




*Creativity Redefined!*

**“Your Vision, Our Mission!”**

**2022 – 2032**

**Comprehensive Plan**

**Adopted October 3, 2022**



The world makes way for the  
man who knows where he is  
going

- Ralph Waldo Emerson

AZQUOTES



# **“Your Vision, Our Mission!”**

**2022-2032**

## **Table of Contents**

- I. Mayor’s Letter**
- II. Gratitude and Acknowledgements**
- III. Executive Summary**
- IV. Introduction**
- V. Methodology**
- VI. Purpose**
- VII. Listening Session Data**
- VIII. Executive Management Team Input**
- IX. City Council Direction**
- X. Perceived Plan Threats**
- XI. Community Analysis**
- XII. Major Plan Elements**
- XIII. Element 1: Housing**
- XIV. Element 2: Parks, Recreation, and Events**
- XV. Element 3: Community Development and Communications**
- XVI. Element 4: Public Safety**
- XVII. Element 5: Economic Development**
- XVIII. Element 6: Infrastructure**
- XIX. Element 7: Land Use**
- XX. Call to Action**
- XXI. Appendix A: Listening Session Sign-in Sheets**





OFFICE OF THE MAYOR  
CITY HALL

JOHN LEWIS



CITY OF MT. VERNON  
1100 MAIN CITY HALL  
MT. VERNON, ILLINOIS 62964

618/242-5000  
FAX 618/244-0746

During my tenure as Mayor, the city council and I have actively worked to promote and improve the quality of life for all residents of Mt. Vernon. We have dedicated millions of tax dollars to make significant improvements in our city's infrastructure. Major improvements to our water distribution system, sewer collection system, stormwater systems, roads, and parks have been completed over the past five years.

Although we have made significant progress addressing current and future needs of the city, there is always more to be done. That is why we have created a new Comprehensive Plan to serve as a guide for this council and the next in the years to come.

At the start of the process, we held public listening sessions to get community involvement in developing this plan. The feedback the community provided through these listening sessions and general discussions has been the foundation for the new comprehensive plan and the future of Mt. Vernon. You, the residents have shared what you envision for Mt. Vernon, and we have made it our mission to bring that vision to life.

This plan is a valuable tool to have in place that will help guide our community and create the amenities that meet the needs of Mt. Vernon residents today, and in the future. I am very proud of the new comprehensive plan that we, the community, and city staff have produced together.

Sincerely,

John C. Lewis  
Mayor  
City of Mt. Vernon



## Gratitude and Acknowledgements

A plan of this magnitude requires the input and vision of the community to be successful. City Manager Mary Ellen Bechtel and Mayor John Lewis began the creation of this 10-year Comprehensive Plan listening to the community. Not one word was typed until fourteen community listening sessions were conducted and the feedback was provided directly to the City’s Executive Management Team and the City Council for consideration.

The City of Mt. Vernon, Illinois expresses its utmost gratitude to the citizens who played a significant role in the drafting of this plan, the members of the Planning Commission, the members of the City’s Executive Management team, and the sitting City Council.

### **We extend a special thank you to the following people:**

#### Mayor and City Council

Mayor John Lewis  
Councilman Ray Botch  
Councilman Joe Gliosci  
Councilman Donte Moore  
Councilman Mike Young

#### Executive Management Team

City Manager Mary Ellen Bechtel  
Assistant City Manager Nathan McKeena  
Human Resources Director Cheryl Conner  
City Engineer Brad Ruble  
Deputy City Clerk Becky Barbour  
Public Works Director Matt Fauss  
Assistant Public Works Director Jonathan Younger  
Fleet Services Director Make Shannon  
Field Supervisor Public Works Stephen Talley  
Tourism Director Angela Schrum  
Chief of Police Trent Page  
Assistant Police Chief Robert Brands  
Fire Chief Kevin Sargent  
Executive Assistant Kendra Donoho



Planning and Zoning Commission

Chairman Robert Feltmeier  
Commissioner Charles Jones  
Commissioner Dean Dickerson  
Commissioner David Domingez  
Commissioner Craig Olsen  
Commissioner Ryan Wellmaker

**The following community partners made the community listening sessions possible:**

Mt. Vernon Housing Authority  
The City of Mt. Vernon  
Meadowbrook Christian Church  
Mt. Vernon Tourism Advisory Board  
Logan Street Baptist Church  
C.E. Brehm Memorial Public Library  
Jefferson County Development Corporation  
Downtown Mt. Vernon Development Corporation  
Faith Lutheran Church  
Mt. Vernon Chamber of Commerce  
Continental Tire N.A.



## The following community members participated in the community listening sessions:

Michelle B.  
Sarita Kimble  
Chanda Rogers  
Glinda McChristian  
Joyce Bugg  
J. Illegible  
Oscar Brown  
Aletha Thomas  
Cecil Thomas  
Pat Sanders  
Lisa Damron  
Bill Pixley  
Angela Schrum  
Lana Buck  
Delesha Johnson  
Jeff Twardowski  
Sarah Sledge  
Victoria Nesbitt  
Amanda White  
Sheila Jolly Scrivner  
Shari Cople  
Jonathon Cople  
Michael Carbonaro  
Natalie Wellen  
Mike Anthis  
Bruce Flanigan  
T. Wright  
Joyce Bugg  
Jacque Pattisapu  
Sharon Grothoff  
Brian Klein  
Johnathon Winfert  
Queeda Keith  
Melanie Andrews  
Ryan Schmidt  
Jeremy Bradford  
Brian Harland  
Kevin Phillips  
Tony Iriti  
Rex Cusumano  
Chris Collins  
Hillary Esser  
Cindy Bevis  
John Hundley  
Jan Steffy  
Chelsea Nichols  
Mark Kabat

Ruth Kent  
Todd Hoffman  
Ricky Pata  
Sierra Daniels  
Linda Reiss  
Randy Reiss  
Ron Lash  
Robert B. Feltmeier  
Charles Jones  
Ryan Wellmaker  
David Domingas  
Joe Gliosci  
Sharon Bradham  
Bill Schulte  
Duane Gulley  
Ross Rubenacker  
Dale Sledge  
Monica Huntman  
Kay Zibby Damron  
Sydney Bailey  
Caden Tinsley  
Blaze Greathouse  
Danielle Payne  
Isaiah Shrum  
Sidney Kujawa  
Madison Shepard  
Brandon Bullard  
Jennica Gilbert  
Tony Wielt  
James Flagg  
Shane Gordon  
Tim Warner  
Christy Carroll  
Nkki Timberlake  
Jamie Storey  
Mark Terry  
Andrew Singer  
Scott Cravens  
Michele Bowden





## Executive Summary

The City of Mt. Vernon began the process of updating their Comprehensive Plan for the next 10 years by listening to the needs and desires of City residents and local community partners and businesses. The result of the community listening sessions provided the Mayor, City Council, City Manager, and the City's Executive Staff an unfiltered view of the general public's perception of what they would like done over the next 10 years.

This plan, entitled **Your Vision, Our Mission!**, is a direct reflection of the impact the community engagement had upon the goals established herein. Based upon the community listening session comments and input from the Mayor and City Council, the City Manager and the Executive Staff created 99 goals to accomplish over the next 10 years.

These goals are organized into the following seven major plan elements:

- Housing
- Community Development and Communications
- Economic Development
- Land Use
- Parks, Recreation, and Events
- Public Safety
- Infrastructure

Objectives were created for each goal to provide action steps and procedural clarity to assist with the accomplishment of the goal. Each goal was then scrutinized under an alignment test to evaluate whether the goal aligned directly with the direction provided by the community and the City Council.

This plan serves as both a roadmap for the City and a call to action for the City's Executive Management Staff. It is a plan of action and through the alignment documented herein it is a plan that has tremendous community support.



## Introduction

The City of Mt. Vernon, Illinois is a Home-Rule unit of local government located in Jefferson County, Illinois. Mt. Vernon is governed by a City Manager form of Government and was incorporated on June 7, 1819. Pursuant to Chapter 65, Section 5/11-12-5(1) of the Illinois Compiled Statutes, the City of Mt. Vernon has adopted this Comprehensive Plan entitled **“Your Vision, Our Mission!”** to guide the present and future development of the City for the next ten years. This adopted comprehensive plan is applicable to both land situated in the corporate limits of Mt. Vernon and contiguous territory not more than one and one-half miles beyond the corporate limits that are not already included in any other municipality.

**“Your Vision, Our Mission!”** is a comprehensive plan that began as a blank page until the input of the City’s residents and key community partners was gathered and considered by the City’s executive management team, the Mayor, and City Council.

**“Your Vision, Our Mission!”** identifies seven major plan elements, as included in the executive summary above.

Each major plan element contains goals that were developed through a goal-setting session with the City Council and the Executive Management Team. Objectives were then developed to pursue in order to successfully accomplish these critical goals over the next ten years.



## Methodology

The creation of “Your Vision, Our Mission!” began with the scheduling of community listening sessions. The City Manager, Mayor, and City Council reached out to the community, encouraging them to come and share with the City what they wanted to see accomplished over the next ten years.

Here is one of the numerous promotional advertisements used by the City to spread the word about these critical data gathering sessions:

Be a part of planning  
the next 10 years...

Community Listening Sessions

**Tuesday, February 15<sup>th</sup> 6 p.m.** Logan Street Baptist Church, N. 42nd St.

**Wednesday, February 16<sup>th</sup> 6 p.m.** C. E. Brehm Memorial Public Library  
1st Floor Meeting Room

Share your ideas and input  
for the Comprehensive Plan for the City of Mt. Vernon!

**MT. VERNON**  
ILLINOIS

The community listening sessions were conducted throughout the City at various locations, weekdays, and times to make them convenient and welcoming to all.



These listening sessions were hosted by a local government consultant on behalf of the City to increase the likelihood of candor and solicit feedback in a very open setting. By design, there was either little to no City official presence during these meetings. The City wanted to learn what it did not know and hear it without a governmental filter that may sometimes hinder the feedback from being accurately received.

Once the community listening sessions were completed, the data was summarized and shared with the City's Executive Management Team. The data was analyzed by the team in order to get their first impressions and to see what feedback resonated with them and what feedback merited further consideration.

The data, along with the feedback provided by the City's Executive Management Team, was then shared with the Mayor and City Council during a City Council workshop that was open to the public. The Mayor and Council then provided guidance toward the plan that will guide the City over the next ten years. The Mayor and Council selected the name of the plan, "Your Vision, Our Mission!", as it exemplified the method implemented by the City, hearing from the citizens of the City and the City's critical community partners, allowing that feedback to set the vision for the City to pursue.

The Mayor and City Council also solidified the plan's major plan elements. The major plan elements capture the essence of the plan, and the goals designed in the plan are established to make improvements within all seven core plan elements.

This guidance was brought back to the City's Executive Management Team, and the team participated in a goal-setting session to identify and assign goals within each major plan element.

Prior to setting the goals for the City to pursue over the next ten years, the Executive Management Team participated in a restraints exercise designed to



identify known restraints that may impact the ability of the City to accomplish the goals identified within this plan. This exercise was conducted not to deter the team from designing goals to pursue and successfully achieve but rather to have them be aware of possible challenges that may need to be overcome in order to successfully complete elements of this plan.

After considering the feedback provided through the community listening sessions and the direction provided by the Mayor and City Council, the Executive Management Team created the several goals for the City to pursue and achieve over the next ten years:

Element	Number of Goals
Housing	8
Parks, Recreation, and Events	16
Community Development and Communications	19
Public Safety	13
Economic Development	8
Infrastructure	27
Land Use	8



These goals were then compared to the feedback provided by the community through the listening sessions and the City Council through their input provided during the City Council workshop to ensure alignment.

Objectives were then developed for each desired goal to assist the City Team as they track and measure their success toward the completion of their goals.



## Purpose

**“Efforts and courage are not enough without purpose and direction.”**

**-John F. Kennedy**

The City of Mt. Vernon has a track record of setting and following the path they set out through well-constructed comprehensive plans. “Your Vision, Our Mission!” is a plan that builds upon the foundation that was established in the 2009 Comprehensive Plan. That Plan was reviewed in 2014, and as the review indicates, the City Management Team truly utilized the 2009 Comprehensive Plan to guide them in their day-to-day decision-making process not only for the present day but for the future.

The following is a quote from the 2014 review of the City’s 2009 Comprehensive Plan:

Unlike many cities that have often found their Comprehensive Plan collecting dust, we find our Comprehensive Plan well worn. It has proven to be an exceptional foundation upon which we have built policies and projects that focus upon improvements of roads, water and sewer lines, storm water control, job retention and growth, downtown development, commercial and industrial development and expansion, quality growth in health and fitness, parks and recreation improvements of facilities and programs, tourism growth, and safer and cleaner neighborhoods.

“Your Vision, Our Mission!” is written to continue the success of the City’s 2009 Comprehensive Plan. The purpose of this plan is to build upon that success and to guide City leaders through their decision-making process as they seek to successfully turn the vision of the City’s citizenry into reality over the next ten years.



## Listening Session Data

**“One of the most sincere forms of respect is actually listening to what another has to say.”**

**-Bryant H. McGill**

City Manager Mary Ellen Bechtel ensured this comprehensive plan began with listening to what the citizens and key community partners had to say. The City Officials did not know what the City Officials did not know. The City desired to listen to what the community desired and needed, as they developed this comprehensive plan to meet the needs of the Community over the next ten years. The City hired a local government consultant to conduct listening sessions in sites strategically located throughout the City. These sessions were also conducted at different times including days, nights, and weekends to increase accessibility. These sessions were promoted via social media, the local radio station, and through word of mouth.

Fourteen community listening sessions were conducted between February 1, 2022 and March 24, 2022. A total of 102 people participated in these listening sessions. Attendance ranged from 0 to 27. The statistical average for the attendance at these sessions was 7.3.

During these sessions, participants were guided through the same list of questions, designed to generate thought and feedback. These sessions were an hour in duration. The local government consultant captured the feedback provided during these meetings and prompted additional dialogue on several occasions by asking follow-up questions to some of the responses.





The premise of these listening sessions was simply that: to listen. The area was a safe place with no right or wrong answer and no filter, simply receiving community feedback.

Below is a summary of the listening session schedule with attendance:

Date	Time	Location	Organization/Neighborhood	Status	Number of Participants
2/1/2022	5 p.m.	Phone Conference	Mt. Vernon Housing Authority Board	Completed	5
2/5/2022	9 a.m.	Rolland Lewis Community Building	Western Gardens, Southtown, and NAACP	Completed	5
2/5/2022	1 p.m.	Meadowbrook Christian Church	Summerville Area	Completed	0
2/8/2022	6 p.m.	Rolland Lewis Community Building	Western Gardens, Southtown, and NAACP #2	Completed	11
2/15/2022	1 p.m.	Municipal West Building	Tourism Board	Completed	16
2/15/2022	6 p.m.	Logan Street Baptist Church	Queens Lake, Queens Ridge, and Woodglen Acres	Completed	2
2/16/2022	6 p.m.	Library 1st Floor Meeting Room	City-wide Community Group	Completed	7
3/10/2022	5 p.m.	Municipal West Building	Downtown Group and JCDC	Completed	15
3/11/2022	5 p.m.	Community Building 4217 Rose Lane	Mt. Vernon Housing Authority Residents	Completed	4
3/12/2022	10 a.m.	Meadowbrook Christian Church	Summerville Area	Completed	0
3/12/2022	1 p.m.	Faith Lutheran	Woodglen Acres	Completed	3
3/14/2022	7 p.m.	City Hall	Mt. Vernon Planning and Zoning Commission	Completed	5
3/24/2022	7 a.m.	Double Tree Hotel	Mt. Vernon Chamber of Commerce with CEO	Completed	27
3/24/2022	3 p.m.	Continental Tire N.A.	Employees	Completed	2
				Average	7.29
				Total in Person	102





Below is the list of questions administered at each listening session to generate community feedback:

Mt. Vernon, Illinois  
Comprehensive Plan Update  
Community Listening Session Questions

1. What does the City do well?
2. Where can the City improve?
3. What should the City do to improve your quality of life?
4. Why would you recommend a friend/family member to move to Mt. Vernon?
5. What service(s) do you want/need from the City?
6. What changes would you like to see made to Mt. Vernon?
7. What is a must-do?
8. What would be nice to have?
9. What is the first thing to come to mind when you hear Mt. Vernon?
10. If you were to pick up a paper ten years from now, what would you like to see that Mt. Vernon accomplished?
11. Why Mt. Vernon?
12. Why not Mt. Vernon?

In addition to listening to the public verbal comments being made by these participants, the City also desired to hear what the participants had to say privately. These private comments were captured through the utilization of a suggestions card. Participants were invited to share comments privately if that



was more convenient or comfortable for them. Seventeen of the cards were submitted for consideration by the session participants.

In total, the community listening sessions generated 340 unique suggestions or thoughts for the City to consider. Below is a summary of feedback:

Category	Number of Unique Suggestions/Thoughts
What does the City do well?	40
Where can the City improve?	110
What quality of life improvements can the City make?	36
Why Mt. Vernon?	45
What City services do you need/want?	72
Why not Mt. Vernon?	37
<b>Total</b>	<b>340</b>

Suggestions



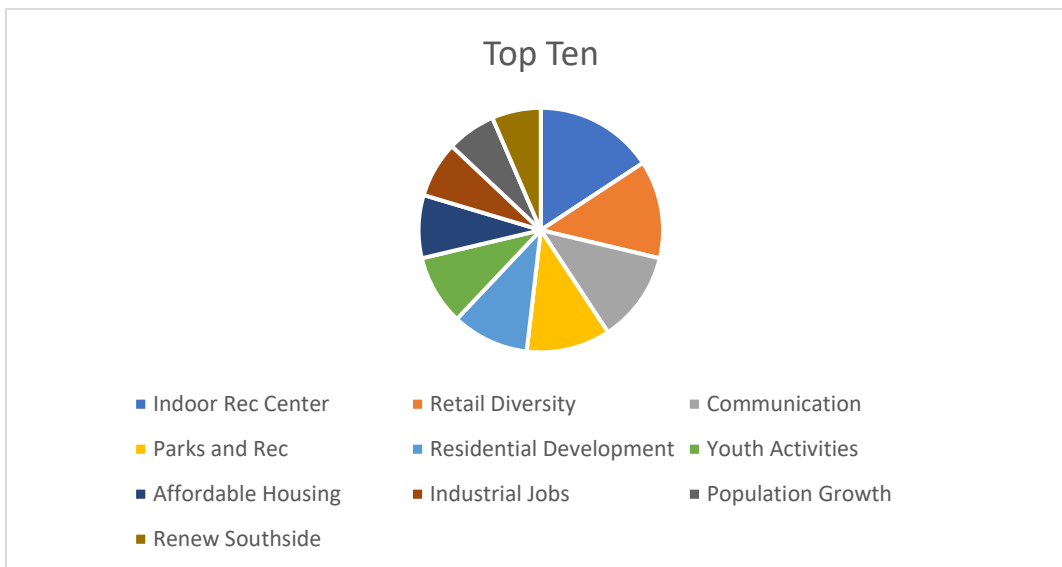
- What does the City do well
- Where can the City improve
- What quality of life improvements can the City make
- Why Mt. Vernon
- What City services do you need/want
- Why not Mt. Vernon



## Top Ten

The following were the ten most popular issues mentioned by the listening session participants:

1. Indoor recreation center (17)
2. Increase retail/restaurant diversity (14)
3. Communication with community (13)
4. Parks, recreation, and greenspace (12)
5. Residential development (11)
6. Youth activities (10)
7. Affordable housing (9)
8. Industrial jobs (8)
9. Population growth (7)
10. Renew south side (7)





## Major Themes/Categories

Below are the major themes/categories identified throughout the sessions:

- Housing
- Transportation
- Utilities
- Public safety
- Community development
- Economic development
- Quality of life
- Diversity, equity, and inclusion

## Strengths

The following were the top strengths identified for Mt. Vernon:

- Location
- Safety
- Cedarhurst Museum
- Interstates
- Hometown feel
- Affordable cost of living
- Education
- Healthcare
- Friendly
- Water infrastructure

## Weaknesses

The following were the top weaknesses identified for Mt. Vernon:

- High property taxes
- Town is divided
- Lack of things to do



- High taxes
- Do not feel safe
- Discrimination
- Racism
- Too much investment outside the core of the City
- Old housing stock

### **Desired Quality of Life Initiatives**

The following were the most popular quality of life improvements:

- Indoor community/aquatic/recreation center
- More parks, recreational sites, and greenspace
- More youth activities
- Increase restaurant/dining diversity
- Increase retail diversity
- More walking and bike trails
- Grocery stores on south side and east side
- Family activities (mini-golf, go-carts, etc.)
- Teenage hang-out/club
- Community sporting opportunities (baseball, softball, etc.)

