facility and educational needs that could be of benefit in meeting the goals and objectives of this Plan.*

*Objective #2 - Research areas in which the City can assist school districts in their individual plans of action for educational improvements.*

*Objective #3 - Begin City review of these improvements and study ways the City can contribute.*

*Objective #4 - Support a committee that would work in conjunction with the Regional Superintendent in order to ensure similar curriculum is being taught throughout the 17 school districts.*

#### **Goal #2 - Promote safety within neighborhoods.**

*Objective #1 - Replace current, outdated Police Department with new Police Department designed for Police use with more space to conduct necessary day-to-day operations.*

*Objective #2 - Create more after-school programs to keep kids active and entertained and off of the streets.*

*Objective #3 - Continue promoting current public information programs and workshops from the Police and Fire Departments and expand programs according to public interest and financial support.*

*Objective #4 - Expand this public information to the internet to provide for easier access for the citizens of Mt. Vernon.*

*Objective #5 - Increase Neighborhood Watch programs to promote safety.*

#### **Goal #3 - Promote health care services offered.**

*Objective #1 - Use the fact that Mt. Vernon already has a very active and large health care system in place to attract more health care-related businesses and industries*

*Objective #2 - Use existing health care system to attract/recruit new and innovative technologies to the area.*

*Objective #3 - Implement land use and zoning strategies to promote medical industry.*

*Objective #4 - Implement land use and zoning to encourage development of ancillary businesses such as hotels, restaurants, etc. around the new hospital.*

*Objective #5 - Assist SMGS new hospital project with construction of secondary road ingress/egress from Veterans Drive or South 34th Street.*

#### **Goal #4 - Improve the quality of neighborhoods throughout the City.**

*Objective #1 - Improve the condition of roadways.*

*Objective #2 - Improve infrastructure that affects Quality of Life.*

*Objective #3 - Create new sidewalks where there currently are*

### Quality of Life



none and improve the sidewalks that have become deteriorated over time.

Objective #4 - Upgrade Fleet Service vehicles to more environmentally friendly and fuel-efficient "green" vehicles in order to reduce emissions when travelling to and from work sites around the City.

#### **Goal #5 - Provide more affordable housing within City limits.**

Objective #1 - Annex land which may have the potential to be zoned residential.

Objective #2 - Provide incentives to developers to create more affordable housing.

Objective #3 - Coordinate with Land Use committee on priority locations for housing.

#### **Goal #6 - Examine potential for implementation of a recycling program.**

Objective #1 - Develop a plan in relation to the implementation of multi-material curbside collection of source separated recyclables from single-family dwellings, multi-family dwellings, and commercial waste segments.

Objective #2 - Consider construction of a materials recovery facility to serve the City and/or County.

Objective #3 - Implement a public education/promotion program which stresses source reduction and recycling.

#### **Goal #7 - Focus on creation and expansion of recreational entertainment.**

Objective #1 - When appropriate, utilize the Southern Illinois Trails System committee's Trails and Greenways Plan for addition of bike and hiking trails in the area.

Objective #2 - Create new aquatic recreation complex using the guidelines of the National Parks and Recreation that will accommodate up to 800 users.

Objective #3 - Expand the current race track or relocate it to a better location for expansion and future development into a nationally competing race track.

Objective #4 - Create extreme sports (BMX track, skate park, etc.) in order to give younger generation more activities.

Objective #5 - Improve outdoor tennis courts. Partner with the school districts for improved and additional courts and the development of indoor courts.

#### **Goal #8 - Significantly strengthen the reputation of the Mt. Vernon Parks and Recreation Department as being the leader of quality of life services for the residents of the community.**

Objective #1 - Increase awareness in the community through marketing.

- Branding of Department and creation of logo
- Web site enhancement

### Quality of Life



- Increase park signage
- Work jointly with school newspapers and publications
- Consideration of "Satisfaction Guaranteed" recreation program

Objective #2 - Emphasis on creating new and developing existing relationships.

- Establish new joint projects with elementary, high school, and community college
- Service organizations
  - Junior Women Christmas programming
  - Kiwanis park shelter improvements
  - Rotary development of Optimist Park
- Establishment of a neighborhood park watch and improvement group
- Creation of a "Friends of the Park" non-profit organization

Objective #3 - Emphasis on staff training and quality hiring standards.