### **Desired City Services**

The following were identified as the most coveted City services:

- Residential development
- City-wide clean-up
- Residential rehabilitation grant program
- Replace outdated infrastructure
- Business incentives recruiting/retention
- Market/promote the City
- Internet access for all residents
- New/improve/simplify garbage service
- Retail development



- Technical/vocational training
- Expand SCT bus service locations and hours
- Proactive inspection program: improve permitting process

### **Improvement**

The following were identified as the top areas of improvement:

- Communication with residents
- Affordable housing
- Renewal of the south side
- Industrial development and job creation
- Population growth
- Utilize the armory
- Segregation/division within the City
- Downtown improvements
- Townhouses and apartments
- Reputation

### **Executive Management Team Input**

**“Alone, we can do so little; together, we can do so much.”**

**-Helen Keller**

The Executive Management met after the completion of the community listening sessions to review each individual comment/suggestion and to consider the summary of the data captured at these sessions. The Executive Management Team discovered the following:

1. Several community comments affirmed on-going projects
2. Several community suggestions that merited consideration during the construction of this Comprehensive Plan



3. Several community desires supported projects that are currently under consideration

The following projects are underway and are reaffirmed by the listening session data:

- a. Implementing smart city traffic signals now
- b. Infilling the mall now
- c. Building a fitness court now
- d. Working with the bus system on a regional transfer station to other cities now
- e. Working diligently on increasing diversity in the police department
- f. Working on cleaning up vacant housing now
- g. Annually investing 75% of the City's infrastructure improvements in the south side of the City
- h. Working on sewer backups, new roads, and new streetlights in the south side
- i. Working on increasing diversity within the City's leadership team
- j. Providing City-wide clean-up services on a weekly basis
- k. Working with the bus system to provide routes to the aquatic zoo now

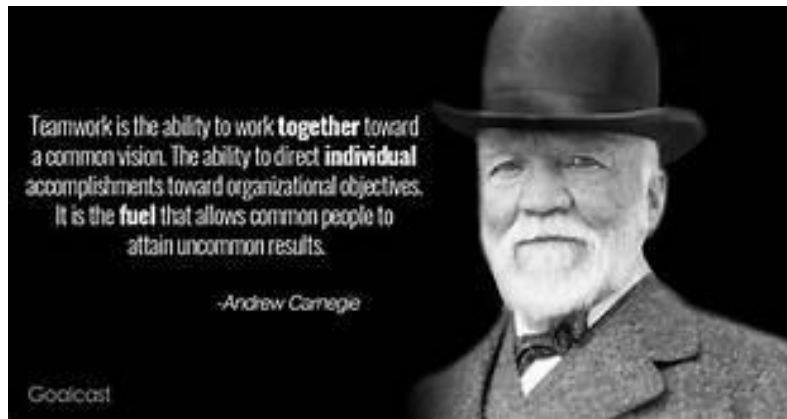
The executive staff thought the following issues merit further consideration in the upcoming plan:

- a. Pursuing quality of life initiatives
- b. Indoor recreational/aquatic facility
- c. Improving communications with the residents/connecting with them better
- d. Residential development
- e. Affordable housing
- f. Breaking down the south side divide
- g. Publicize current residential housing programs
- h. Promote the mow-to-own program
- i. Social workers/mental health team





- j. Need to market to our community – toot our own horn
- k. Park improvements
- l. Park water features
- m. Miniature golf and skate park
- n. Fill the gaps in the sidewalks leading to the aquatic zoo
- o. Having issues with the bulk pickup – breakdown in the system



The executive staff felt the following listening session feedback supports current planned activities and/or grant opportunities:

- a. Park development
- b. Downtown development and event space
- c. Sidewalks
- d. Water and transportation infrastructure
- e. Park maintenance
- f. Widening of Veteran's Drive
- g. Improvements to the aquatic zoo intersection
- h. Outdoor spaces development
- i. Sewer improvements



The Executive Management Team provided input for the major plan elements after considering the feedback from the community listening sessions. The major plan elements identified by the team were as follows:

- Residential housing
- Parks and recreation
- Community development/communications
- Public safety/mental health resources

The Executive Management Team was also asked to create potential titles for this comprehensive plan. This was their contributions:

- Focus on the Future
- Coming Together in 2032
- One Decade at a Time
- Our Future Together
- Your Vision, Our Mission

### **City Council Direction**

**“Perfection is not attainable, but if we chase perfection, we can catch excellence.”**

**-Vince Lombardi**

The Mayor and City Council conducted a City Council workshop on May 2, 2022 to review the feedback generated through the community listening sessions and to consider the feedback provided by the City’s Executive Management team.

The City Council provided the following direction toward the construction of this plan:

Plan Title: “Your Vision, Our Mission!”

Major Plan Elements:



- Housing
- Parks and recreation
- Community development/communications
- Public safety
- Economic development
- Infrastructure



**Based upon what the City Council discovered from the feedback provided by the citizenry and the City’s Executive Management Team, the City Council requested the following considerations during the construction of “Your Vision, Our Mission!”:**

- Strategize on how to better connect and communicate with the residents
- Promote what the City does and what the City has to offer
- Form and utilize community partnerships to accomplish the goals and objectives within this plan
- Build up community involvement and interest in local government activities
- Connect job seekers with numerous available job opportunities offered by local employers



- Implement community policing programs to rebuild police and community relationships, especially with the youth in the community
- Increase public engagement and City Council outreach within the community
- Promote and make residential housing programs more accessible to the public
- Continue to expand the public safety camera program throughout the City
- Provide police bike patrols within the City to build police/community relations
- Continue to develop a downtown open area event space
- Recruit and assist the development of technology-based incubator or entrepreneurial maker space in downtown Mt. Vernon
- Continue to improve a sense of community pride by investing in the future of the City
- Partner with entrepreneurs
- Continue to invest in the improvement of City infrastructure that includes roads, sanitary sewers, storm sewers/drainage, water, and housing
- Continue to pursue and recruit the development of new residential housing stock that includes single family, townhouses, and apartments
- Pursue a parks and recreation foundation that works with community partners to develop a funding source for an indoor recreation and aquatic facility

### **Perceived Plan Threats**

**“When you know both yourself as well as your competition, you are never in danger. To know yourself and not others gives you half a chance of winning. Knowing neither yourself or your competition puts you in a position to lose.”**

**-Sun Tzu**



The Executive Management Team spent time considering potential obstacles or restraints that could inhibit the ability of the community to achieve goals that are identified in this comprehensive plan. This restraint exercise was not completed to diminish the goal-setting approach of the team but to get the team to realize the potential obstacles associated with this plan in advance. This preparation will enable the team to mitigate some of these issues and overcome others over the next ten years.

**“Failure to prepare is preparing to fail.”**

**-John Wooden**

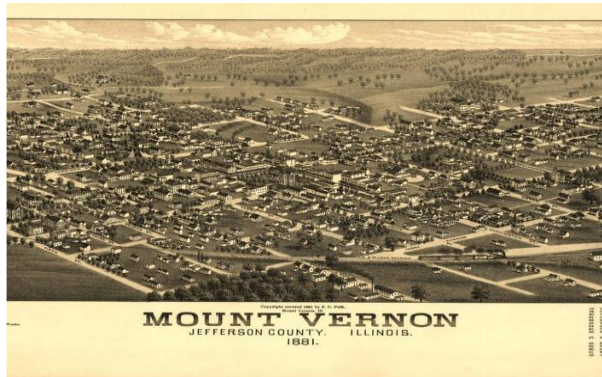
The following is a collection of the threats or restraints, whether perceived or real, that may restrain the City in pursuit of the successful completion of this plan:

Money	State permits	Roads
Budget	Constitution	Buildings
“No”	Policies and procedures	Facilities
Personnel	Supply chain issues	Water
Laws and regulations	Global pandemic	Sewer
Lack of applicants	Community acceptance	Economy
Staffing	Politics	Detractors
Time	Council support	Insurance
Maintenance ability	Lack of public participation	Equipment
Personal ability	Weather	Infrastructure



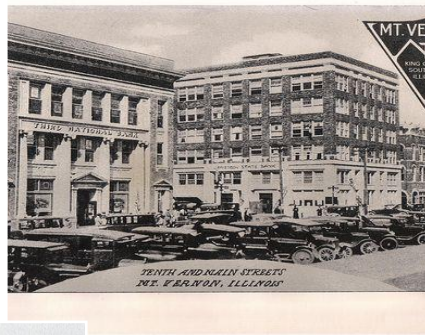
# Community Analysis

## Brief History of Mt. Vernon



1881

King City



Downtown



Pursuant to the works of a local historian, Thomas A. Puckett, his published works, *Mt. Vernon Remembers*, *The Roots of Mt. Vernon*, and *The King City of Little Egypt*, were deeply planted under the General Law of the State of Illinois in 1872. Mt. Vernon, a City named after the founders' affinity with President George Washington, almost became known as Mt. Pleasant. Mt. Vernon originally consisted of 20 acres divided into 48 lots. There were a total of four buildings in the town back in 1819.

Mt. Vernon is a City with a tremendous past that is built upon entrepreneurship, entertainment, transportation, industry, healthcare, and a commitment to improving public infrastructure. These traits have run through from the fur trade in the early 1800's to rebuilding after a tornado destroyed 400 buildings and killed 30 people in 1888 to developing a prosperous industrial and entertainment presence in the early 1900's.

Mt. Vernon, now a bustling economic powerhouse in southern Illinois, was once described as "a little nook on a gentle swell at the northside of the prairie." In 1916, a local businessman named Harold Howard prophetically proclaimed, "The sun of Mount Vernon's prosperity is but in its ascendancy and still far from its zenith."

Mt. Vernon also contributed to the leadership of the state through one of its natives, Louis Emmerson, serving as the Illinois Secretary of State in 1916 and as the Governor of Illinois in 1929. Governor Emmerson bravely led our state during the Great Depression with a vision to "dispel misunderstanding between people of Chicago and downstate."

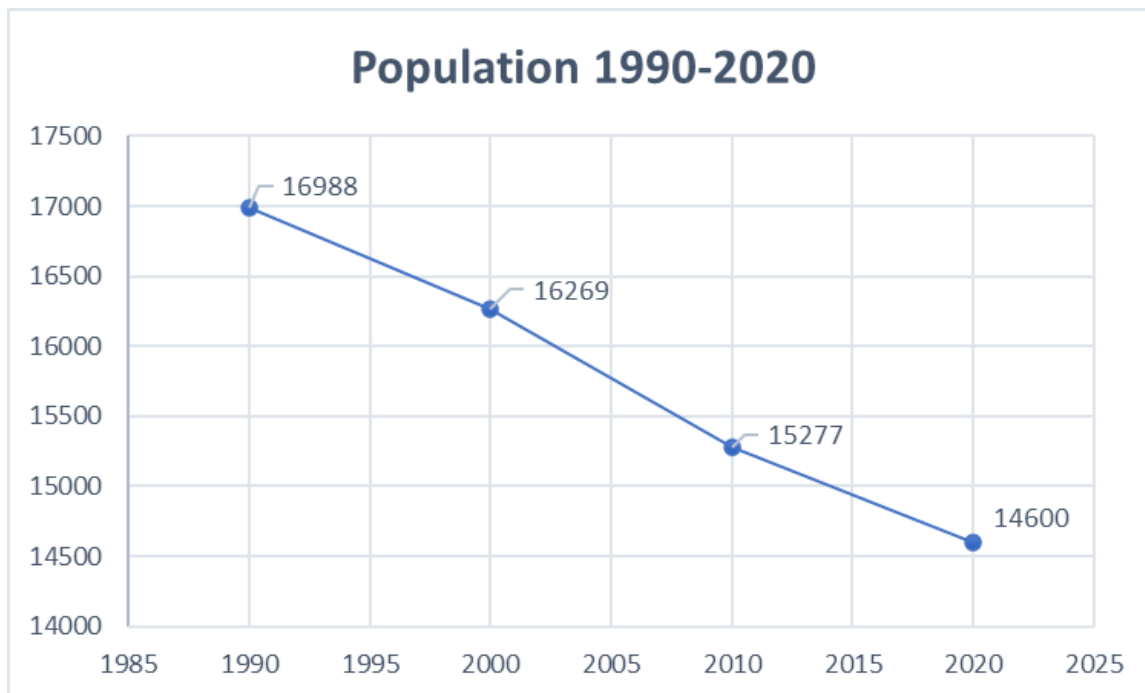


## Community Characteristics

### Population

The City of Mt. Vernon's population has seen a small but steady decline over the past few decades. From 1990 to 2000, the City's population decreased by 4.23% (16,988 down to 16,269). The population decreased another 6.1% (16,269 down to 15,277) between 2000 and 2010. According to the 2020 Census, the population of the City of Mt. Vernon is now at 14,600, down an additional 4.64% in the past 10 years. Since 1990, the City has seen an overall population decline of 14.06%.

Mt. Vernon's daily population increases an additional 9,021 people due to commuting for work.







## Regional Comparison (2019 Estimates)

Mt. Vernon has seen similar trends when compared to other cities in the region. The following chart shows just a few statistics when comparing Mt. Vernon to the City of Marion, Illinois, and the City of Salem, Illinois.

	<b>Mt. Vernon</b>	<b>Marion</b>	<b>Salem</b>
<b>Population</b>	14,723	17,520	6,971
Growth 2010-2019	-3.4%	1.7%	-6.4%
Median Age	38.6	39.1	37.1
<b>Households</b>	6,465	7,479	2,974
Median Income	\$42,660	\$49,815	\$42,476
Per Capita Income	\$27,499	\$31,416	\$23,081
Average Size	2.21	2.29	2.28
<b>Employment Status (Age 16+)</b>	6,803	7,472	5,476
In Armed Forces	4	34	11
Civilian - Employed	6,212	7,063	2,903
Civilian - Unemployed	587	409	378
Not in Labor Force	4,844	6,412	2,184
<b>Housing Units</b>	8,664	8,644	3,211
Occupied	7,479	7,547	2,974
Vacant	1,185	1,097	237
Median Owner Occupied Value	\$84,500	\$119,018	\$84,393
<b>Educational Attainment</b>			
High School Diploma (or GED)	2,836	3,934	1,945
Some College, no degree	3,782	4,793	1,737
Bachelor's Degree	1,181	1,509	356
Post-Graduate Degree	891	1,308	311

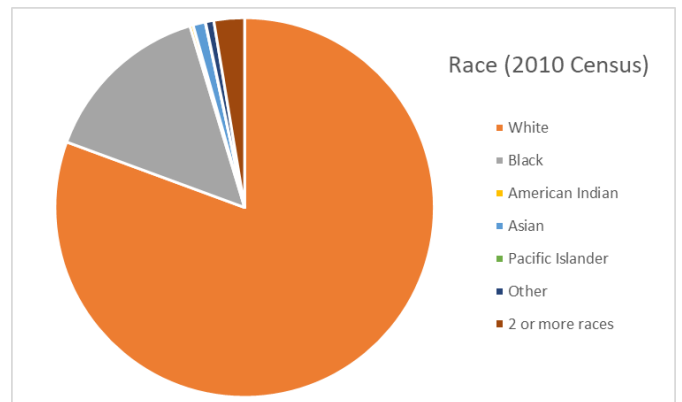
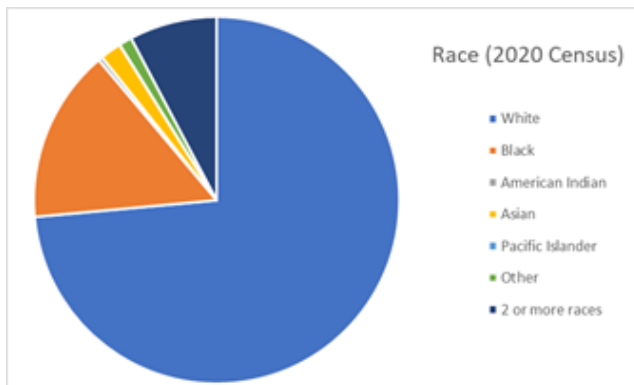


## Age Group

More than seventy-five percent (76.6%) of Mt. Vernon’s population is over the age of 18. Twenty percent (20.2%) of the residents are 65 and over. Seven percent (6.9%) of the population are under the age of 5. The median age of residents of Mt. Vernon in 2019 is 38.6.

## Race

The City of Mt. Vernon’s population is predominantly white (73.5% or 10,738 of 14,600), down from 80.6% in 2010. Black residents have the second highest population (15.3% or 2,234 of 14,600), up from 14.7% in 2010. Asian-Americans have the third largest single-race population (1.9% or 272 of 14,600), up from 1.05% in 2010. The biggest increase from 2010 to 2020 was the number of residents of two or more races, going from 2.61% (398 of 14,600) of the population in 2010 to 7.75% (1,132 of 14,600) in 2020.



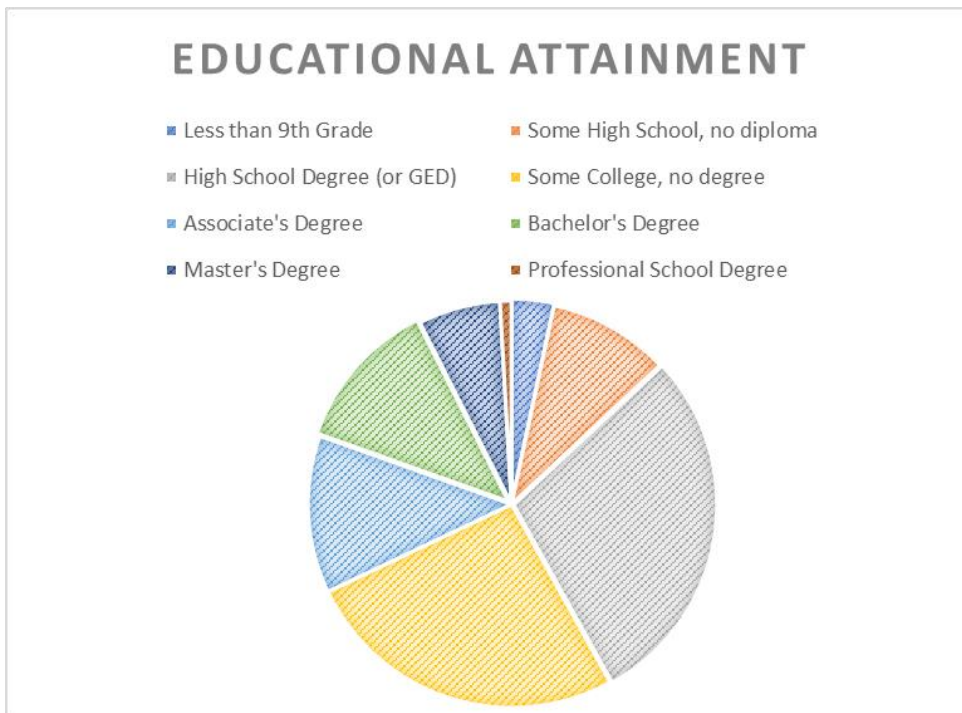


## Gender

2019 estimates showed that of the 14,742 residents in Mt. Vernon, 6,855 (46.5%) are male and 7,887 (53.5%) are female. That is equal to a male-to-female ratio of 0.87.