- Encourage staff to continue involvement with professional organizations and certification
- Continue to attend training programs
  - Playground safety
  - Tree and plant care maintenance
  - Swimming pool operation
  - Athletic field maintenance
- Establish a high quality work ethic standard for the selection of new employees and their retention within the department

### **Goal #9 - Build quality recreation programs that will meet the needs of a diverse population.**

#### **2009-2013**

Objective #1 - Conduct a feasibility study concerning the structural condition of the Horace Mann School building and possibilities for future use of the gym and cafeteria.

Objective #2 - Increase child, youth and senior programming.

- 3-on-3 youth outdoor basketball
- High School basketball league
- Mom/Tot daytime programs
- Senior trips, day and overnight
- Summer sport camps
- Summer youth fitness and nutrition club

#### **2014-2018**

Objective #3 - Expand "Family Adventure Series" programming and competitive athletic leagues and tournaments.

- Family hiking trips
- Teenage single-evening and out of town trips
- Indoor recreation league programs
- Attract competitive baseball and softball tournaments

### Quality of Life



#### **Goal #10 - Improve the maintenance of the Parks & Recreation facilities and property.**

*Objective #1 - Initiate a playground equipment maintenance inspection program.*

*Objective #2 - Replace damage storm water drainage lines in Veterans Park.*

*Objective #3 - Re-establish the shore line of Veterans Park Lake and also islands.*

*Objective #4 - Renovate the Rolland W. Lewis Community Building.*

*Objective #5 - Devise and implement a plan for the regular replacement of mowing equipment and park vehicles.*

*Objective #6 - Purchase athletic field equipment such as aerators, seeder, roller, tiller, tractor, etc. to properly maintain turf and infields.*

*Objective #7 - Replacement of south restroom in Veterans Park.*

*Objective #8 - Budget annually for maintenance program on basketball and tennis courts utilizing protective coating.*

*Objective #9 - Repair and improvement of Kiwanis' picnic shelter.*

*Objective #10 - Establish a co-operative maintenance agreement between the Mt. Vernon Township High School and the City of Mt. Vernon concerning the baseball, softball, and soccer facilities located at Lincoln Park.*

*Objective #11 - Address erosion of banks adjacent to backstops of four baseball fields at Lincoln Park.*

*Objective #12 - Correct poor drainage of playground equipment unit at Dawson Park.*

*Objective #13 - Complete a detailed playground equipment replacement program for each park and begin implementation.*

*Objective #14 - Start a program for the painting of the selected park facilities with a graffiti coating.*

*Objective #15 - Develop a drainage plan or change in facility usage for parks which retain water and are difficult to maintain.*

*Objective #16 - Renovation of existing park restrooms to aid in cleaning and maintenance.*

*Objective #17 - Provide park tree protection with spraying and mulching program.*

*Objective #18 - Establish regular maintenance program schedule for every landscaped area. Remove old landscaped areas that are no longer viable.*

*Objective #19 - Institute an annual turf and infield maintenance program on recreational baseball and softball facilities.*

*Objective #20 - Prepare and implement a plan for the removal of sediment from Veterans Park Lake, address the erosion of soil into the lake from the water tributary and odor associated with stagnate water and algae.*

*Objective #21 - Resurfacing of Veterans Park west parking lot and storm water drainage system.*

### Quality of Life Goal #11 - To develop the existing parks and city-owned green space areas.



#### 2009-2013

Objective #1 - Utilize the services of the University of Illinois Recreation Department to expand and enhance the existing Comprehensive Plan 2019.

Objective #2 - Establish a detailed development plan for each city park.

- Expand existing park mapping to include all parks.

Objective #3 - Develop and begin implementation of a plan to improve the handicapped accessibility of the park system.

Objective #4 - Begin replacement and/or addition of BBQ grills, trash containers, and drinking fountains in all parks.

Objective #5 - Improve signage in all parks.

Objective #6 - Evaluation of existing lighting in park system.

- Initiate upgrade of security lighting in parks:
  - Phase I security lighting for Klein Field across road

Objective #7 - Major renovation of one softball field at Lincoln Park into a premier facility.

- Prepare a development plan in cooperation with the Mt. Vernon Township High School, JCSA, and the City of Mt. Vernon.
- Establish a cooperative maintenance agreement between the Mt. Vernon Township High School and the City of Mt. Vernon concerning Klein baseball field, soccer field, and proposed softball field.
- Construction of softball facility.

Objective #8 - Improve infield drainage at Klein baseball field.

Objective #9 - Install Phase I of soccer field fencing at Lincoln Park.

Objective #10 - Paving of southeast and southwest parking lots at Lincoln Park.

Objective #11 - Development of Veterans Park.

- Creation and implementation of a plan to establish flowering landscape beds around walking trail and natural plantings on park lake island. Establish irrigation to formal landscape beds prior to planting.
- Begin memorial park bench and picnic table program.
- Remodel east restroom building for storage structure.
- Purchase Christmas lighting displays for park roadway and trails.
- Develop and implement plan to increase lighting levels around one mile walking trail:
  - Phase I north loop, Phase II south loop
  - Antique lighting fixtures
  - Electrical panels installed for special events
  - Ground lighting for landscaped beds
  - Installation of 2 fountains in lake
- Utilize community involvement in establishing a plan to

### Quality of Life



address concerns with large numbers of geese and water-fowl at lake.

- Replacement of west picnic shelter.
- Establish additional overflow parking areas in the northern section of park.
- Installation of a splash park play area.

Objective #12 - Development of Optimist Park.

- Prepare a park development plan.
- Utilize local Rotary Club to assist with the funding for the development of the park.
- Change in name of park to Rotary Park.

Objective #13 - Development of Dawson Park.

- Prepare a park development plan in cooperation with the neighborhood residents.
  - Establish parking area
  - Tree removal and new plantings
  - Existing basketball courts renovate and light
  - Addition of park benches and picnic tables
  - Utility installation of water, sewer and electric
  - New restrooms
  - 2 picnic shelters
  - Playground equipment replacement and addition

Objective #14 - Jaycee Lake Development.

- Enter into cooperative agreement with Illinois Department of Natural Resources for fishery management and stocking.
- Improve and/or replace boat dock ramp and area.

Objective #15 - Establish an Urban Forest Management plan for parks and City right-of-ways.

- Provide coordination and direction in working with City staff (Public Works Director, City Engineer and Downtown Development Director) to formulate an Urban Forest Management plan for the parks and City right-of-ways.
- Establish mapping for park sites and City right-of-way designating future planting location and tree species.
- Planting of memorial trees within City parks and designated right-of-ways.
- Select sites for future park landscaping.

Objective #16 - Re-evaluate the need and support levels for an indoor recreation complex.

### Goal #11 Continuation

#### 2014-2018

Objective #1 - New playground equipment installed in parks with consideration for establishing a theme for the playground.

Objective #2 - Relocation of men's softball facility.

Objective #3 - Development of Jaycee Lake and adjacent City property.

- Nature Walking Trail.

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- Interpretive programming.
- Construction of a nature interpretation center.

#### Objective #4 - Development of Veterans Park.

- Addition to the Rolland W. Lewis Community Building for additional storage and restrooms.
- Define location and enhance main entrance to park.
- Construction of an informational kiosk adjacent to Rolland W. Lewis Community Building.
- Establish new parking areas on south side of park.
- Expansion of east basketball courts.
- Construction of new outdoor theater north of Rolland W. Lewis Community Building
  - Regrade
  - Electric
  - Roof, structure, and landscape
- Relocation of existing tennis courts.
  - Construction of new skateboard park.
  - Addition of Frisbee golf to north section of park.
  - Demolition of existing band shell.
  - Re-evaluate location of existing playground equipment
  - Creation of new outdoor seating

#### Objective #5 - Lincoln Park development.

- Klein baseball field
  - Storage
  - Outdoor seating
  - P.A. system
  - Announcer's booth
  - Concession stand
  - Lighting
- Soccer field
  - Announcer's booth
  - P.A. system
  - Seating
  - Fencing
- Recreational baseball and softball fields
  - Scoreboards

#### Objective #6 - Woodglen Park development.

- Improve drainage.
- Park development should have emphasis on natural setting as theme.
- Construction of nature trail.
- Playground equipment - nature theme.
- City tree nursery.

#### Objective #7 - Airport Park development.

- Construction of archery range.

**Goal #12 - Prepare a plan to address the deteriorating outdoor City swimming pool and the needs of the community.**

### Quality of Life



Objective #1 - Replace existing underground circulation system.  
Objective #2 - Obtain professional services to conduct a study involving an assessment of existing facility operation conditions and a community survey of aquatic facility needs.