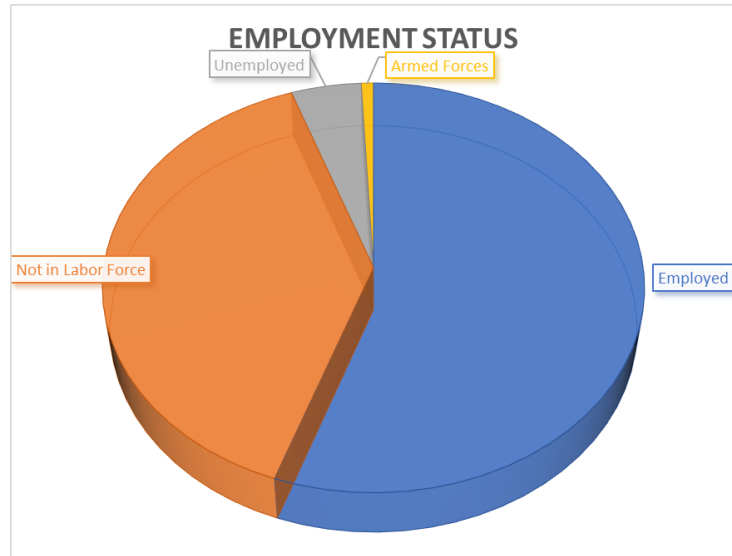
## Educational Attainment

Almost one-third (31.5%) of Mt. Vernon residents have obtained some type of post-secondary degree. More than half (53.9%) of the City's residents have graduated high school, completed their GED, or taken some college courses.





## Labor Force Characteristics

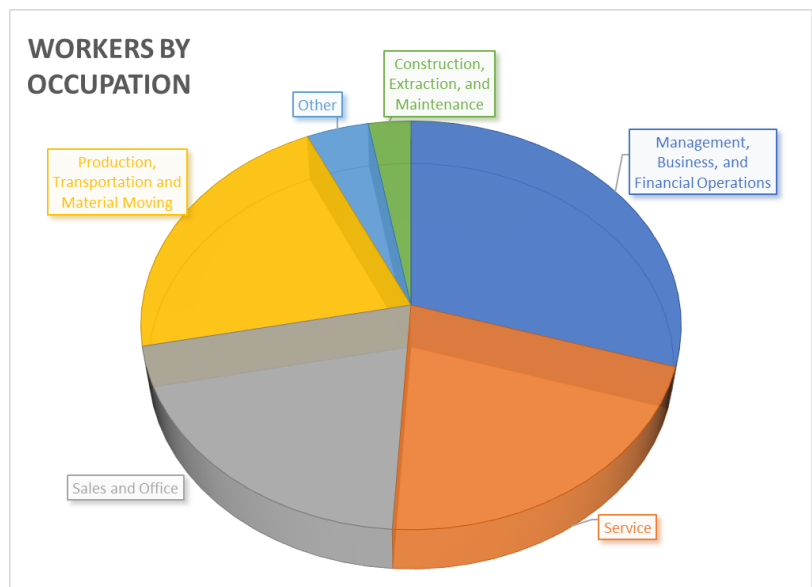


### Employment Status

Of the Mt. Vernon population 16 and over, 55.4% are employed, 0.8% are in the Armed Forces, 4.6% are unemployed, and 39.2% are not in the labor force at all. (2019 Census Estimates).

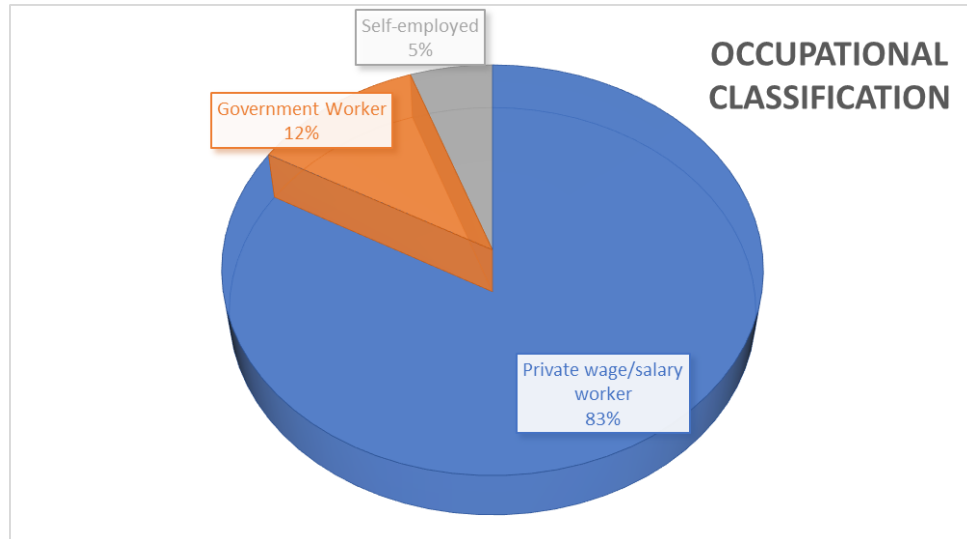
### Workers by Occupation

- Management, Business, and Financial Operations: 29.8%
- Production, Transportation, and Material Moving: 21.3%
- Service Industry: 21.2%
- Sales and Office: 20.8%
- Construction, Extraction, and Maintenance: 2.8%
- Other Occupations: 4.1%

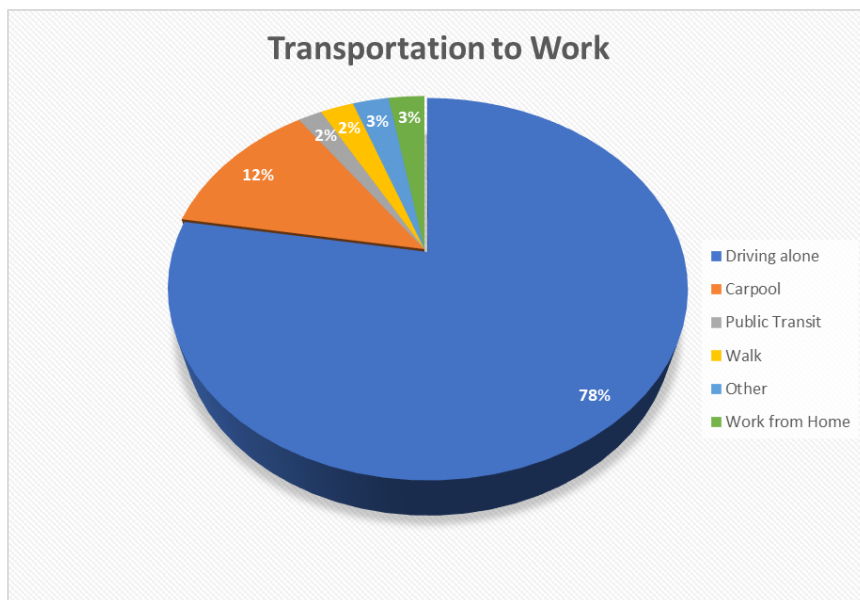




## Occupational Classification

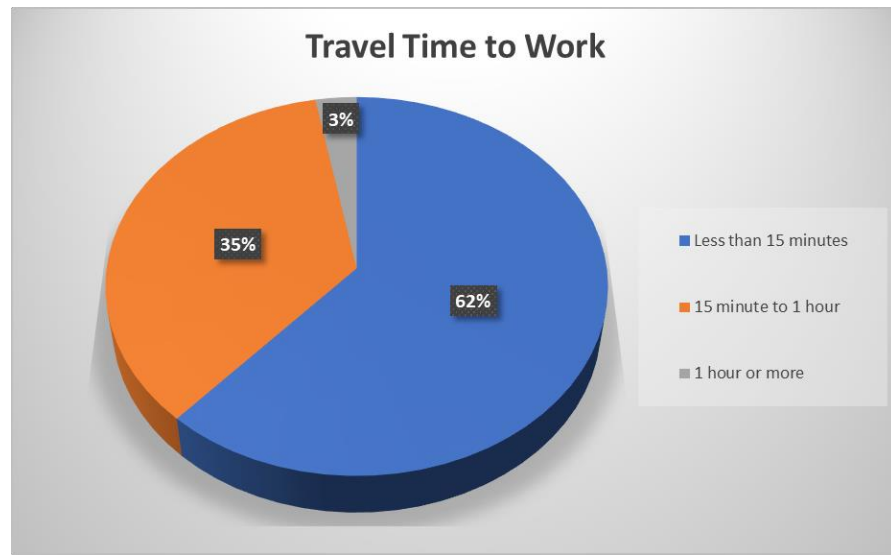


## Transportation to Work





## Travel Time to Work



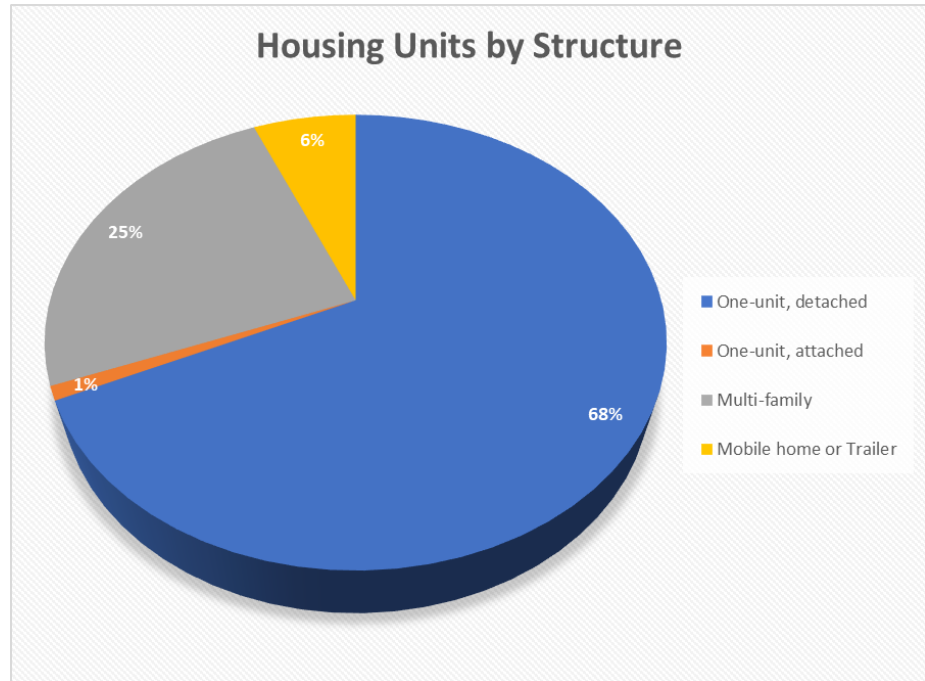
## Major Employers

Company	Classification	Employees	Percent of County Employment
Continental Tire N.A.	Manufacturing	3496	21.73%
SSM Health Good Samaritan Hospital	Healthcare	2138	13.29%
Walgreens Distribution Center	Regional Distribution	1484	9.22%
Walmart	Retail	380	2.36%
National Railway Equipment Company	Manufacturing	376	2.34%
Crossroads Community Hospital	Healthcare	290	1.80%

Total employees in Jefferson County: 16,090



## Housing Characteristics



## Inventory of Housing

The majority of housing in Mt. Vernon are one-unit, detached buildings (single-family homes) at 68.09% of the total housing units. Multi-family units (duplexes, apartments, etc.) make up 24.55% of the housing. Mobile homes and trailers are 6.37% of the total housing available. One-unit attached (condos/townhomes) are at 1%.



## Housing Age

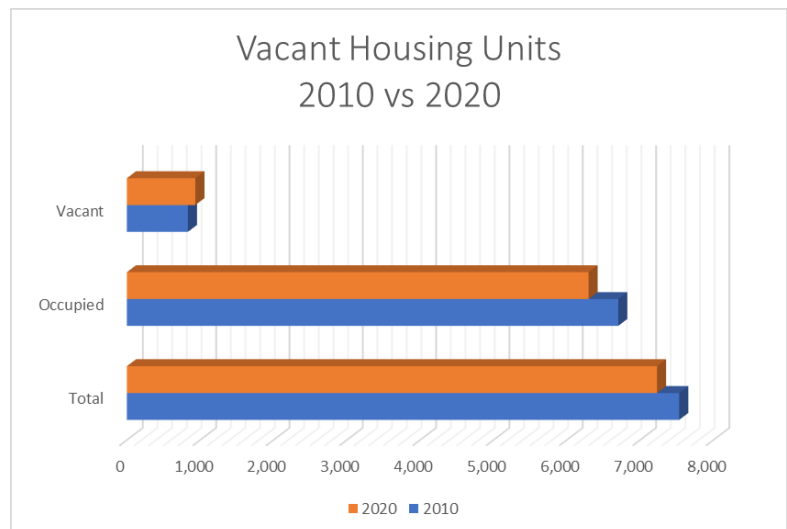
Approximately 75% of the houses built in Mt. Vernon was built before 1979.

## Occupancy Types

59.4% of the homes in Mt. Vernon are owner-occupied, and 40.6% are renter-occupied. The median owner-occupied housing value is \$78,600 (2019). 45.5% of homeowners have lived in their homes for more than 10 years.

## Vacancy Rate

According to 2020 Census statistics, 6,297 of the total 7,231 housing units located in Mt. Vernon are occupied. This gives Mt. Vernon a vacancy rate of 12.92%, up slightly from 2010 at 11.04%.

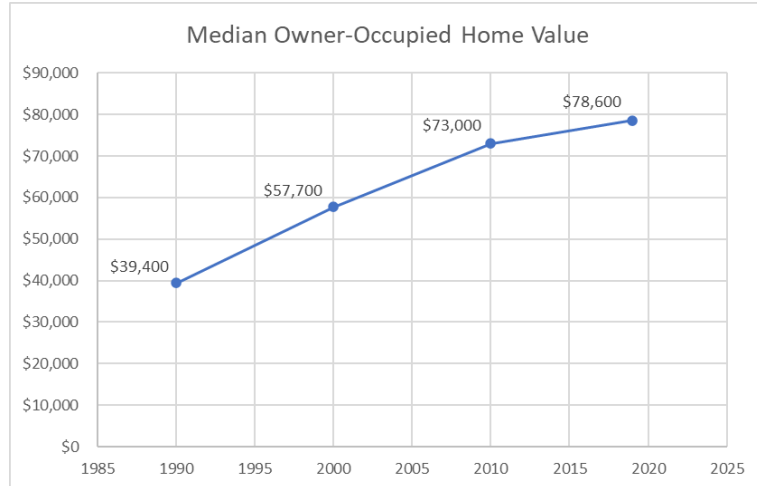






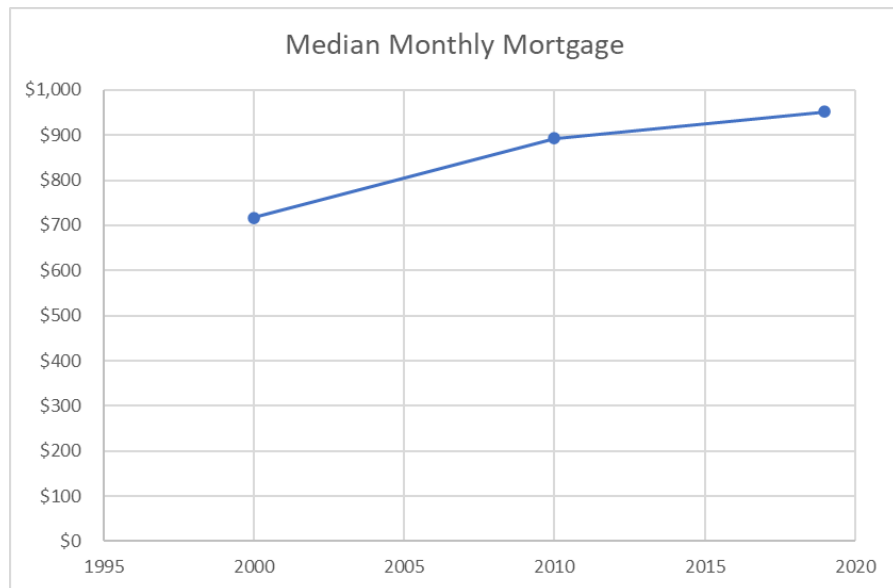
## Rent and Purchase Prices

The median value of a homeowner-occupied dwelling in Mt. Vernon has risen just over 50% in the past 30 years, from \$39,400 in 1990 to an estimated \$78,600 in 2019.



## Median Mortgage

The median monthly mortgage payment in Mt. Vernon has increased 32.7% since 2000, from \$717 to \$952.



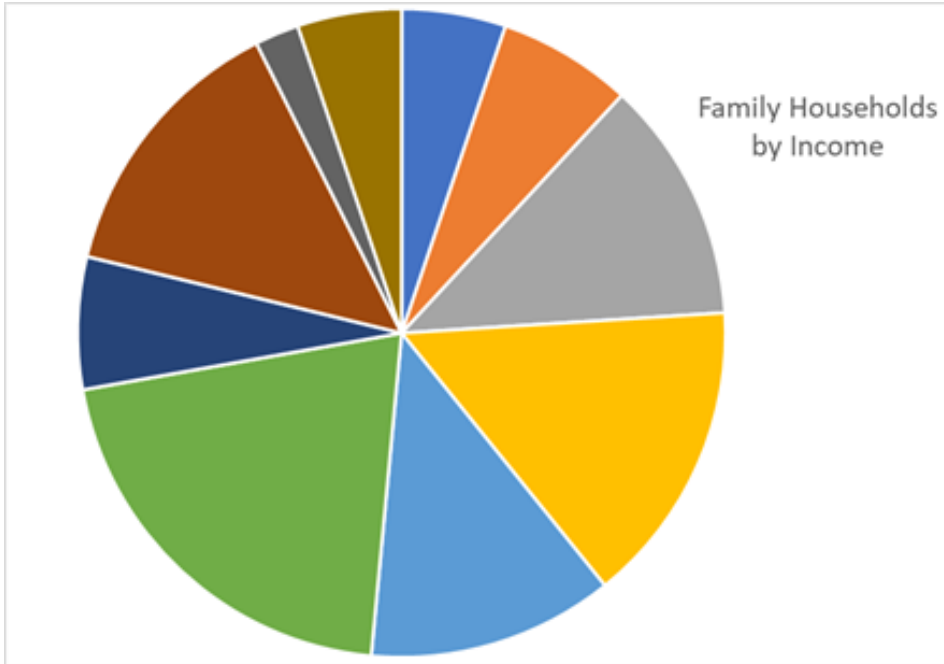


## Family Households

According to 2019 Census estimates, 3,758 of the 6,465 occupied housing units consist of family households.

Most of the family households fall in the household income range of \$50,000-\$74,999 (20.7% or 778 of 3,758). The average family household income in 2019 was \$70,130, an increase of just over 29% since 2009. The median family household income was \$47,910, an increase just shy of 12% in the past decade.