- Based upon facility study and community survey determine future for the operation of an aquatic facility.

#### **Goal #13 - Develop a trail system that will encompass trails with parks, a City-wide network and linkages to regional and state planned trail connectors.**

Objective #1 - Increase community involvement in the planning and advancement of the trail system.

Objective #2 - Continue support for the existing trails and greenways comprehensive plan.

Objective #3 - Identify new possible greenway corridors and seek additional funding sources beyond state and federal grants.

#### **Goal #14 - Identify and acquire green space for future parks and trails.**

Objective #1 - Expand the existing plan to identify future park sites throughout the community.

Objective #2 - Develop a plan that would consider the acquisition of property adjacent to Lincoln Park for the purposes of relocating tennis courts, men's and women's softball fields, flag football, mustang and pony league baseball fields and other recreational facilities.

Objective #3 - Consider park development plan for the L&N Railroad Lake (Public Works) property.

Objective #4 - Consideration of creating a City park at Jaycee Lake.

- Nature Trails
  - Walking
  - Mountain Bike
- Nature interpretive center

#### **Goal #15 - Focus on pre-fire planning program.**

Objective #1 - Develop a list of target hazards and focus immediate attention upon these hazards.

Objective #2 - Develop an information-sharing program between Mt. Vernon Fire Department, the City's Engineering and Inspection Department, and the Jefferson County Local Emergency Planning Committee in order to provide a more comprehensive risk inventory.

### Quality of Life



*Objective #3 - Review current staffing alignment of department in order to ensure adequate services are being provided.*

#### **Goal #16 - Re-consider police and fire station distribution and concentration to ensure adequate fire suppression and police coverage.**

*Objective #1 - As necessary, have the City purchase new equipment and hire additional personnel.*

*Objective #2 - Purchase land West of Interstate 57 for the construction of a new fire station.*

*Objective #3 - Relocate Fire Station #1 and construct it to accommodate duty personnel, ADA requirements, fire protection upgrades, and larger bays to accommodate existing and future apparatus.*

*Objective #4 - Replace current Police Department with newer one designed for Police use with more space to conduct necessary day-to-day operations.*

#### **Goal #17 - Improve Emergency Medical Service.**

*Objective #1 - Explore the opportunities available and develop a plan to improve the EMS services currently offered in the City of Mt. Vernon*

*Objective #2 - Work in conjunction with Jefferson County Commissioners in order to improve the current level of EMS services.*

*Objective #3 - Develop a committee group composed of the City, County, and EMS group to explore best possible options for EMS services provided.*

#### **Goal #18 - Expand fire training facilities.**

*Objective #1 - Develop plans and specifications for a local fire training facility scaled to meet Department needs.*

*Objective #2 - Ask the City to consider Mt. Vernon Rural Fire District for the construction of the training facility.*

*Objective #3 - Consider establishing regional program with other area fire departments and local utilities to construct this facility and share its costs and benefits.*

#### **Goal #19 - Increase public education.**

*Objective #1 - Integrate "all-risk" (as opposed to "fire only") public safety information into the Fire Department's publications and audio-visual presentations.*

*Objective #2 - Focus public education program on targeted audiences to use the program more effectively.*

*Objective #3 - Update websites for public information.*

#### **Goal #20 - Seek to obtain a higher ISO Grading.**

*Objective #1 - Develop a Plan to obtain a higher ISO Grading*

### Quality of Life



- *Improve upon distribution*
- *Improve upon training documentation*
- *Review current staffing in order to obtain additional points in the fire department category.*
- *Institute an internal committee to prepare for the next visit of the Insurance Services Office to assure it gets maximum benefit from its policies, practices, and resources used for fire protection.*

#### **Goal #21 - Ensure fire department apparatus remains in good operating order.**

*Objective #1 - Establish an apparatus replacement schedule according to The National Fire Protection Agency (NFPA).*

- *Refurbish an apparatus after ten years of service*
- *Replace apparatus after twenty years of service*
- *Replace command vehicles every five to seven years*
- *Replace utility vehicles based upon physical condition*

*Objective #2 - Ensure that new motor vehicles purchased for the City are those that offer alternative fuel usage.*

#### **Goal #22 - Rethink public art, urban design, and wayfinding strategies.**

*Objective #1 - Create new development that is pedestrian in scale.*

*Objective #2 - Create more attractive streets for pedestrians and passersby, including tree-lined streets, benches, planters, ornamental lights, banners, graphics, historical markers, and art.*

*Objective #3 - Include more public art in the Downtown landscape, building a stronger relationship between Cedarhurst and the City of Mt. Vernon.*

*Objective #4 - Ask the City to consider reinstating the public art displays (bulls) that were once sprinkled throughout Mt. Vernon.*

#### **Goal #23 - Improve upon the character of the Downtown area.**

*Objective #1 - Ask the City for help in supporting the preservation and rehabilitation of the Downtown buildings, particularly along 9th Street.*

*Objective #2 - Create a more pedestrian-friendly character, offering window shopping and people watching areas.*

*Objective #3 - Establish a financing program to encourage building rehabilitation and adaptive reuse.*

*Objective #4 - Make improvements to the façades of buildings to enhance their contribution to the character of Downtown.*

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#### Goal #24 - Promote better usage of existing civic resources.

*Objective #1 - Should the high school relocate, consider alternative scenarios for reuse of high school site, including small business incubator, housing (condominiums, apartments, or senior living), junior college, or vocational school.*

*Objective #2 - Determine the most effective way to link the Public Library to the Downtown area.*



### Economic Development



#### **Goal #1 - Foster business-friendly climate.**

*Objective #1 - Provide training for Planning, Zoning, and Revolving Loan Boards.*

*Objective #2 - Revise and improve forms with instructions and process of building/signage permitting and revolving loan application.*

*Objective #3 - Create online application/submission process for permits.*

*Objective #4 - Provide more assistance with the different processes.*

#### **Goal #2 - Improve Utility Distribution to support business growth.**

*Objective #1 - Create additional water transmission line from Rend Lake.*

*Objective #2 - Expand capacity of water transmission line from Rend Lake by at least 2 million gallons per day.*

*Objective #3 - Increase capacity of current water transmission line from Rend Lake.*

#### **Goal #3 - Reach 100% penetration of access to high speed/broadband/wireless internet service within the City.**

*Objective #1 - Map services and determine deficit areas.*

*Objective #2 - Research service and strength in region and service providers.*

*Objective #3 - Match market with service providers and develop a plan to coordinate installation of broadband.*

*Objective #4 - Run conduit underground near new interchange area and future project areas to allow ease of installation for high speed/broadband/wireless lines in the future.*

#### **Goal #4 - Support the attraction and expansion of the Distribution Industry.**

*Objective #1 - Create a "shovel-ready" Distribution Park that will support an additional one million square feet (1 Million SF) of space.*

*Objective #2 - Implement an incentive plan to support the attraction and expansion of the distribution industry.*

*Objective #3 - Build an exit at Interstate 64 and Shiloh Drive.*

#### **Goal #5 - Support the attraction and expansion of the Manufacturing Industry.**

*Objective #1 - Bring currently owned property to "shovel-ready" status and complete the North Davidson Drive.*

*Objective #2 - Acquire additional property to support additional one million square feet (1 Million SF) of manufacturing space.*

*Objective #3 - Develop and implement an incentive plan to support the attraction and expansion of manufacturing.*

### Economic Development



#### **Goal #6 - Support 700,000 square feet of new retail/commercial development in area of new interchange.**

*Objective #1 - Build connector road from Veterans Drive to Davidson Drive to State Route 15.*

*Objective #2 - Extend water and sewer to the area and zone property accordingly.*

*Objective #3 - Create and implement development incentives.*

#### **Goal #7 - Move traffic more efficiently from the East to West to avoid train delays.**

*Objective #1 - Build a loop with access from Veterans Drive to Mt. Vernon Airport.*

*Objective #2 - Build overpass on East side of Route 15 over NS and UP Railroads.*

#### **Goal #8 - Plan to address the economic stress of high fuel costs on City revenues.**

*Objective #1 - Study the projected trends in work commutes, lifestyle adjustments, travel, etc. as a result of high fuel prices.*

*Objective #2 - Develop a plan of action that addresses the lifestyle, work, and life changes that could result.*

*Objective #3 - Implement the plan to facilitate the changes due to high energy costs. (i.e., electric sources for travelers to re-charge batteries, natural gas pumps at fuel stations, public transportation with City, regional transportation system for workforce, etc.).*