Family Households by Household Income		
Income Level	# of Households	% of Total
Less than \$10,000	195	5.2
\$10,000-\$14,999	252	6.7
\$15,000-\$24,999	455	12.1
\$25,000-\$34,999	571	15.2
\$35,000-\$49,999	462	12.3
\$50,000-\$74,999	778	20.7
\$75,000-\$99,999	248	6.6
\$100,000-\$149,999	519	13.8
\$150,000-\$199,999	83	2.2
\$200,000 +	195	5.2



### Quality of Life Index

	Jefferson County	Illinois
EASI Total Crime Index	139 (US Average 100)	95 (US Average 100)
EASI Earthquake Movements (Probability)	.15	.06
Annual Max Average Temperature (F)	64.2	62.1
Highest Temperature (F)	114 (July 1936)	
Annual Minimum Average Temperature (F)	44.2	41
Lowest Temperature (F)	-22 (1899)	
Annual Average Temperature (F)	54.2	51.6
Mean Number of Clear Days	205	198
Average Annual Rainfall	44 Inches	40 Inches
Average Annual Snowfall	9.3 Inches	22 Inches
EASI Quality of Life Index	80 (US Average 100)	88 (US Average 100)

### Utility Providers



Electricity	Ameren Illinois	(888)-789-2477 (Residential) (899)-232-2477 (Business) www.ameren.com
	Tri-County Cooperative	(618)-244-5151 www.tricountycoop.com
Natural Gas	Ameren Illinois	(800)-755-5000 (Residential) (800)-363-6805 (Business) www.ameren.com
Water	City of Mt. Vernon	(618)-242-5000
Sewer	City of Mt. Vernon	(618)-242-5000
Telephone	AT&T	(800)-222-0300 (Residential) (800)-222-0400 (Business) www.att.com
	Spectrum Business	(855)-762-1243 www.spectrum.com
	Clearwave Communication	(618) 294-8000 www.clearwave.com
	Sprint	(800)-222-0300 (Residential) (800)-222-0400 (Business)
	Verizon	(800)-880-1077 www.verizon.com
Internet	Spectrum Business	(855)-762-1243 www.spectrum.com
	Clearwave	(618) 294-8000 www.clearwave.com
	Wisper ISP	(800)-765-7772 <a href="http://www.wisper.com">www.wisper.com</a>



## Education

<b>Institutions of Higher Education</b>			
Name	Location	Distance to Campus	Enrollment
Rend Lake College	Ina, IL	16 miles	2,778
Frontier Community College	Fairfield, IL	30 miles	1,931
Kaskaskia College	Centralia, IL	33 miles	3,867
John A Logan College	Carterville, IL	50 miles	3,995
Southeastern Illinois College	Harrisburg, IL	55 miles	5,000
Southwestern Illinois College	Belleville, IL	57 miles	9,085
S.I.U. Carbondale	Carbondale, IL	58 miles	14,539
McKendree University	Lebanon, IL	59 miles	2,564
Olney Central College	Olney, IL	67 miles	1,330
Wabash Valley College	Mt. Carmel, IL	62 miles	2,142

<b>Primary/Secondary Schools</b>		
Name	Location	Students
Mt. Vernon Township High School District 201	11101 N Wells Bypass Rd	1165
Mt. Vernon District 80	2710 North Street	1743
Dr. Nick Osborne Primary Center	401 N. 30 <sup>th</sup> Street	601
Dr. Andy Hall Early Childhood Center	301 S. 17 <sup>th</sup> Street	199
Zadok Casey Middle School	1829 Broadway	427
Summerville School District 79	1118 E. Fairfield Rd	300
Spring Garden School	14975 E. Bakerville Rd	132
Bethel Grade School 82	1201 Bethel Road	188
McClellan Elementary School	9475 N IL Hwy 148	46
J L Buford Intermediate Ed Center	623 S. 34 <sup>th</sup> Street	301
Invictus Academy for At-Risk Youth	716 Casey Ave	



## Parks and Recreation



### The City offers 7 community parks

Veteran's Park	Optimist Park
Dawson Park	Lincoln Park
Jamison Park	Hope Triangle
County Heights Park	



### Greenspace

The City provides 100 acres for recreation and greenspace.



### The City provides the following amenities

Tennis Courts	Basketball Courts
Baseball Fields	Walking Paths
Picnic Shelters	Lake
Inline Skating	Community Building
9 Hole Disc Golf	Skateboard Park
Soccer Field	Aquatic Zoo Water Park



## Health

### Crossroads Community Hospital

- Short-term acute care facility
- 49 staffed beds
- 46 active and 42 courtesy physicians
- 290 employees



### St. Mary's Good Samaritan Hospital

- Short-term acute care facility
- 134 staffed beds
- 120 active physicians
- 2,138 employees





## Public Safety

### Police Department

The Mt. Vernon Police Department currently has 37 sworn officers, 7 telecommunicators, and a 3-member secretarial staff. The agency is composed of the following divisions:

Administration  
Detective  
H.R.T. Team

Patrol  
Field Training Program  
K9

Bicycle Patrol  
Communications  
Crime Stoppers

Administrative staff includes the following:

- Chief of Police, Trent Page
- Assistant Chief, Robert Brands
- Detective Secretary, Sara Davis
- Records, Missy Price
- Administrative Assistant, Sherry Hatton







## Fire Department



The Mt. Vernon Fire Department is an “all-risk” agency that responds to fires, emergency medical, hazardous material incidents, and other related emergencies.

The mission statement is as follows: “It is our mission to preserve life and property and to promote public safety for the citizens of Mt. Vernon.”

Mt. Vernon Fire Department have the following divisions:

- Administration
- Tactical Operations
- Life Safety and Fire Prevention
- Training

The Department consists of the following three fire stations:

Station 1

Station 3

Station 4



## Tourism

The Tourism Department operates the Mt. Vernon Convention & Visitors Bureau, located at the Municipal West Building. The department is comprised of the following three-member administrative team that work tirelessly to promote Mt. Vernon, Jefferson County, and Southern Illinois:

- Tourism Director, Angela Schrum
- Marketing Executive, Lana Buck
- Account Executive, Victoria Nesbitt

The department strives to support local businesses and the hospitality industry, and they set up numerous conventions and community events. The team plays a significant role in coordinating the Salute to Freedom 4<sup>th</sup> of July Celebration every year.





## Major Plan Elements

**“I am appalled at the aimlessness of most people’s lives. Fifty percent don’t pay attention to where they are going, forty percent are undecided and will go in any direction. Only ten percent know what they want, and even all of them don’t go toward it.”**

**-Katherine Anne Porter**

The major themes or categories of “Your Vision, Our Mission!” have been broken down into the following seven major plan elements:

1. Housing
2. Parks, recreation, and events
3. Community development and communications
4. Public safety
5. Economic development
6. Infrastructure
7. Land use

The City Executive Management Team, after hearing from the citizens, community partners, the Mayor, and the City Council, created goals and objectives within each of these distinct elements. The City will pursue the completion of the goals stated herein over the next ten years.



## Element 1: Housing



Single-Family  
Residential

Townhouses



Multi-Family  
Residential



**“Home is the nicest word there is.”**

**-Laura Ingalls Wilder**

***Goal H1: Encourage and incentivize the private development of single-family residential subdivisions with the optimum price point of \$150,000 per home.***

Objective #1: Research and develop effective residential subdivision incentive packages to make available to residential developers interested in building a new single-family residential development at the City’s desired price point of \$150,000 per home.

Objective #2: Investigate and pursue annexation of available greenspace that is contiguous with the City’s corporate limits for single-family residential development.

Objective #3: Identify, analyze, and assemble available empty lots within the City corporate limits for single-family residential subdivision development.

Objective #4: Actively promote and market available City lots and greenspace that have been identified for single-family residential development to local and regional residential developers.

Objective #5: Investigate infrastructure improvements that may be required to support a successful single-family residential subdivision in the areas identified by the City.



***Goal H2: Encourage and incentivize the private development of market rate multi-family residential apartments, duplexes, and townhouses.***

Objective #1: Research and develop effective housing incentive packages to make available to residential developers interested in building market rate, new, multi-family, duplexes, and townhouses within the City.

Objective #2: Identify and establish optimum areas within the City for multi-family residential development.

Objective #3: Identify and mitigate infrastructure needs that may be required to provide adequate municipal services to the areas identified by the City for future multi-family residential development.

Objective #4: Actively promote and market available City lots and greenspace that have been identified for multi-family residential development to local and regional residential developers.

***Goal H3: Stabilize existing housing stock in the City through programs, economic assistance, and community partnerships.***

Objective #1: Evaluate the effectiveness of current residential stabilization programs.

Objective #2: Research best practices for residential housing stabilization programs.

Objective #3: Pursue effective residential housing grant and/or loan programs aimed at stabilizing the existing housing stock.



Objective #4: Identify community nonprofit agencies, local businesses, and banks that offer programs aimed at stabilizing community housing.

Objective #5: Form partnerships with these community organizations in order to maximize the services the community can provide to stabilize the City's housing stock.

Objective #6: Promote the housing resources that are available to the residents through sundry means to ensure awareness and accessibility to these programs.

Objective #7: Develop and implement a community recognition program that reinforces the positive work of the community toward the stabilization of residential properties in the City limits.

***Goal H4: Research and adopt the International Code Council (ICC) Property Maintenance Code.***

Objective #1: Research the pros and cons of the International Code Council (ICC) Property Maintenance Code.

Objective #2: Discuss the pros and cons of the ICC Property Maintenance Code with the City Manager's office and the City's legal counsel.

Objective #3: Submit a proposal to the Mayor and City Council for the adoption of the ICC Property Maintenance Code.

Objective #4: Adopt the ICC Property Maintenance Code.



Objective #5: Conduct public education meetings concerning the requirements of the Property Maintenance Code and promote the details of the Code on the City's website.

Objective #6: Implement the Code within the City.

***Goal H5: Encourage the redevelopment of vacant residential housing units.***

Objective #1: Research industry-wide best practices for incentivizing the redevelopment of vacant housing units.

Objective #2: Evaluate the effectiveness of current programming.

Objective #3: Complete a City-wide vacant housing inventory.

Objective #4: Identify community partners that have programs designed to assist with the redevelopment of vacant housing units.

Objective #5: Develop and actively promote residential redevelopment programs.

Objective #6: Evaluate the utilization of the newly created and promoted programs.

Objective #7: Modify the redevelopment programs from time to time to maximize utilization.





***Goal H6: Expand building code enforcement efforts.***

Objective #1: Research the City's current building code practices and procedures.

Objective #2: Explore building code enforcement best practices within the region.

Objective #3: Propose the desired expansion of building code enforcement efforts with the City Manager's office.

Objective #4: Implement the expansion of building code enforcement efforts based upon the direction of the City Manager.





***Goal H7: Expand the opportunities for mobile homes and manufactured homes to be located on vacant residential lots.***

Objective #1: Inventory vacant residential lots within the City corporate limits.

Objective #2: Identify vacant lots that would serve as an attractive location for mobile homes and manufactured homes.

Objective #3: Develop a program that would expand the opportunity for mobile homes and manufactured homes to be installed and constructed on the desired vacant residential lots in the City's corporate limits.

Objective #4: Amend the City's ordinance to permit the expansion of the mobile home and manufactured homes opportunity within the City.

Objective #5: Promote the opportunity with the public, and notify the regional mobile home and manufactured homes dealerships.





***Goal H8: Continue to partner with community agencies, local businesses, and local banks to assist with various home ownership and home improvement programs.***

Objective #1: Research and evaluate the current home ownership and home improvement programs that are available.

Objective #2: Investigate new housing assistance programs.

Objective #3: Assist with the promotion of these housing programs to increase utilization and maximize accessibility.

Objective #4: Partner with community agencies to mitigate the application and implementation process for program participants.

Objective #5: Pursue various grant opportunities to directly assist current property owners with household improvements.





## Alignment Scorecard

To determine alignment, each goal developed by the City’s Executive Management Team was compared to the feedback provided by the City Council during the City Council workshop and the community during the community listening sessions. The chart below indicates the presence of alignment with the goals adopted within this comprehensive plan.

*Full alignment occurs when both boxes are checked.*

*Partial alignment occurs when only one box is checked.*

*Lack of alignment occurs when none of the boxes are checked.*

Goal	Community Alignment	City Council Alignment
H1	X	X
H2	X	X
H3	X	X
H4		
H5	X	X
H6	X	
H7	X	X
H8	X	X



## Element 2: Parks, Recreation, and Events



Aquatic Zoo Water Park



Festival



Veteran's Park



Fall Fest



**“We don’t remember days; we remember moments.”**

**-Cesare Pavese**

***Goal P1: Restructure and optimize the City’s management of the Parks and Recreation Department.***

Objective #1: Research industry standards best practices for the management and oversight of the City’s parks and recreation services.

Objective #2: Research and consider contracting with parks and recreation management services providers.

Objective #3: Implement the restructuring of the Department to maximize the services provided for the City based upon the data received during the research phase of this goal.

Objective #4: Analyze and evaluate the effectiveness of the optimization six months after the implementation and then annually thereafter.

Objective #5: Modify the restructuring as needed from time to time to maximize the results required.

***Goal P2: Continue the improvement of Veterans Park.***

Objective #1: Continue to follow the parks improvements plan to Veterans Park.

Objective #2: Annually budget for the completion of planned improvements to Veterans Park as the budget allows.



Objective #3: Pursue private, state, and federal grant dollars to maximize the City's investment in Veterans Park.



***Goal P3: Pursue improvements to the Rolland Lewis Community Building and parking lot.***

Objective #1: Develop conceptual improvements of the facility and parking lot to better meet the needs of the community today and into the future.

Objective #2: Develop a financially obtainable project budget to include design and construction costs.

Objective #3: Engage a professional services provider to develop an effective renovation design based upon the proposed conceptual plan and budget.

Objective #4: Place the construction phase out for a competitive bid.



Objective #5: Complete the renovation of the Rolland Lewis Community Building and parking lot.

Objective #6: Host a community celebration and grand reopening after the facility is reopened to the public.

***Goal P5: Continue the design and construction of a downtown meeting and community event space.***

Objective #1: Complete the acquisition of the downtown event space.

Objective #2: Complete the razing of the commercial structure, and prepare the site for redevelopment.

Objective #3: Engage a parks/greenspace architect for the optimum design, and project estimates for the downtown meeting and community event space.

Objective #4: Budget for the parks and greenspace construction based upon design and estimates.

Objective #5: Complete the construction of the event and meeting space.

Objective #6: Conduct a ribbon cutting/grand opening to celebrate the new downtown community space.

***Goal P6: Pursue the improvement or removal of City parks.***

Objective #1: Conduct an inventory of all City parks to determine utilization and condition.





Objective #2: Conduct a community outreach program to determine parks and recreation needs and wants.

Objective #3: Create a plan to improve parks that remain in high use and demand.

Objective #4: Create a plan to close and repurpose City parks that are no longer in use or in high demand.

Objective #5: Share these plans with the community to garner feedback.

Objective #6: Implement Park Improvements Plan, and begin incorporating the expenses within the City's annual budget.

Objective #7: Implement Park Closing and Repurposing Plan. Providing adequate notice when needed.

***Goal P7: Create more community events.***

Objective #1: Investigate community interest in various types of community events.

Objective #2: Research popular community events conducted in other municipal settings.

Objective #3: Research and implement best practices for the open consumption of alcoholic beverages at city-permitted events.

Objective #4: Secure community partners to support the creation and implementation of new community events.



Objective #5: Promote the new community events, and support them to ensure success.

Objective #6: Create at least one new community event each year of this 10-year plan.



***Goal P8: Revise and implement Phase II of improvements to Lincoln Park.***

Objective #1: Review the planned Phase II Improvements to Lincoln Park for relevancy.

Objective #2: Revise the Phase II Improvement Plans to better meet the needs of the City.

Objective #3: Budget for the newly revised improvements.



Objective #4: Design and construct the newly revised improvements annually based upon budgetary permissions.

***Goal P9: Pursue the creation of a parks foundation to support the design and construction of an indoor recreation, aquatic, and community center.***

Objective #1: Investigate best practices for the creation of a parks foundation for similar purposes.

Objective #2: Work with the legal counsel to oversee the development of a parks foundation, designed to function as a community funding partner.

Objective #3: Ensure the bylaws of the parks foundation reflect the primary purpose of the foundation, which is to design and construct an indoor recreation, aquatic, and community center.

Objective #4: Promote the newly formed parks foundation to the community and the mission of the foundation.

Objective #5: Solicit community members to serve as board members of the parks foundation.

Objective #6: Solicit community partners to financially support the parks foundation and their mission.

***Goal P10: Increase the variety of recreational opportunities offered by the City.***

Objective #1: Investigate popular recreational activities being offered by similarly sized cities.



Objective #2: Survey the community to ascertain community desires for new recreational opportunities based upon the data discovered during the City's research.

Objective #3: Seek community sponsorship to assist with the financial support of the new recreational opportunity.

Objective #4: Budget for the delivery of new recreational opportunities.

Objective #5: Promote the newly planned opportunities and the financial sponsors.

Objective #6: Implement the new recreational opportunities, and provide signage for the community sponsors.



***Goal P11: Update the Aquatic Zoo.***

Objective #1: Consider the updates that are required to maximize the efficiency of the facility, optimize the enjoyment of the consumers, and increase attendance in the facility.



Objective #2: Survey facility customers to determine their wants and needs.

Objective #3: Create a capital improvements/replacement plan for the facility to be followed and implemented over the next several years.

Objective #4: Consider funding sources for the successful implementation of the plan elements.

Objective #4: Make the necessary improvements as soon as feasible to maximize operational efficiency and customer retention, attraction, and satisfaction.



***Goal P12: Improve and expand bicycle transit opportunities within the City.***

Objective #1: Inventory the current bike transit opportunities in the City.



Objective #2: Solicit a request for proposals for the preparation of a bicycle master plan. Plan elements should include road sharing, bike lanes, and dedicated bike paths.

Objective #3: Work with bike transit enthusiasts to determine the priority of plan element implementations.

Objective #4: Implement elements of the bicycle master plan based upon community support/demand and budgetary constraints.

Objective #5: Incorporate bicycle master plan elements when a City street undergoes resurfacing or restructuring.

Objective #6: Incorporate bicycle master plan elements when a new City street is constructed.





***Goal P13: Pursue more multi-use paths and trail opportunities in the City.***

Objective #1: Identify areas within the City that are good candidates for the construction of a multi-use path or trail, considering current and future trail linkages and potential trail head facilities.

Objective #2: Develop a conceptual plan for these areas with a cost estimate for the design and construction of these new multi-use paths.

Objective #3: Pursue federal, state, and corporate grants to assist with the design and construction of these new recreational assets.

Objective #4: Acquire and prepare the land necessary for the construction of a new multi-use path/trail.

Objective #5: Design the trail(s) as the budget permits.

Objective #6: Construct the new multi-use paths.

Objective #7: Conduct ribbon cuttings for the new pathways when complete.





***Goal P14: Design and construct improvements to the Jaycee Lake Recreational Area.***

Objective #1: Create a Jaycee Lake Improvements Master Plan detailing desired upgrades to the lake, budget estimates, and project timelines.

Objective #2: Obtain necessary permits for the improvements.

Objective #3: Pursue the dredging of the lake.

Objective #4: Design and construct a campground on or near the beachfront property.

Objective #5: Design and construct a boat dock at the lake.

Objective #6: Develop and implement recreational activities and opportunities on the lakefront property.

Objective #7: Competitively bid out the improvements to the lake.

Objective #8: Complete the dredging of the lake as funds permit.