#### **Goal #9 - Improve "First Impressions" of Mt. Vernon.**

*Objective #1 - Update landscaping, lighting, and signage on State Route 15 and State Route 37.*

*Objective #2 - Enforce property maintenance ordinances.*

#### **Goal #10 - Expand tourism industry to leverage existing hospitality infrastructure to capture greater portion of interstate travel revenue.**

*Objective #1 - Invest in a tourism study to create an attraction development plan and plan to leverage existing tourism attractions.*

*Objective #2 - Create an incentive plan to support the implementation of a tourism development plan.*

*Objective #3 - Use the revenues generated by the tourism industry to leverage the development of tourism attraction projects.*

#### **Goal #11 - Provide visitors to the City of Mt. Vernon with additional recreational and cultural opportunities.**

*Objective #1 - Work with current attractions to grow and improve delivery of services to visitors. Encourage evening and weekday hours. Explore grant opportunities. Target heritage tourism,*

### Economic Development



*outdoor recreation, and the arts.*

*Objective #2 - Work with other agencies, entities, and developers to target private investment in dining, conference facilities, major attractions, and retail.*

*Objective #3 - Work with Downtown Mt. Vernon Development Corporation to encourage tourism-friendly businesses, events, and attractions in the downtown district.*

*Objective #4 - Assist with development of multi-purpose trails for bicycling, walking, and jogging within City and to connect with other trails in the region. Support parks improvements.*

*Objective #5 - Explore Conference Center options.*

#### **Goal #12 - Encourage the hosting of events in the City of Mt. Vernon.**

*Objective #1 - Host an events workshop.*

*Objective #2 - Continue to partner with and support groups sponsoring events.*

*Objective #3 - Support new events. Assist event organizers with planning for overnight visitors.*

*Objective #4 - Encourage off-season events.*

*Objective #5 - Encourage support of events by local residents and businesses.*

*Objective #6 - Provide more events information locally for cross-selling.*

#### **Goal #13 - Complete improvements to infrastructure affecting hospitality industry.**

*Objective #1 - Add more flowers and landscaping to Exit 95/Potomac Blvd./44th Street area.*

*Objective #2 - Encourage volunteer involvement in beautification projects.*

*Objective #3 - Support City clean-up efforts.*

*Objective #4 - Assist with plans for growth in new interchange area.*

*Objective #5 - Assist with multi-purpose trails construction and grants.*

#### **Goal #14 - Pursue more aggressive marketing in order to expand market share of visitors.**

*Objective #1 - Maintain distribution points for informational brochures.*

*Objective #2 - Maintain or increase advertising in target markets.*

*Objective #3 - Target leisure travelers and group business.*

*Objective #4 - Add to video library for marketing attractions and events.*

*Objective #5 - Maintain and improve website.*

*Objective #6 - Facilitate cross-promotional selling.*

*Objective #7 - Improve signage.*

*Objective #8 - Market downtown meeting space, shopping,*

### Economic Development



events, and restaurants.

#### **Goal #15 - Maintain and improve customer service in hospitality industry.**

Objective #1 - Maintain website with comprehensive information available for front-line hospitality staff.

Objective #2 - Encourage familiarization events for hospitality staff.

Objective #3 - Continue weekly newsletter "This Week in Mt. Vernon" and develop additional methods to communicate with hospitality staff.

#### **Goal #16 - Increase awareness of hospitality industry's impact on City, County, and State finances.**

Objective #1 - Provide information to local media.

Objective #2 - Increase contacts with leaders and decision makers by industry leaders and proponents.

#### **Goal #17 - Promote Downtown Mt. Vernon as a destination location.**

Objective #1 - Develop Mt. Vernon's central district into a mixed-use city center.

Objective #2 - Development planning should develop experiences for families, couples, singles, and teenagers that could include an assortment of restaurants, entertainment, theaters, bars, events, attractions, and lodging.

Objective #3 - Encourage businesses and business owners to collaboratively market the Downtown area.

Objective #4 - Create a Downtown that personifies the identity of Mt. Vernon and focuses on the unique strengths of the City (the Arts, Harvest Fest, Balloon Fest, Cedarhurst, General Tire, historical ambiance, or a person or persons that have had a significant influence in the nation).

Objective #5 - Ensure that streets and sidewalks are maintained appropriately in order to create a more positive impression of Downtown.

#### **Goal #18 - Encourage business development in the Downtown area.**

Objective #1 - Establish an incubator business to provide startup businesses a chance to share common resources, reducing the cost of starting a business with low volumes.

Objective #2 - Create more retail stores, with an emphasis on limited and specialty retailing and neighborhood services. For example, the creation of a convenience store may be successful.

Objective #3 - Create more restaurants and bars in order to ensure a more active nightlife.

Objective #4 - Along with the Downtown Mt. Vernon Development Corporation, continue to acquire buildings for rehabilitation to provide new space for businesses that would otherwise not be able to afford the upfront rehabilitation improvements.

### Economic Development



*Objective #5 - Ask City to consider assistance programs for revitalizing downtown, including tax abatement, tax increment financing, and Community Development Grants.*

*Objective #6 - Develop new strategies in order to link the Downtown District with the highway retail district to provide mutual benefits to each other.*



### **Land Use Goal #1 - Focus on new interchange and creation of "Destination Interchange".**

*Objective #1 - Create a Planned Unit Development (P.U.D) in order to limit the allowable uses around the interchange.*

*Objective #2 - Develop a list of development standards to ensure desired aesthetic feel is created.*

*Objective #3 - Enact Tax Increment Financing Districts where appropriate for the City, specifically around the interchange and surrounding area.*

### **Goal #2 - Eliminate or greatly reduce the amount of mobile homes currently located in residentially-zoned areas.**

*Objective #1 - Examine and make revisions to existing mobile home ordinances.*

*Objective #2 - Create new zoning ordinances to prohibit mobile homes from locating in areas zoned as single-family residential.*

*Objective #3 - Create a mobile home village/community for location of new mobile homes and relocation of existing mobile homes.*

### **Goal #3 - Create more living options for current and future residents of the City of Mt. Vernon.**

*Objective #1 - Annex land outside of current corporate boundary; particularly the land along the northern City boundary.*

*Objective #2 - Zone acquired land as residential and determine appropriate density of housing.*

*Objective #3 - Offer incentives to develop more affordable housing projects.*

### **Goal #4 - Create Mixed-Use development along new interchange area.**

*Objective #1 - Zone for Commercial land use along immediate exit travel pathways.*

*Objective #2 - Further along exit pathways, zone for Mixed-Use Commercial/Retail/High-Density Residential zoning (apartments above retail storefronts).*

*Objective #3 - Slowly give way to strictly Residential zoning at end of exit travel pathways.*

*Objective #4 - Ultimately create an inclusive neighborhood where necessities can be reached without having to travel through congested thoroughfares into the City.*

### **Goal #5 - Create Future Land Use map consistent with the City's ability to service existing and new development.**

*Objective #1 - Focus new Commercial development along main thoroughfares throughout the City (Route 15 East and West, Route 37 North and South, Veteran's Memorial Drive East and West to new interchange, Route 142 Southeast to Veteran's Memorial Drive, and West of Interstate 57/64).*

### Land Use



*Objective #2 - Focus new Industrial development along outer limits of current Corporate Boundaries to South and West (Northwest of intersection of Route 15 and Interstate 57/64, West and Southwest of new interchange along Veteran's Memorial Drive, and East of Route 37 South of Downtown to just beyond Interstate 64).*

*Objective #3 - Focus new Residential development to more undeveloped portions of the City (West of new interchange South of Veteran's Memorial Drive, South of Downtown along the Northern edge of Interstate 64, East of Downtown along the Northern side of Fairfield Road, and North of Downtown from North 5th Street West to Interstate 57).*

#### **Goal #6 - Review and evaluate current Corporate Boundaries.**

*Objective #1 - Annex land, focusing predominantly on areas to the North and West, into Corporate City Boundaries in order to allow the City to control growth and expansion.*

*Objective #2 - Annex present unincorporated areas that are surrounded by Corporate Limits to eliminate pockets of unincorporated land throughout the City.*

#### **Goal #7 - Develop open space for activities in the Downtown area.**

*Objective #1 - Develop open space for large-crowd activities, including the farmer's market, flea market, community festivals, craft fairs, concerts, barbecues, parades, vigils, and statewide events. Possible locations include the Courthouse Square and the site of the Mt. Vernon Motel.*

*Objective #2 - Create open space that is flexible in order to provide recreational opportunities for playing children and working professionals.*