***Goal P15: Redevelop and maximize the reservoir space for additional recreational activities.***

Objective #1: Consider alternate recreational uses that could be used to maximize this site for community enjoyment.

Objective #2: Seek cost estimates for the construction of the various plausible recreations uses.

Objectives #3: Construct a new cost-effective recreational opportunity on the reservoir space.

Objective #4: Promote the new opportunity with a ribbon-cutting and community celebration.

Objective #5: Evaluate the utilization and effectiveness of the new recreational activity 12 months after deployment.

Objective #6: Modify, terminate, or continue the new opportunity based upon utilization and effectiveness.

***Goal P16: Investigate the development of a City dog park.***

Objective #1: Investigate the legal requirements for a City dog park facility.

Objective #2: Consider City-owned greenspace that may be an appropriate home for a City dog park.

Objective #3: Research City-owned dog park best practices.



Objective #4: Obtain preliminary cost estimates for the development of a City dog park.



### Alignment Scorecard

To determine alignment, each goal developed by the City’s Executive Management Team was compared to the feedback provided by the City Council during the City Council workshop and the community during the community listening sessions. The chart below indicates the presence of alignment with the goals adopted within this comprehensive plan.



*Full alignment occurs when both boxes are checked.*

*Partial alignment occurs when only one box is checked.*

*Lack of alignment occurs when none of the boxes are checked.*

Goal	Community Alignment	City Council Alignment
P1		
P2		X
P3	X	
P4	X	X
P5	X	X
P6	X	
P7	X	X
P8	X	
P9	X	X
P10	X	
P11	X	
P12	X	
P13	X	
P14		
P15	X	
P16	X	



### Element 3: Community Development and Communications

COMING TOGETHER  
IS A BEGINNING;  
KEEPING TOGETHER IS  
PROGRESS; WORKING  
TOGETHER IS SUCCESS.

- Henry Ford

*ProGood.me*



***Goal C1: Pursue the redevelopment of the Municipal West Building.***

Objective #1: Conduct a facility-needs assessment for the Municipal West Building.

Objective #2: Complete a preliminary redesign of the facility based upon the needs assessment.

Objective #3: Search for federal and state grants to provide financial assistance for the redevelopment of the facility.

Objective #4: Work with corporate partners in the redesign of the facility.

Objective #5: Seek competitive bids for the redevelopment of the facility.

Objective #6: Rehome the current occupants temporarily until the construction process is completed.

Objective #7: Construct the improvements to the facility.

Objective #8: Conduct a grand reopening of the facility upon completion of the project.

***Goal C2: Expand the parking opportunities in downtown Mt. Vernon.***

Objective #1: Complete a downtown parking needs assessment.

Objective #2: Promote and provide adequate signage for municipal parking lots and facilities.



Objective #3: Consider the acquisition of available property for the development of municipal parking lot(s) or municipal parking facilities based upon need and demand.

Objective #4: Design and/or redesign municipal parking lots/facilities.

Objective #5: Construct new or redevelop current parking lots/facilities based upon demand and need.

***Goal C3: Increase public transportation opportunities.***

Objective #1: Accurately identify the current public transportation opportunities and limitations.

Objective #2: Work with the community to determine unmet needs.

Objective #3: Work with community public transportation partners to modify the existing transportation route locations and hours of availability based upon need and demand.

Objective #4: Evaluate the modifications six months after implementation to ensure effectiveness.



***Goal C4: Expand internet access.***

Objective #1: Identify City internet providers.

Objective #2: Identify internet inadequacies in the City corporate limits.

Objective #3: Investigate internet accessibility issues with the less advantaged in the City.

Objective #4: Research state, federal, and private sector financial assistance to expand internet accessibility.

Objective #5: Develop corporate partnerships to supply community wi-fi service in community hotspots, such as parks, downtown, etc.

Objective #6: Partner with local schools to expand internet accessibility for students in their homes.



***Goal C5: Redevelop the City's websites to increase accessibility.***

Objective #1: Research city/community website best practices.

Objective #2: Seek proposals from qualified website providers that are familiar with the industry.

Objective #3: Ensure the website is accessible per industry standard formats with a focus on being especially mobile-friendly.

Objective #4: Ensure the website is updatable at the City level through authorized users.

Objective #5: Link the website to popular social media channels.

Objective #6: Enable online bill pay through City websites for multiple purposes.

Objective #6: Promote the launch of the redeveloped websites.





**Goal C6: Research how to improve communicating with our residents.**

Objective #1: Research city/community communication best practices.

Objective #2: Investigate and evaluate current communication practices.

Objective #3: Adopt new techniques that best fit the needs of residents.



**Goal C7: Implement regularly scheduled community updates through multiple social media formats.**

Objective #1: Determine frequency of community updates, such as monthly, bimonthly, quarterly, or every six months.

Objective #2: Develop a brief, current, and easily understandable update to share with the community.



Objective #3: Identify and access social media networks for utilization.

Objective #4: Engage the Mayor or City Manager to provide the community update.

Objective #5: Promote the community update through traditional media and social media to enhance accessibility and utilization.

Objective #6: Evaluate the success of the outreach by tracking utilization.

Objective #7: Modify and adjust the approach as may be necessary to maximize engagement.

***Goal C8: Conduct a community resources event.***

Objective #1: Identify key community resource partners.

Objective #2: Create a Community Resources Steering Committee.

Objective #3: Utilize the talent in the stakeholder's group to plan an annual community resources event.

Objective #4: Recruit and secure community resource provider participants.

Objective #5: Promote the community resources event and participating providers through social media, traditional media, nonprofit organizations, local schools, churches, barber shops, beauty shops, doctor offices, and hospitals to increase accessibility and attendance.



Objective #6: Conduct the annual event at an accessible location within the City with adequate parking and space.

***Goal C9: Implement a City Council Meeting Traveling Road Show Program.***

Objective #1: Identify frequency of off-site regularly scheduled meetings, such as quarterly, every six months, etc.

Objective #2: Identify off-site venues that are conveniently located, accessible, and have adequate space, parking, and technological support.

Objective #3: Promote this new program, and highlight the meetings in each area well in advance.

Objective #4: Publicize the off-site meeting to remain in compliance with the Open Meetings Act.

Objective #5: Conduct the off-site City Council meeting in the community to improve accessibility and community involvement.

Objective #6: Evaluate the attendance and participation at these off-site meetings.

Objective #7: Modify this program as necessary based upon the results of the evaluation.

***Goal C10: Create and implement a new resident welcome program.***



Objective #1: Research industry best practices for modern-day, new resident welcome programs.

Objective #2: Establish a Community Welcoming Team to spearhead the program.

Objective #3: Implement the community program aimed at welcoming new residents quickly after they establish a residence in the City.



***Goal C11: Investigate the creation of a City Day for youth.***

Objective #1: Research industry best practices for youth-oriented City services awareness events.

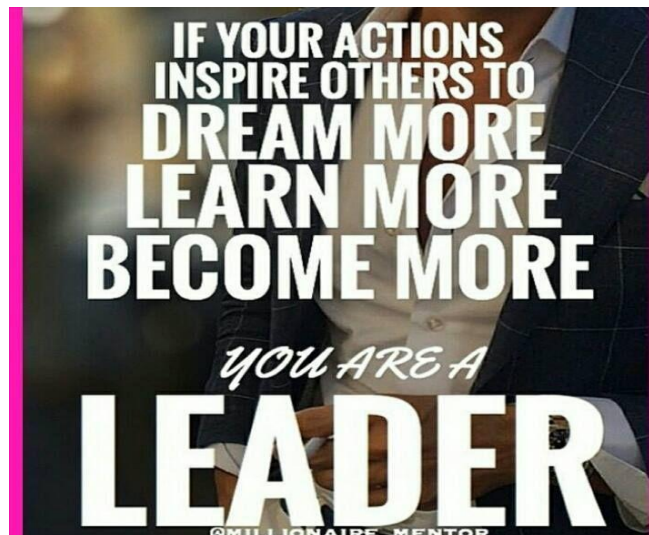
Objective #2: Create a City Day for Mt. Vernon Area high school students based upon industry best practices.



Objective #3: Partner with the local schools and/or local nonprofits to successfully launch the City Day event.

Objective #4: Identify a City Champion to administer and coordinate the event.

Objective #5: Conduct a City Day event to share with local high school students with services provided by the City and the job opportunities that exist in their hometown.



***Goal C12: Partner with local nonprofits, churches, and businesses to provide a community focused City-wide clean-up event.***

Objective #1: Identify community corporate partners interested in participating in an annual City-wide clean-up event.

Objective #2: Partner with City waste hauling service provider.



Objective #3: Recruit and enlist community volunteers to participate in the City-wide clean-up event. This may include team members of the corporate partners.

Objective #4: Develop a theme for the event and provide high-visibility t-shirts for the volunteers to wear during the event.

Objective #5: Promote the City-wide clean-up event well in advance, and schedule a rain-day contingency.

Objective #6: Enlist local business support to provide concessions and music for the volunteers at the centralized location after the completion of the clean-up activities.

Objective #7: Conduct the City-wide clean-up event.

Objective #8: Evaluate the success of the clean-up event, and modify as necessary to drive up participation and success the following year.

***Goal C13: Improve trash service communications with the residents.***

Objective #1: Investigate the current trash service communications efforts.

Objective #2: Strategize with the trash service provider on methods to clearly communicate the services provided through various venues.

Objective #3: Simplify the message, and make it accessible to the residents.

Objective #4: Regularly promote the services provided within the community.



***Goal C14: Increase the City's presence and activity on social media.***

Objective #1: Investigate industry standard best practices for social media channels and local government.

Objective #2: Adopt a social media policy that provides oversight to City-operated social media channels.

Objective #3: Authorize City champions to run the City's social media communications activities.

Objective #4: Create certified City-operated social media accounts where necessary.

Objective #5: Engage the targeted social media channels regularly each day with updated information that is relevant to the residents and local businesses.



***Goal C15: Investigate the development of a City Communications Division that can assist with the implementation of the elements within this comprehensive plan and serve as the official Public Information Officer (PIO) of the City.***

Objective #1: Investigate the pros and cons of hiring a full-time communications professional to serve the City.

Objective #2: Research the costs associated with this office/division.

Objective #3: Research best practices concerning job descriptions for this position to maximize the investment.

Objective #4: If desirable, pursue hiring a full-time communications professional to assist the City in championing elements of this plan and to serve as a trained PIO for the public safety divisions when necessary.





***Goal C16: Publicize and share local shopping and dining opportunities.***

Objective #1: Regularly research current local shopping and dining opportunities.

Objective #2: Partner with the Chamber of Commerce and the Downtown Group to maximize the City's ability to promote local businesses.

Objective #3 Develop a map or easily accessible database to highlight these local opportunities.

Objective #4: Promote the map/database through the City's website and social media accounts.

Objective #4: Highlight a few local businesses each month to bring attention to them and raise community awareness for all the City has to offer.

Objective #5: Routinely update the map to ensure accuracy in the content.



***Goal C17: Encourage and support the development of a community mural program.***

Objective #1: Investigate industry standard best practices for community mural programs.

Objective #2: Identify local community sponsorships to financially support this new community program.

Objective #3: Partner with the local artisans, local schools, and Rend Lake College to identify interested and capable local community artisans.

Objective #4: Identify choice community locations for the installation of the community art.

Objective #5: Develop a partnership with the property owner(s) and the community mural program for the installation of the mural(s).



Objective #5: Develop an on-going maintenance plan to ensure the success of the murals after they are installed based upon best practices.



***Goal C18: Investigate the optimization of the City's planning and zoning administration and operations.***

Objective #1: Investigate industry standard best practices for the City's planning and zoning operations.

Objective #2: Conduct an internal assessment of the City's current administration and operations.

Objective #3: Identify opportunities to improve.

Objective #4: Determine the costs associated with the improvements that the City desires to make to enhance these services.

Objective #5: Implement the improvements.

Objective #6: Evaluate the changes made six months after implementation.



Objective #7: Modify as necessary to ensure success.



***Goal C19: Update and modify the City's codified ordinances.***

Objective #1: Develop a project steering committee to review the current City ordinances for necessity and obsolescence.

Objective #2: Develop a recommended comprehensive City ordinance, repealing City ordinances that are no longer required.

Objective #3: Ensure the ordinance is legally reviewed by the City's Corporate Council.

Objective #4: Publicize the proposed repeal with the community prior to bringing the ordinance forward for approval.

Objective #5: Bring the ordinance repealing obsolete ordinances to the City Council for consideration and approval.

Objective #6: Digitize all City ordinances, and make them available and searchable on the City's website.



## Alignment Scorecard

To determine alignment, each goal developed by the City’s Executive Management Team was compared to the feedback provided by the City Council during the City Council workshop and the community during the community listening sessions. The chart below indicates the presence of alignment with the goals adopted within this comprehensive plan.

*Full alignment occurs when both boxes are checked.*

*Partial alignment occurs when only one box is checked.*

*Lack of alignment occurs when none of the boxes are checked.*

Goal	Community Alignment	City Council Alignment
C1		X
C2	X	
C3	X	
C4	X	
C5	X	X
C6	X	X
C7	X	X
C8	X	X
C9	X	X
C10	X	X
C11	X	X
C12	X	X
C13	X	X
C14	X	X
C15	X	X
C16	X	X
C17		
C18	X	
C19		



## Element 4: Public Safety





***Goal PS1: Stabilize the staffing of the Mt. Vernon Police Department.***

Objective #1: Investigate staffing instability issues to determine actions that can be employed to mitigate these issues.

Objective #2: Research best industry standard best practices aimed at maximizing employee police officer retention.

Objective #3: Create a proactive police officer retention program.

Objective #4: Budget for the implementation of the new program.

Objective #5: Implement a program designed to retain police officers.

Objective #6: Evaluate the program annually to determine effectiveness and adjust accordingly to maximize impact.





***Goal PS2: Research the collaboration and implementation of social services.***

Objective #1: Investigate current social service providers in the community to determine their capacity and identify any gaps in service.

Objective #2: Continue to build and maximize partnerships to better meet the service demands of the City.

Objective #3: Research industry best practices within Illinois through the Association of Police Social Services.

Objective #4: Research and pursue grant funding that supports the provision of social services to mitigate any gaps in service.

***Goal PS3: Implement community engagement policing activities.***

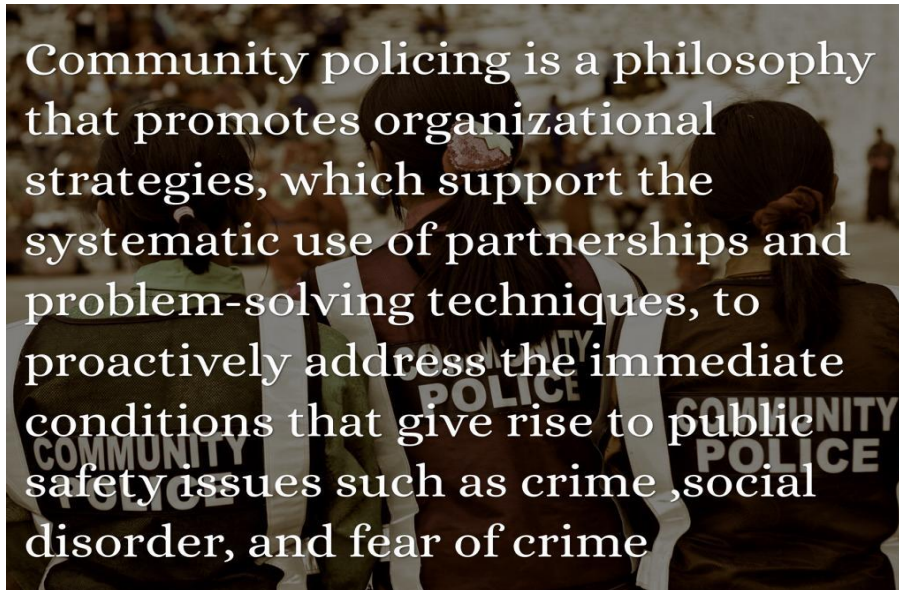
Objective #1: Investigate current industry best practices in community engagement policing activities.

Objective #2: Implement desired community policing techniques to increase community engagement as staffing and the budget permits.

Objective #3: Evaluate the effectiveness of the program(s) after the completion of 12 months.

Objective #4: Modify, terminate, or extend the program(s) based upon need.





***Goal PS4: Investigate the renovation or replacement of City Hall and Fire Station #1.***

Objective #1: Complete a facility needs assessment for City Hall and Fire Station #1.

Objective #2: Identify a conceptual budget number to complete the renovations required within the facility needs assessment.

Objective #3: Enter into a professional services agreement with an architect to prepare a conceptual plan and for the replacement of City Hall and Fire Station #1 that includes a site assessment for potential new locations.

Objective #4: Seek public input to gather their preference for the replacement or renovation of City Hall and Fire Station #1.



Objective #5: Compare and contrast the pros and cons of renovation with replacement.

Objective #6: Identify potential grant funding to assist with the renovations or replacement.

Objective #7: Identify financial funding sources to complete either the renovation or replacement capital project.

***Goal PS5: Create the position of Assistant Chief in the Fire Department.***

Objective #1: Construct a job description for this executive management position that includes managing and administering the training element within the Department.

Objective #2: Complete a salary survey with comparable communities to accurately place this new leadership position in the City's pay plan.

Objective #3: Add this new position to the Department's organizational chart.

Objective #4: Budget for this position, including the cost of wages and benefits.

Objective #5: Advertise both internally and externally to fill this new position.



***Goal PS6: Create and implement a Street Crimes Unit, a School Resource Officer, and Bike Patrol Unit.***

Objective #1: Research industry standard best practices for the development of a Street Crimes Unit, School Resource Officer, and Bike Patrol Unit.

Objective #2: Optimize the development of these police specialty units to best meet the needs of Mt. Vernon.

Objective #3: Budget for these specialty units.

Objective #4: Fill and maintain these specialty units based upon adequate staffing and funding.

Objective #5: Promote and celebrate the implementation of these new units with the community.



***Goal PS7: Develop effective community outreach for public safety recruitment opportunities.***

Objective #1: Partner with the local schools and Rend Lake Community College to regularly promote public safety employment opportunities that Mt. Vernon offers.

Objective #2: Continue to build and develop relationships with local churches and community groups and clubs promoting public safety employment opportunities.

Objective #3: Develop a public safety ride-along program for high school and Rend Lake College students interested in public safety service.

Objective #4: Host junior college and university interns interested in a public safety service careers.

Objective #5: Publicly promote and share police and fire qualifications well in advance of the testing and selection process.



Objective #6: Create a public safety community mentorship/sponsorship for high school graduates and college students who are interested in working at the Mt. Vernon Fire or Police Departments.

***Goal PS8: Continue the installation of the community public safety cameras.***

Objective #1: Create a master installation plan, and schedule for the community public safety camera project.

Objective #2: Strategically install additional community public safety cameras throughout the community based upon public safety demand.

Objective #3: Budget annually for the installation of additional cameras and for the maintenance of the program.

***Goal PS9: Complete the construction of the Mt. Vernon Police Department facility.***

Objective #1: Continue the construction of the new Mt. Vernon Police Department facility.

Objective #2: Conduct a community celebration and open house after the completion of the new public facility.



***Goal PS10: Expand public safety presence, participation, and engagement at community events.***

Objective #1: Work with the City Tourism Bureau to have community events placed on the public safety departments calendars.

Objective #2: Regularly assign team members and equipment to these community events to promote the public safety professions, have them be seen, and engage the community.

Objective #3: Seek grant aid funding for community engagement equipment and activities to increase community youth engagement.