*Objective #3 - Create open spaces that are better suited for public meeting sites.*

#### **Goal #8 - Develop parts of the Downtown area as a residential district.**

*Objective #1 - Build more rental and equity housing for singles, young couples, and seniors looking to downsize.*

*Objective #2 - Tie upper-story adaptive reuse to proper preservation techniques. New residential construction should complement the character of Downtown while providing units with unique appeal.*

*Objective #3 - Develop a lending program for housing improvements to help stabilize critical areas/neighborhoods in the City of Mt. Vernon, particularly neighborhoods north of Downtown.*



### Infrastructure

#### **Goal #1 - Improve the transportation system of the City of Mt. Vernon by the extension of roadways and roadway improvement projects.**

*Objective #1 - Create and maintain a priority list of transportation projects for the extension and improvement of roadways.*

*Objective #2 - Coordinate the roadway improvement projects with the Public Works and Public Utilities Departments.*

*Objective #3 - Make application for any available grant funds. Engage in appropriate lobbying efforts to obtain Legislative earmarks.*

#### **Goal #2 - Establish, implement, and communicate street improvement standards for the City of Mt. Vernon.**

*Objective #1 - Establish, implement, and communicate a street improvement/maintenance standards plan by utilizing the street improvement standards flowchart developed by the Public Works Department.*

#### **Goal #3 - Improve the storm water drainage in the City of Mt. Vernon.**

*Objective #1 - Maintain a list of storm water improvement projects.*

*Objective #2 - Recommend the development of an ordinance establishing a City-wide water retention/detention plan.*

#### **Goal #4 - Improve the water system in the City of Mt. Vernon.**

*Objective #1 - Replace existing or add new water mains, loop dead-end water mains, replace water lines, maintain and/or replace existing water towers.*

*Objective #2 - Recommend a hydraulic model of the City of Mt. Vernon's water system be completed to provide valuable information regarding the condition of the water system.*

*Objective #3 - Maintain a list of water main replacement projects, future water main projects, and dead end water main projects.*

*Objective #4 - Replace 7,500 LF of aging water line smaller than six inches each year with six inch water line.*

*Objective #5 - Perform regular water tower maintenance including painting of L&N tank, Opdyke tank, and the Eagle Court tank.*

*Objective #6 - Replace the Times Square Mall water tower.*

#### **Goal #5 - Improve the sanitary sewer system in the City of Mt. Vernon by the replacement, relining, and addition of new sewer mains and the replacement and/or relining of sewer manholes.**

*Objective #1 - Maintain a complete list of sanitary sewer main improvement projects.*

*Objective #2 - Replace or reline 10 manholes each year.*

#### **Goal #6 - Develop and implement a sidewalk replacement plan for the City of Mt. Vernon.**

### Infrastructure



Objective #1 - Replace and/or install a minimum of 1,000 LF of four-foot wide sidewalk per year utilizing the attached sidewalk replacement list and the Safe Routes to Schools sidewalk map.

Objective #2 - Recommend the development of an ordinance requiring plans to accommodate pedestrian traffic in new residential and commercial subdivisions.

Objective #3 - Make application for any available grant funds.

#### **Goal #7 - Improve the quality of life in the City of Mt. Vernon by the addition of pedestrian and bicycle trails.**

Objective #1 - Maintain a list of pedestrian and bicycle trail projects utilizing the attached spreadsheet and the Mt. Vernon Trails and Greenways Comprehensive Plan.

Objective #2 - Make application for any available grant funds.

#### **Goal #8 - Improve traffic circulation, access, and parking in the Downtown area.**

Objective #1 - Although Main and Broadway both have excellent traffic circulation, the traffic speeds cause traffic to bypass the district and encourages automobiles to flow through rather than to the district. Traffic speeds also create an unsafe downtown pedestrian environment.

Objective #2 - Broadway Street should be reinforced as a direct connection to Downtown.

Objective #3 - Make the Downtown area more accessible to surrounding neighborhoods. Trails should also link into downtown, linking parts of the City to each other.

Objective #4 - Implement a shuttle service that circulates areas throughout Mt. Vernon to Downtown in order to encourage visitors to the Downtown area.

Objective #5 - Create more accessible and convenient parking for users without dominating the landscape of the district.

Objective #6 - Install directional information maps that guide visitors to the appropriate available parking in the area.