***Goal PS11: Implement a regular community policing outreach activity in Veterans Park.***

Objective #1: Develop an annual community policing outreach activity in Veterans Park.

Objective #2: Budget for the event.

Objective #3: Promote the event through word-of-mouth, local churches, traditional media, and social media channels.

Objective #4: Conduct the community policing outreach event.



Objective #5: Evaluate the event/activity after it is completed, and modify as deemed necessary to enhance the event for the next year.



***Goal PS12: Expand the disaster management public education program.***

Objective #1: Research local, state, and federal disaster management education programs and materials.

Objective #2: Incorporate disaster management education lessons and materials into the City's efforts to educate the community on how to best prepare and respond to a natural disaster.

Objective #3: Publish helpful lessons and materials on the City's website.

Objective #4: Seek corporate sponsorships and grant funding to defray costs associated with disaster preparedness training sessions, materials, and supplies.





Objective #5: Promote a free disaster mitigation and preparedness training session.

Objective #6: Conduct a free community disaster mitigation and preparedness safety training session once a year at a convenient and accessible location.

***Goal PS13: Employ a full-time information technology (IT) professional in the Police Department.***

Objective #1: Construct a job description for this professional position that meets the ever-increasing technological advances within the public safety professions.

Objective #2: Complete a salary survey with comparable communities to accurately place this new leadership position in the City's pay plan.

Objective #3: Add this new position to the Department's organizational chart.

Objective #4: Budget for this position, including the cost of wages and benefits.

Objective #5: Advertise externally to fill this new position.



## Alignment Scorecard

To determine alignment, each goal developed by the City’s Executive Management Team was compared to the feedback provided by the City Council during the City Council workshop and the community during the community listening sessions. The chart below indicates the presence of alignment with the goals adopted within this comprehensive plan.

*Full alignment occurs when both boxes are checked.*

*Partial alignment occurs when only one box is checked.*

*Lack of alignment occurs when none of the boxes are checked.*

Goal	Community Alignment	City Council Alignment
<b>PS1</b>		
<b>PS2</b>		
<b>PS3</b>	<b>X</b>	<b>X</b>
<b>PS4</b>		
<b>PS5</b>		
<b>PS6</b>	<b>X</b>	<b>X</b>
<b>PS7</b>	<b>X</b>	<b>X</b>
<b>PS8</b>		<b>X</b>
<b>PS9</b>		<b>X</b>
<b>PS10</b>	<b>X</b>	<b>X</b>
<b>PS11</b>	<b>X</b>	<b>X</b>
<b>PS12</b>		
<b>PS13</b>		



## Element 5: Economic Development



Medical

Industrial



Commercial



***Goal E1: Update and redesign the Enterprise Zone benefits and program.***

Objective #1: Research industry standard best practices for successful Enterprise Zone programs in Illinois.

Objective #2: Collaborate and strategize with local economic development partners to identify changes to the Enterprise Zone Program that will improve the impact of the Zone on local economic development.

Objective #3: Update and redesign the Enterprise Zone Program policies and procedures to maximize the Zone's impact on the City's economy.





***Goal E2: Evaluate Tax Increment Finance (TIF) Districts for expansion and/or reorganization.***

Objective #1: Investigate the past utilization and effectiveness of the City's various Tax Increment Finance Districts.

Objective #2: Evaluate the current effectiveness and utilization of the City's current TIF Districts.

Objective #3: Develop a TIF plan to guide the City in the decision-making process to amend, expand, or discontinue the current TIF Redevelopment Districts in the next 10 years.



***Goal E3: Improve the community's understanding of economic development.***

Objective #1: Develop educational sessions, explaining the art of economic development for the City's residents.

Objective #2: Promote the community education sessions, and make the information available on the City's website.



Objective #3: Introduce the concept of economic development and how the City performs this duty to local high school students.

Objective #4: Promote ribbon cuttings, groundbreakings, and job creation events, shining a positive light on the City's economic development efforts and progress.



***Goal E4: Attract manufacturing and distribution facilities to Chelsey Industrial Park.***

Objective #1: Investigate any aggravating factors at the Park that may need to be mitigated to locate manufacturing and distribution facilities into the park.

Objective #2: Mitigate these aggravating factors by correcting the perceived deficiencies or identifying tools to mitigate these concerns in the future.



Objective #3: Work with the City's economic development partners to promote available acreage and the opportunities in the City's industrial park.

Objective #4: Get testimonials from the current executives about the larger manufacturing and distribution facilities in the community to share in the City's recruitment efforts.

Objective #5: Target manufacturing businesses that desire property that match with the opportunities available in the park. This includes acreage availability and infrastructure requirements.

Objective #6: Target distribution businesses that desire property that match well with the opportunities available in the park that align well with their distribution networks.

***Goal E5: Assist the local business community with various workforce development initiatives.***

Objective #1: Collaborate with the City's economic development partners to determine the local business community's needs, and develop a method to connect existing opportunities with current job seekers.

Objective #2: Research workforce development best practices.

Objective #3: Develop a workforce development program with the high school and Rend Lake Community College.

Objective #4: Assist with the creation of various workforce initiatives aimed at connecting existing opportunities in the job market with job seekers.



Objective #5: Promote the new programs to ensure participation and utilization.

Objective #6: Evaluate the initiatives annually, and modify or discontinue based upon effectiveness.



***Goal E6: Continue collaborating with the Jefferson County Development Corporation and the State of Illinois.***

Objective #1: Continue to build and nurture positive working relationships with the City's core economic development partners.

Objective #2: Support the Jefferson County Development Corporation Team and their executive board in their efforts to grow Mt. Vernon.

Objective #3: Work with the leadership of the State of Illinois and the Illinois Department of Commerce and Economic Opportunity to promote and incentivize manufacturing and distribution opportunities in the City.





***Goal E7: Support local business retention.***

Objective #1: Collaborate with the City’s economic development partners to create and implement a business retention and expansion visitation program.

Objective #2: Identify issues that may be impacting local businesses, and work with community partners to mitigate these concerns.

Objective #3: Promote the business retention program with the local business community.

Objective #4: Evaluate the effectiveness of the program on an annual basis, and modify it as needed.



## **BUSINESS RETENTION & EXPANSION PROGRAM**

Working together to help your business grow!

***Goal E8: Encourage the development of a high-tech entrepreneurial makerspace in the City.***

Objective #1: Research successful, high-tech entrepreneurial makerspace arrangements.

Objective #2: Research locations and available facilities that would fit the space and infrastructure needs of this type of development.

Objective #3: Determine the best fit for the future of the City.

Objective #4: Actively recruit high-tech entrepreneur makerspace developers to facilities and sites, determined as best matches for their needs.

Objective #5: Support the new development through various eligible economic development tools.



## Alignment Scorecard

To determine alignment, each goal developed by the City’s Executive Management Team was compared to the feedback provided by the City Council during the City Council workshop and the community during the community listening sessions. The chart below indicates the presence of alignment with the goals adopted within this comprehensive plan.

*Full alignment occurs when both boxes are checked.*

*Partial alignment occurs when only one box is checked.*

*Lack of alignment occurs when none of the boxes are checked.*

Goal	Community Alignment	City Council Alignment
<b>E1</b>	<b>X</b>	
<b>E2</b>	<b>X</b>	
<b>E3</b>	<b>X</b>	<b>X</b>
<b>E4</b>	<b>X</b>	
<b>E5</b>	<b>X</b>	<b>X</b>
<b>E6</b>		<b>X</b>
<b>E7</b>	<b>X</b>	<b>X</b>
<b>E8</b>	<b>X</b>	<b>X</b>



## Element 6: Infrastructure

“Infrastructure creates the form of a city and enables life to go on in a city, in a certain way.”

Paul Goldberger





## Capital Asset Matrix

### CAPITAL ASSET LENGTHS

ITEM	7/1/2022		9/27/2019		9/28/2018		9/15/2017		9/21/2016		10/30/2014		8/20/2013	
	LENGTH (FT)	LENGTH (MILES)	LENGTH (FT)	LENGTH (MILES)	LENGTH (FT)	LENGTH (MILES)	LENGTH (FT)	LENGTH (MILES)	LENGTH (FT)	LENGTH (MILES)	LENGTH (FT)	LENGTH (MILES)	LENGTH (FT)	LENGTH (MILES)
2" & LESS CI WATERMAIN	29487	5.4	34739	6.6			30433	7.5	38944.9	7.5	40837	7.7	40,993	7.8
2" & LESS PVC WATERMAIN	2659	0.5	2516	0.5			2796	0.5	2667.9	0.5	2520	0.5	2,543	0.5
4" CI WATERMAIN	82354	15.6	108736	20.6			111105	21.0	110868	21.0	114113	21.6	114,011	21.6
4" PVC WATERMAIN	27659	5.2	29265	5.5			29883	5.6	30668	5.8	32932	6.2	32,932	6.2
6" CI WATERMAIN	138163	26.2	156399	29.6			156954	29.7	170967	32.4	174983	33.0	174,503	33.1
6" PVC WATERMAIN	135463	25.7	101682	19.3			98651	18.7	109293	20.7	108204	20.5	106,981	20.3
8" CI WATERMAIN	70404	13.3	100604	19.1			99967	18.7	106623	20.2	103169	19.5	104,207	19.7
8" TRANSITE WATERMAIN	10472	2.0												
8" PVC WATERMAIN	167227	31.7	148464	28.1			143172	27.1	158946	30.1	151518	28.7	152,755	28.9
10" CI WATERMAIN	38634	7.3	57890	11.0			58281	11.0	61399.5	11.6	61627.8	11.7	62,745	11.9
10" TRANSITE WATERMAIN	26272	5.0												
10" PVC WATERMAIN	184416	31.1	157250	29.8			157294	29.8	158310	30.0	156158	29.6	154,793	29.3
12" CI WATERMAIN	3140	0.6	5258	1.0			5267	1.0	5277.3	1.0	8091	1.5	8,091	1.5
12" PVC WATERMAIN	16511	3.1	15002	2.8			8097	1.5	9812	1.9	9812	1.9	9,812	1.9
14" PVC WATERMAIN	4955	0.9	2881	0.5			2881	0.5	2859.6	0.5	0	0.0	0.0	0.0
16" CI WATERMAIN	12749	2.4	12658	2.4			12638	2.4	12638	2.4	12637	2.4	12,637	2.4
<b>TOTALS</b>	<b>929475</b>	<b>176.0</b>	<b>933333</b>	<b>176.8</b>	<b>0</b>	<b>0.0</b>	<b>925099</b>	<b>175.2</b>	<b>980274.2</b>	<b>185.7</b>	<b>976,002</b>	<b>184.8</b>	<b>977,083</b>	<b>185.1</b>
Total Length of Cast Iron		70.8		90.2		0.0		91.4						
Total Length of Transite		7.0		?		?		?						
Total Length of PVC		98.3		86.6		0.0		83.8						
Water Valves (number of)		<b>3103</b>		<b>2987</b>				<b>2913</b>						<b>2790</b>
Fire Hydrants (number of)		<b>1222</b>		<b>1189</b>				<b>1167</b>						<b>1289</b>
2" WATERMAIN	278	0.1	277	0.1			129	0.0						
4" WATERMAIN	2053	0.4	2245	0.4			3354	0.6						
6" WATERMAIN	15902	3.0	18754	3.6			20389	3.9						
8" WATERMAIN	27590	5.2	25722	4.9			26936	5.1						
10" WATERMAIN	5866	1.1	6726	1.3			6898	1.3						
12" WATERMAIN	2426	0.5	1679	0.3			1716	0.3						
<b>TOTALS</b>	<b>54205</b>	<b>10.3</b>	<b>55403</b>	<b>10.5</b>	<b>0</b>	<b>0.0</b>	<b>59422</b>	<b>11.3</b>						
Water Valves (Private)		?		?		?		?						
Fire Hydrants (Private)		139		144				141						



SANITARY SEWER ASSETS												
4" SEWERMAN CLAY	1730	0.3	2088	0.4	0.0	2212	0.4	2212	0.4	2212	0.4	0.0
6" SEWERMAN CLAY	9979	1.9	8715	1.7	0.0	9199	1.7	8604.8	1.6	8393	1.6	0.0
6" SEWERMAN PVC	28	0.0										
8" SEWERMAN CLAY	430579	81.5	449234	86.1	0.0	465280	88.1	466057	88.3	463305	87.7	0.0
8" SEWERMAN PVC	26214	4.8	18433	3.5								
8" SEWERMAN CONC	798	0.2	776	0.1								
8" SEWERMAN RELINED	11440	2.2	242	0.0								
10" SEWERMAN CLAY	63949	12.1	67395	12.7	0.0	64415	12.2	64265.6	12.2	62801	11.9	0.0
10" SEWERMAN CONC	336	0.1										
10" SEWERMAN PVC	3835	0.7	3323	0.6								
10" SEWERMAN RELINED	746	0.1										
12" SEWERMAN CLAY	18905	3.2	18179	3.4	0.0	23123	4.4	23092.5	4.4	23095	4.4	0.0
12" SEWERMAN PVC	3039	0.6	2419	0.5								
12" SEWERMAN CONC	0	0.0	1509	0.3								
12" SEWERMAN RELINED	2276	0.4										
15" SEWERMAN CLAY	18992	3.5	26177	5.0	0.0	30002	5.9	30737.4	5.8	30374	5.8	0.0
15" SEWERMAN PVC	2292	0.4	2292	0.4								
15" SEWERMAN CONC	1804	0.3	1804	0.3								
15" SEWERMAN RELINED	7548	1.4										
18" SEWERMAN CLAY	6396	1.2	7269	1.4	0.0	9774	1.9	9526	1.8	9444	1.8	0.0
18" SEWERMAN PVC	2776	0.5	2563	0.5								
18" SEWERMAN RELINED	237	0.0										
21" SEWERMAN CLAY?	1671	0.3	1682	0.3	0.0	1682	0.3	1682	0.3	1682	0.3	0.0
24" SEWERMAN CLAY	27618	5.2	27954	5.3	0.0	29767	5.6	29766.5	5.6	29948	5.7	0.0
24" SEWERMAN PVC	1974	0.4	1835	0.3								
27" SEWERMAN CLAY	1248	0.2	1247	0.2								
27" SEWERMAN PVC	418	0.1	418	0.1	0.0	1666	0.3	1666	0.3	1666	0.3	0.0
30" SEWERMAN CLAY	15575	2.9	16899	3.5								
30" SEWERMAN CONC	4019	0.8	887	0.2								
33" SEWERMAN CONC?	227	0.0	227	0.0								
36" SEWERMAN CONC	227	0.0	227	0.0	0.0	19550	3.7	19550.6	3.7	19550	3.7	0.0
36" SEWERMAN RELINED	360	0.1			0.0							0.0
<b>TOTALS</b>	<b>663626</b>	<b>125.7</b>	<b>665494</b>	<b>126.0</b>	<b>0</b>	<b>657570</b>	<b>124.5</b>	<b>657160.4</b>	<b>124.5</b>	<b>652470</b>	<b>123.6</b>	<b>0</b>
Total Length of Clay		112.5										
Total Length of Concrete		1.4										
Total Length of Relined		4.3										
Total Length of PVC		7.5										



Sanitary Sewer Manholes		2446		2416					2371		2366		2341		
Sanitary Sewer Clean Outs		173		185					187		184		175		
4" SANITARY FORCEMAN	6236	1.2	8019	1.5	0.0	8019	1.5	7257.6	1.4	7257	1.4	0.0			
6" SANITARY FORCEMAN	21556	4.1	21556	4.1	0.0	16470	3.1	16480.6	3.1	14173	2.7	0.0			
10" SANITARY FORCEMAN	10065	1.9	10065	1.9	0.0	10065	1.9	10065	1.9	10065	1.9	0.0			
14" SANITARY FORCEMAN	6003	1.1	14736	2.8	0.0	14722	2.8	14722.7	2.8	14705	2.8	0.0			
18" SANITARY FORCEMAN	9600	1.8		0.0	0.0		0.0		0.0		0.0	0.0			
<b>TOTALS</b>	<b>53450</b>	<b>10.1</b>	<b>54376</b>	<b>10.3</b>	<b>0</b>	<b>49276</b>	<b>9.3</b>	<b>48514.9</b>	<b>9.2</b>	<b>46200</b>	<b>8.8</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>



MISC. ASSETS		STREET ASSETS																		
SIDEWALK LENGTH	422400	80.0	410928	79.5																
SW/BIKE SHARED USE PATHS	29295	5.5	29295	5.5																
CURB & GUTTER (CITY)	614505	116.4	608615	115.3																
CURB & GUTTER (STATE)	93429	17.7	93429	17.7																
DITCHES	727656	137.8	729792	138.2																
PROPERTY AREA WITHIN CITY LIMITS	9625.54 ACRES		9624.2 ACRES																	
PROPERTY AREA WITHIN CITY LIMITS	15.04 SQ MILES		15.04 SQ MILES																	
<b>TOTALS</b>		<b>149.6</b>	<b>149.3</b>	<b>149.3</b>	<b>149.4</b>	<b>149.2</b>	<b>149.2</b>	<b>149.2</b>	<b>149.2</b>	<b>149.2</b>	<b>149.2</b>	<b>149.2</b>	<b>149.2</b>	<b>149.2</b>	<b>149.2</b>	<b>149.2</b>	<b>149.2</b>	<b>149.2</b>	<b>149.2</b>	<b>149.2</b>
INTERSTATES & STATE HWYS	100695	19.1	100695	19.1	100695	19.1	100695	19.1	100695	19.1	100695	19.1	100695	19.1	100695	19.1	100695	19.1	100695	19.1
ARTERIAL STREETS (ADT>1000)	190083	37.7	197918	37.5	197918	37.5	197918	37.5	197918	37.5	197918	37.5	197918	37.5	197918	37.5	197918	37.5	197918	37.5
COLLECTOR STREETS (ADT=400-1000)	289671	51.1	289671	51.1	289671	51.1	289671	51.1	289671	51.1	289671	51.1	289671	51.1	289671	51.1	289671	51.1	289671	51.1
COLLECTOR STREETS (ADT<400)	220189	41.7	220189	41.7	220189	41.7	220189	41.7	220189	41.7	220189	41.7	220189	41.7	220189	41.7	220189	41.7	220189	41.7
<b>TOTALS</b>	<b>759403</b>	<b>143.8</b>	<b>757739</b>	<b>143.5</b>	<b>756994</b>	<b>143.4</b>	<b>756994</b>	<b>143.4</b>	<b>756994</b>	<b>143.4</b>	<b>756994</b>	<b>143.4</b>	<b>756994</b>	<b>143.4</b>	<b>756994</b>	<b>143.4</b>	<b>756994</b>	<b>143.4</b>	<b>756994</b>	<b>143.4</b>
ASPHALT STREETS	416503	78.9	416507	78.9	416507	78.9	416507	78.9	416507	78.9	416507	78.9	416507	78.9	416507	78.9	416507	78.9	416507	78.9
OIL & CHIP STREETS	148519	28.1	150138	28.4	150138	28.4	150138	28.4	150138	28.4	150138	28.4	150138	28.4	150138	28.4	150138	28.4	150138	28.4
BRICK STREETS	1092	0.2	1092	0.2	1092	0.2	1092	0.2	1092	0.2	1092	0.2	1092	0.2	1092	0.2	1092	0.2	1092	0.2
CONCRETE STREETS	92594	17.5	89307	16.9	88219	16.3	88219	16.3	88219	16.3	88219	16.3	88219	16.3	88219	16.3	88219	16.3	88219	16.3
<b>TOTALS</b>	<b>759403</b>	<b>143.8</b>	<b>757739</b>	<b>143.5</b>	<b>756994</b>	<b>143.4</b>	<b>756994</b>	<b>143.4</b>	<b>756994</b>	<b>143.4</b>	<b>756994</b>	<b>143.4</b>	<b>756994</b>	<b>143.4</b>	<b>756994</b>	<b>143.4</b>	<b>756994</b>	<b>143.4</b>	<b>756994</b>	<b>143.4</b>
PROPERTY AREA WITHIN CITY LIMITS	9625.54 ACRES		9624.2 ACRES		9624.2 ACRES		9624.2 ACRES		9624.2 ACRES		9624.2 ACRES		9624.2 ACRES		9624.2 ACRES		9624.2 ACRES		9624.2 ACRES	
PROPERTY AREA WITHIN CITY LIMITS	15.04 SQ MILES		15.04 SQ MILES		15.04 SQ MILES		15.04 SQ MILES		15.04 SQ MILES		15.04 SQ MILES		15.04 SQ MILES		15.04 SQ MILES		15.04 SQ MILES		15.04 SQ MILES	





***Goal I1: Continue water line replacement program.***

Objective #1: Review the current water distribution line replacement program.

Objective #2: Create and promote a report that documents the progress made in the water line replacement program.

Objective #3: Reassess water line replacement priority to ensure the program's prioritization is still valid, and reprioritize the replacement schedule if necessary.

Objective #4: Continue following the program and replace water lines per the plan on an annual basis.





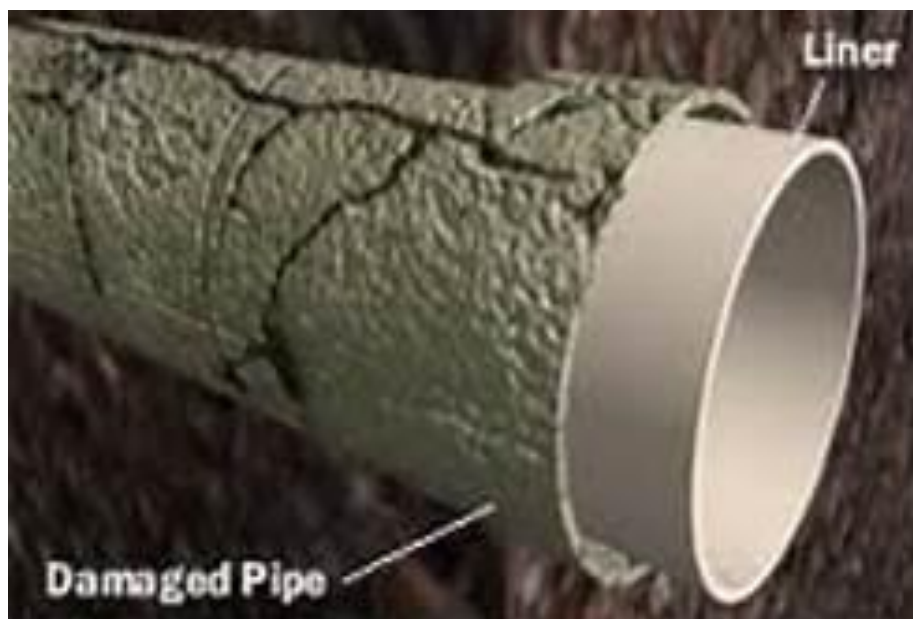
***Goal 12: Continue sanitary sewer relining and replacement program.***

Objective #1: Review the sanitary sewer relining and replacement program.

Objective #2: Prepare, distribute, and promote the progress the City has made on their efforts to reline and replace sanitary sewer lines.

Objective #3: Reassess the program to affirm it is still meeting the needs of the City, and modify the program if needed.

Objective #4: Continue to annually replace and/or reline sanitary sewer lines as the budget permits.





***Goal 13: Replace the L & N water tower.***

Objective #1: Engage a qualified civil engineering firm to determine the necessary capacity and optimum tower location to meet the current and future water storage needs of the City.

Objective #2: Seek a professional agreement with a qualified civil engineering firm to design and provide construction oversight for the demolition of the current L & N tower and construction of the replacement water tower.

Objective #3: Seek competitive bids for the demolition of the current tower and the construction of the new water tower.





***Goal 14: Update the sanitary sewer treatment plant.***

Objective #1: Engage a qualified civil engineering firm to assist the City develop a needs assessment for the sanitary sewer treatment facility.

Objective #2: Investigate industry best practices, environmentally friendly sanitary sewer treatment alternatives, and cost-saving energy efficiency improvements to best meet the needs of the City in the future.

Objective #3: Investigate grants and low-interest loan/bond opportunities to financially support updating the sewer treatment facility.

Objective #4: Engage a qualified civil engineering firm to design the sanitary sewer facility improvements.

Objective #5: Competitively bid the construction of the sanitary sewer facility improvements.

***Goal 15: Mitigate traffic congestion issues on State Route 15 on the east side of the City.***

Objective #1: Partner with the State of Illinois Department of Transportation to develop multiple strategies to reduce traffic congestion on Route 15 on the east side of the City.

Objective #2: Select the most advantageous strategy(s) to deploy.

Objective #3: Seek financial funding from various sources to assist with the deployment of the transportation improvement project(s).



Objective #4: Reduce the congestion as a team with the State of Illinois Department of Transportation to ensure multiple resources are available to meet the needs of the City.



***Goal 16: Upgrade 7<sup>th</sup> Street into a truck-rated route, connecting truck traffic to State Route 15.***

Objective #1: Engage a qualified civil engineering firm to complete a roadway upgrade design, enabling the roadway to meet the needs of heavy truck traffic.

Objective #2: Engage the neighborhood community in the design process, and complete an impact study to ensure the needs of the community are considered.

Objective #3: Seek financial funding/grant-in-aid assistance to complete this critical transportation enhancement project.

Objective #4: Place the construction improvements out for a competitive bid.

Objective #5: Construct the physical upgrade to 7<sup>th</sup> Street.

Objective #6: Authorize local legislation, creating 7<sup>th</sup> Street as a truck route.



Objective #7: Post signage, and publicize this newly established truck route to local transportation companies and industrial companies.



***Goal 17: Extend 27<sup>th</sup> Street to Veterans Memorial Drive.***

Objective #1: Obtain the necessary right-of-way to connect 27<sup>th</sup> Street to Veterans Memorial Drive.

Objective #2: Engage a qualified civil engineering firm to design the extension of 27<sup>th</sup> Street into Veterans Memorial Drive.

Objective #3: Seek financial assistance and/or obtain financial funding to support the completion of this critical transportation networking project.

Objective #4: Competitively bid the construction of the transportation improvements.

Objective #5: Complete the construction of this transportation connection.

Objective #6: Complete a ribbon-cutting ceremony after the completion of the street improvement to celebrate and promote the completion of the project.



***Goal 18: Extend Progress Drive to Shiloh Drive.***

Objective #1: Obtain the necessary right-of-way to connect Progress Drive to Shiloh Drive.

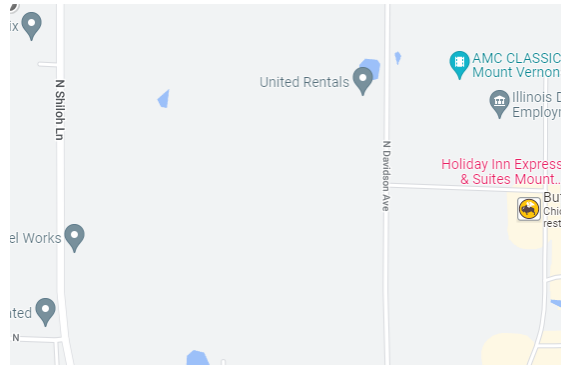
Objective #2: Engage a qualified civil engineering firm to design the extension of Progress Drive into Shiloh Drive.

Objective #3: Seek financial assistance and/or obtain financial funding to support the completion of this critical transportation networking project.

Objective #4: Competitively bid the construction of the transportation improvements.

Objective #5: Complete the construction of this transportation connection.

Objective #6: Complete a ribbon-cutting ceremony after the completion of the street improvement to celebrate and promote the completion of the project.



**Goal 19: Add streetlights to Progress Drive.**

Objective #1: Complete a light study to identify the number of streetlights to add to Progress Drive to meet the current and future needs of the City.

Objective #2: Partner with the City’s streetlight provider in the geographic location to construct the desired number of lights.

Objective #3: Ensure the newly constructed lights utilize the most up-to-date proven, energy-efficient lighting to reduce future costs and mitigate the impact upon the environment.







***Goal I10: Widen Veterans Memorial Drive.***

Objective #1: Engage a qualified transportation engineer to conduct a traffic needs analysis for the widening of Veterans Memorial Drive.

Objective #2: Determine the length of the roadway to widen based upon the results of the traffic needs analysis.

Objective #3: Obtain the necessary right-of-way to widen Veterans Memorial Drive.

Objective #4: Engage a qualified civil engineering firm to design the widening of the roadway.

Objective #5: Seek financial assistance and/or obtain financial funding to support the completion of this critical transportation congestion mitigation project.

Objective #6: Competitively bid the construction of the transportation improvements.

Objective #7: Complete the construction of this transportation improvement.

Objective #8: Complete a ribbon-cutting ceremony after the completion of the street improvement to celebrate and promote the completion of the project.

***Goal I11: Implement the results of the Veterans Memorial Drive and South 42<sup>nd</sup> Street traffic study.***

Objective #1: Review the traffic study recommendations.



Objective #2: Update the study based upon current traffic volume and trend, if necessary.

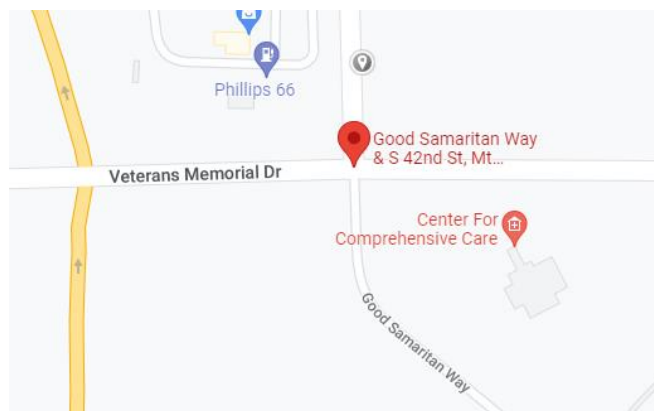
Objective #3: Engage a qualified civil engineering firm to complete the design of the study-recommended improvements.

Objective #4: Seek financial assistance through various grant-in-aid providers and/or obtain financial funding for this project.

Objective #5: Competitively bid out the construction of the project.

Objective #6: Construct the study-recommended project.

Objective #7: Celebrate and promote this successful completion of the project.





***Goal I12: Support Greater Egypt Regional Planning and Development Commission (Greater Egypt) long-range plan for the construction of a new Interstate 64 interchange.***

Objective #1: Issue a City Council Resolution in Support of Greater Egypt’s long-range plan, advocating for a new Interstate 64 interchange.

Objective #2: Communicate frequently with the City’s state and federal elected officials’ offices, stressing the importance of the new interchange for the local economy and transportation needs of the state and nation.

Objective #3: Communicate frequently with the Illinois Department of Transportation, seeking their support of the project and funding to complete this critical transportation improvement.



***Goal I13: Upgrade City fire hydrants to the National Standard Thread (NST), and discontinue installing or allowing the installation of fire hydrants that are not National Standard Thread.***

Objective #1: Inventory the City’s current fire hydrants that are not National Standard Thread.



Objective #2: Create and begin an annual fire hydrant replacement/conversion program, beginning with areas that have the potential for greater utilization.

Objective #3: Adopt legislation approving the National Standard Thread water hydrant as a design requirement City-wide for any future developments and replacements/upgrades.

Objective #4: Promote the adoption of the National Standard Thread with neighboring mutual aid providers and Jefferson County for planning and developing purposes.

Objective #5: Seek competitive public safety grant dollars to assist the City to expedite the conversion to the National Standard Thread fire hydrant.



***Goal I14: Complete the construction of the South 44<sup>th</sup> Frontage Road.***

Objective #1: Obtain the necessary right-of-way to complete the construction of the South 44<sup>th</sup> Frontage Road.



Objective #2: Engage a qualified civil engineering firm to design the transportation improvement.

Objective #3: Seek financial assistance and/or obtain financial funding to support the completion of this critical transportation project.

Objective #4: Competitively bid the construction of the transportation improvements.

Objective #5: Complete the construction of this transportation improvement.

Objective #6: Complete a ribbon-cutting ceremony after the completion of the street improvement to celebrate and promote the completion of the project.





***Goal I15: Continue the sidewalk replacement plan.***

Objective #1: Review the current sidewalk replacement plan.

Objective #2: Create and promote a report that documents the progress made in the plan.

Objective #3: Reassess the effectiveness of the plan, and modify it to better meet the needs of the City as needed.

Objective #4: Continue following the program, and replace sidewalks per the plan on an annual basis.

***Goal I16: Continue upgrading City streets.***

Objective #1: Develop and adopt a comprehensive street maintenance priority schedule based upon industry based best practices.

Objective #2: Promote the schedule within the community, and place the schedule on the City's website.

Objective #3: Annually improve City streets, based upon the schedule and the City's budget.

Objective #4: Celebrate the improvements annually after the successful completion of the construction season.



***Goal I17: Continue demolition of dilapidated structures.***

Objective #1: Conduct a City-wide inventory and mapping of dilapidated structures.

Objective #2: Determine an annual budgetary dollar amount for the razing of these structures.

Objective #3: Prioritize the demolitions to maximize positive impact for the betterment of the City.

Objective #4: Competitively bid the demolitions to qualified contractors.

Objective #5: Annually complete demolitions to enhance public safety, quality of life, and preservation of neighborhoods.



***Goal I18: Eliminate and prevent dead-end roadways in retail and commercial areas.***

Objective #1: Identify and inventory the City's current dead-end roadways in the City's retail and commercial areas.

Objective #2: Create and implement a long-term transportation improvement plan to eliminate existing dead-end roadways in the City's commercial areas.

Objective #3: Adopt legislation prohibiting the construction of new dead-end roadways in commercial developments.

***Goal I19: Repair and maintain the City's existing water towers.***

Objective #1: Engage a qualified civil engineering firm to conduct a facility needs analysis for the existing City water towers, not including the L & N water tower that is slated for removal and replacement.





Objective #2: Based upon the needs assessment results, create an annual repair and maintenance plan to guide the City in the preservation and utilization of these critical assets.

Objective #3: Competitively bid out annual repair projects as dictated in the needs analysis.

Objective #4: Complete annual maintenance and repair activities as permitted by the budget.



***Goal 120: Repair and expand City-owned public parking lots.***

Objective #1: Investigate the condition and utilization of the City's public parking lots.

Objective #2: Create and implement a parking lot improvement plan based upon conditions and needs.



Objective #3: Engage a civil engineer to design the expansion of City-owned parking lots that currently have a need for increased capacity or to build out based upon future growth and demand.

Objective #4: Competitively bid for the parking lot improvements and/or expansion as needed.



***Goal I21: Investigate energy efficiency opportunities at all City facilities.***

Objective #1: Research energy efficiency best practices that may be employed in City-owned current and future facilities.



Objective #2: Discuss potential energy efficiency, long-term, cost-saving improvement projects with energy-efficiency consultant companies.

Objective #3: Explore and consider potential long-term, cost-saving projects return on investment versus upfront expense based upon the analysis of the energy efficiency consultants.



***Goal I22: Research and create a plan for future water security for the City.***

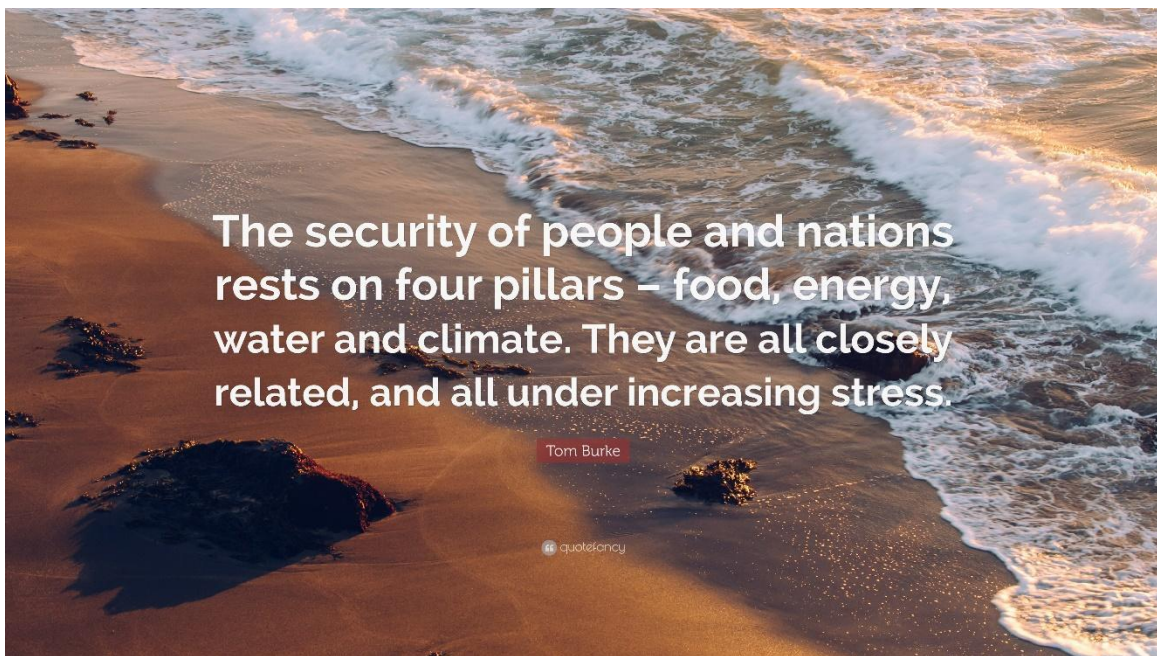
Objective #1: Research long-term community water security best practices with industry experts including Jaycee Lake, Miller Lake, and the Mt. Vernon Reservoir.



Objective #2: Develop and/or join a long-term local region water network.

Objective #3: Based upon the guidance from the regional network and industry best practices, develop a long-term water security plan for Mt. Vernon.

Objective #4: Establish a long-term water fund financial reserve to pay for future water security project expenses.



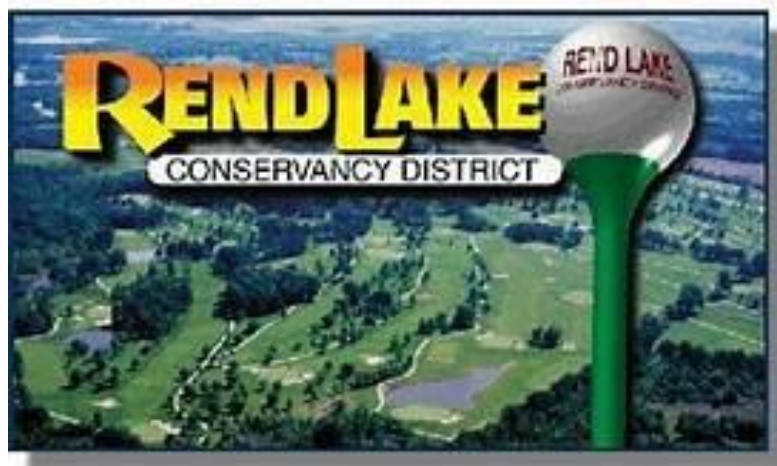
***Goal 123: Support Rend Lake Conservancy District redundant line installation, and create a plan to extend the line into the City’s water distribution system.***

Objective #1: Issue a resolution of support to the Rend Lake Conservancy District for the construction of a redundant water line serving the City of Mt. Vernon.



Objective #2: Provide active support, and advocate for the construction of this redundant water line serving the City.

Objective #3: Engage a qualified civil engineering firm familiar with the project and the City's water distribution system to prepare a plan to maximize the incorporation of this redundant line into the City's local water distribution system.



***Goal I24: Continue implementing water distribution system district metering.***

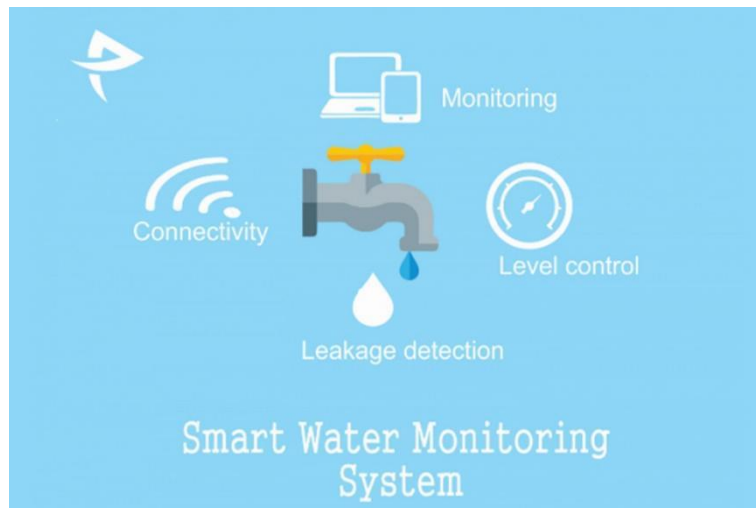
Objective #1: Identify and inventory the remaining water meters that need to be replaced as part of the City's on-going efforts to enhance the water meters throughout the City.



Objective #2: Modify and implement the water meter replacement plan, pursuant to the completed inventory to ensure the new meter installations will be completed per the timeline established within the plan.

Objective #3: Budget annually to complete the new meter installations on an annual basis, pursuant to the replacement plan.

Objective #4: Educate the City's water customers on the public value, provided through maximizing the use of technology to detect leaks and reduce water loss.



***Goal I25: Maintain and update water and sewer telemetry.***

Objective #1: Engage a water and sewer telemetry consultant to assist the City in updating the City's telemetry system.



Objective #2: Budget for improvements to the telemetry system.

Objective #3: Competitively engage a qualified contractor to make the necessary improvements to the City's telemetry system.



***Goal I26: Investigate and pursue alternate energy solutions to power City facilities.***

Objective #1: Research alternate energy best practices to provide power for various City facilities to include, but not be limited to, solar, wind, and hydropower.

Objective #2: Investigate grant funding to offset initial capital expense to maximize the City's return on investment.



Objective #3: Issue a request for proposal, seeking professional assistance in selecting and implementing a desired alternate energy source at one or more City-owned facilities.

Objective #4: Construct an alternate energy solution(s) where the return of investment is in the best interest of the City.



***Goal 127: Investigate and install electric vehicle-charging stations in the City.***

Objective #1: Research industry standard best practices.

Objective #2: Discuss the various options related to electronic vehicle-charging devices and required electric infrastructure with the City's electric provider.

Objective #3: Identify specific areas in the City for the installation of these public access electronic vehicle-charging stations.





Objective #4: Budget for the installation of a predetermined number of charging stations on an annual basis.

Objective #5: Issue a request for proposals for the installation of electronic-charging stations in the desired areas.

Objective #6: Install electric vehicle-charging stations as desired.

Objective #7: Promote and celebrate the installation of each station.



***Goal 128: Enhance traffic signal lights within the City.***

Objective #1: Research industry standard best practices for smart traffic light signalization.

Objective #2: Partner with the Illinois Department of Transportation to enhance the traffic control lights signalization within the City to align with industry best practices that maximize smart technological improvements.



Objective #3: Coordinate with the Illinois Department of Transportation in the deployment of enhancements to ensure the enhancements are incorporated throughout the City.



### Alignment Scorecard

To determine alignment, each goal developed by the City’s Executive Management Team was compared to the feedback provided by the City Council during the City Council workshop and the community during the community listening sessions. The chart below indicates the presence of alignment with the goals adopted within this comprehensive plan.

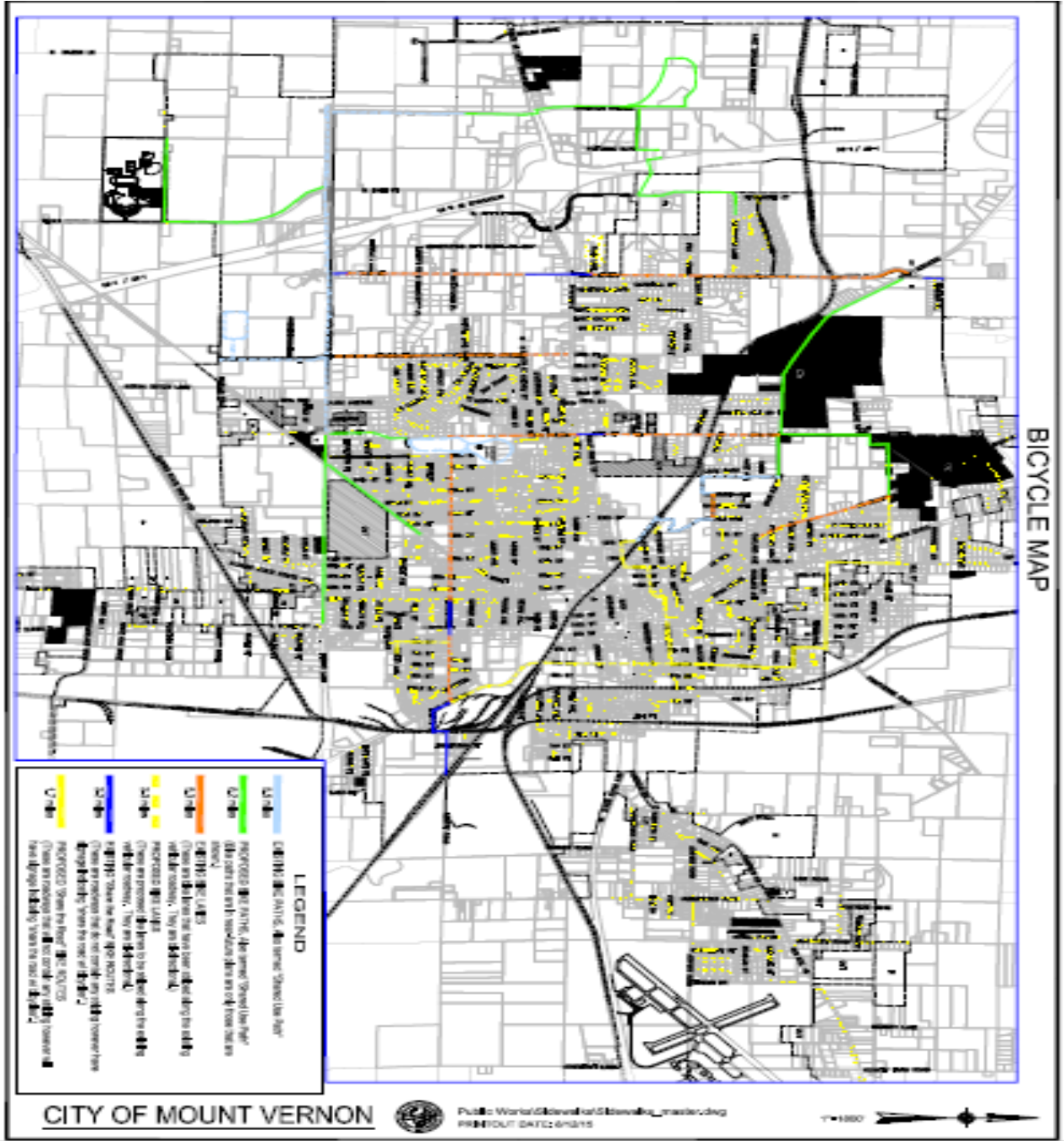
*Full alignment occurs when both boxes are checked.*

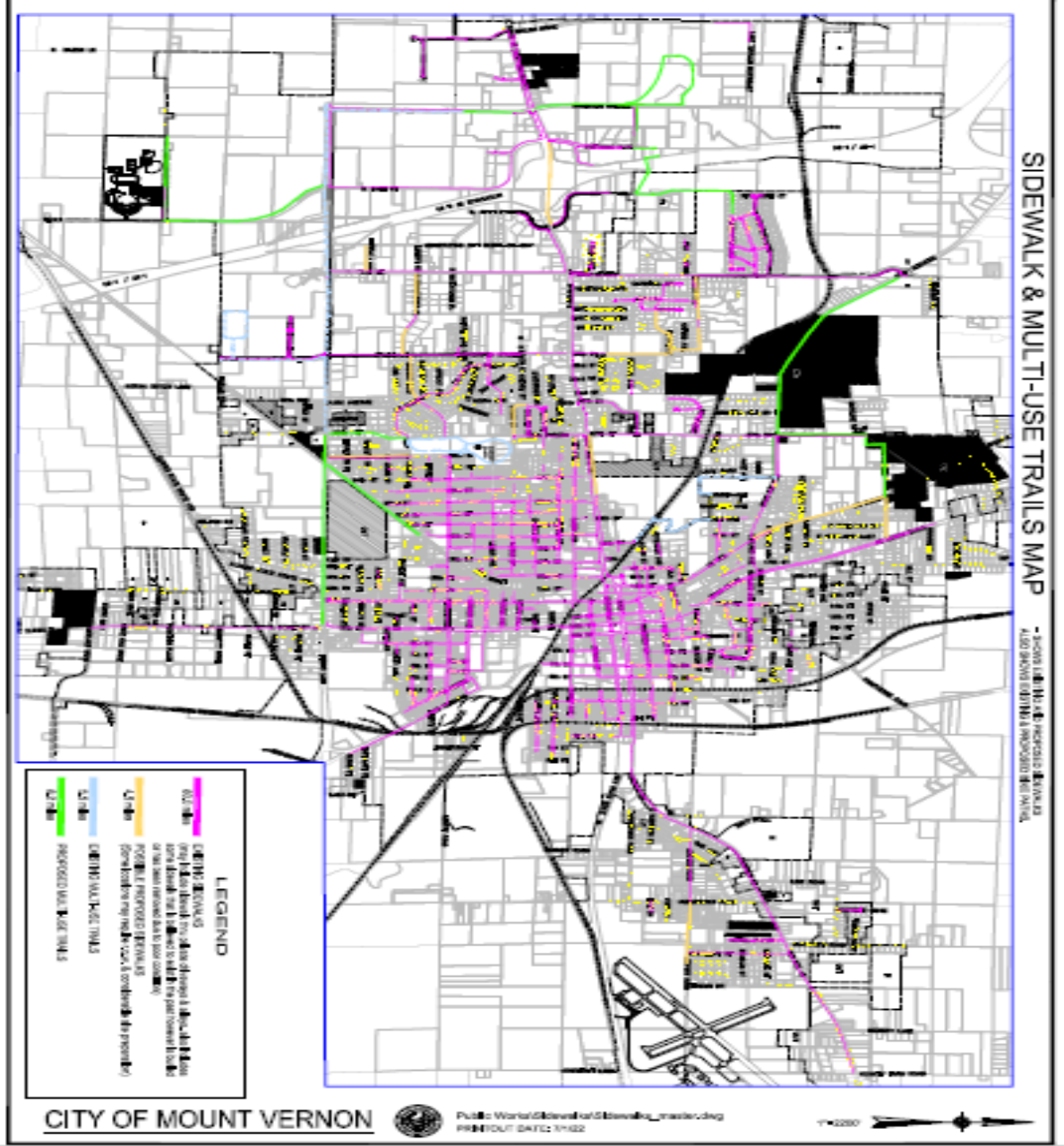
*Partial alignment occurs when only one box is checked.*

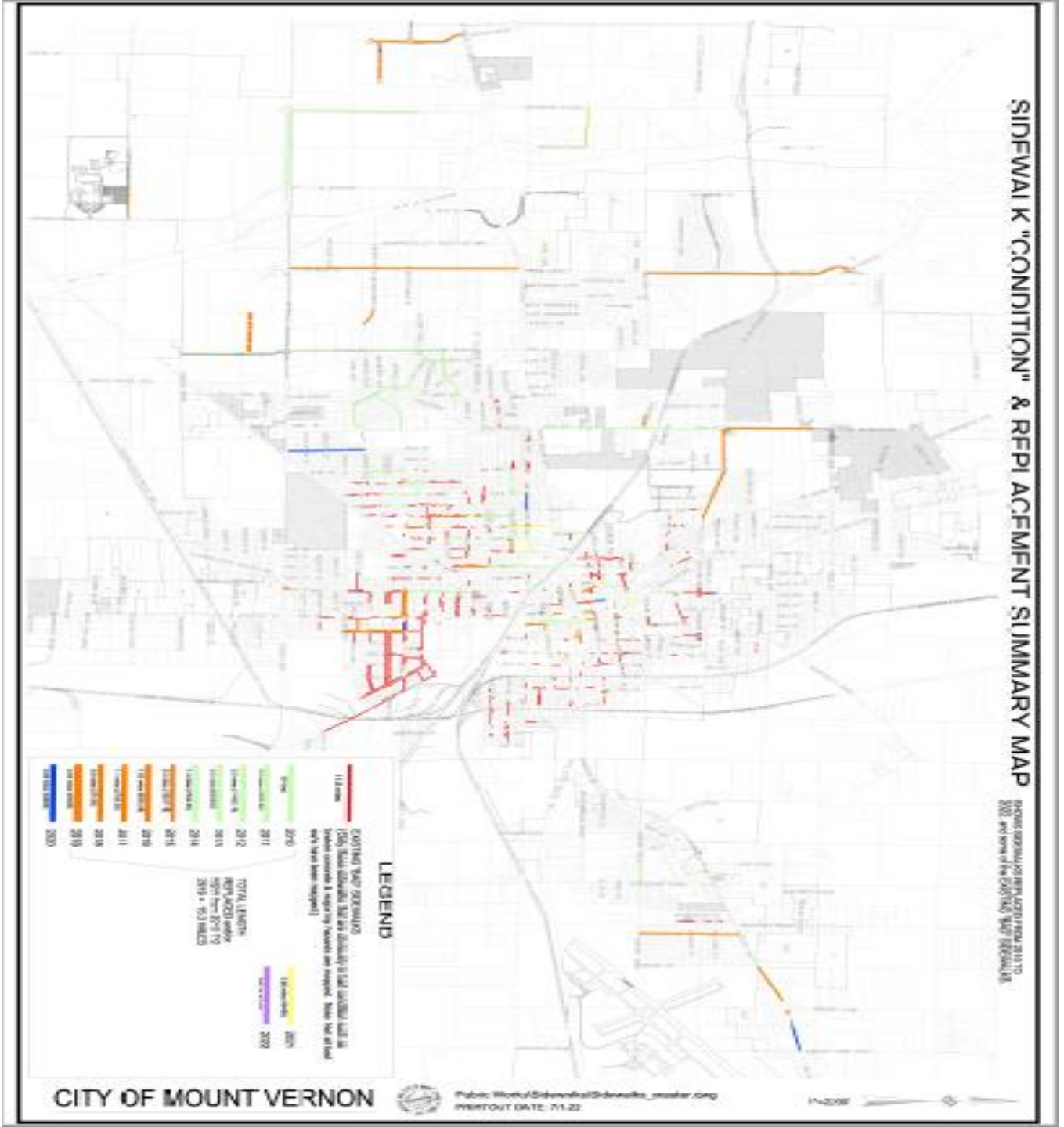


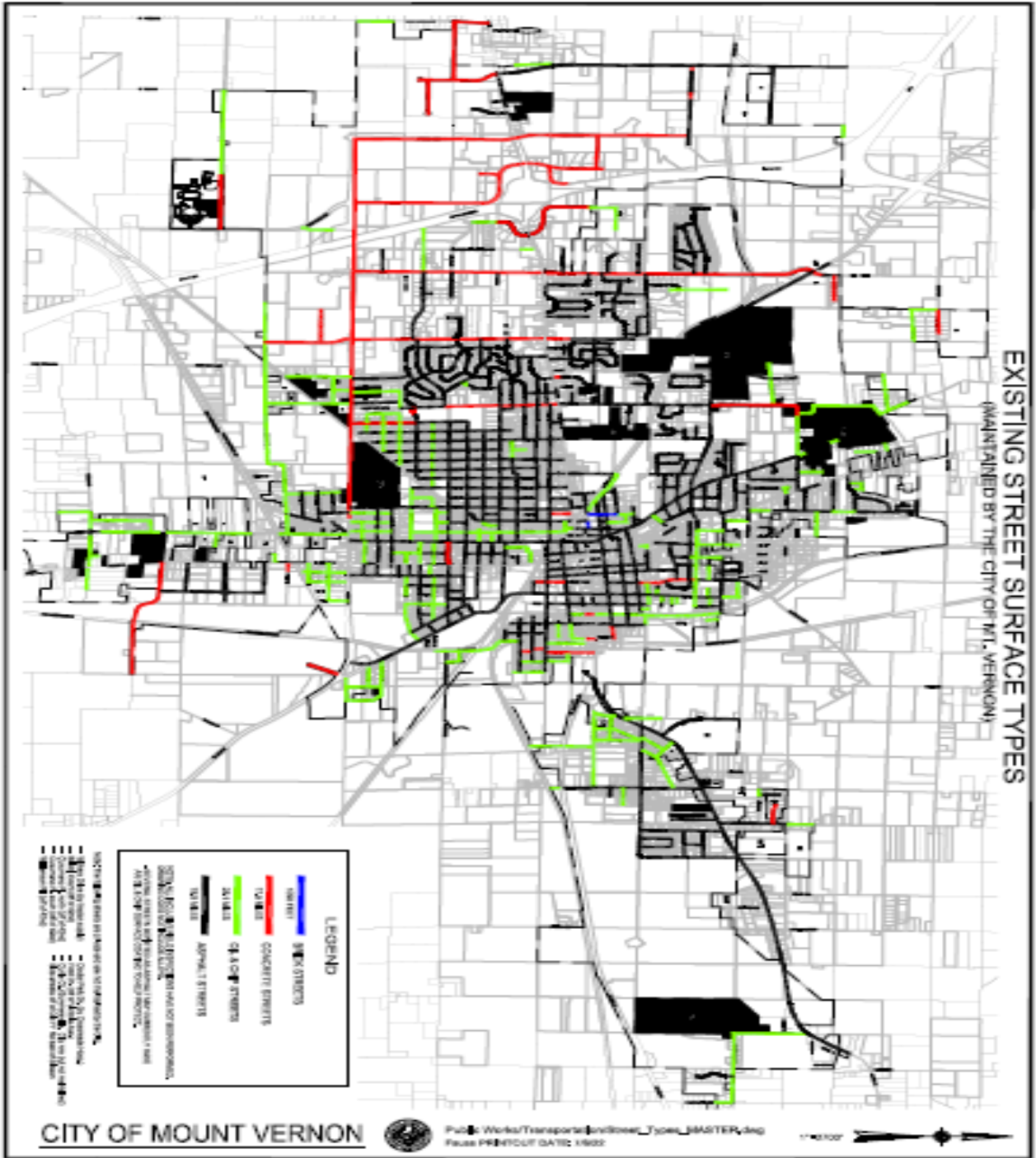
Lack of alignment occurs when none of the boxes are checked.

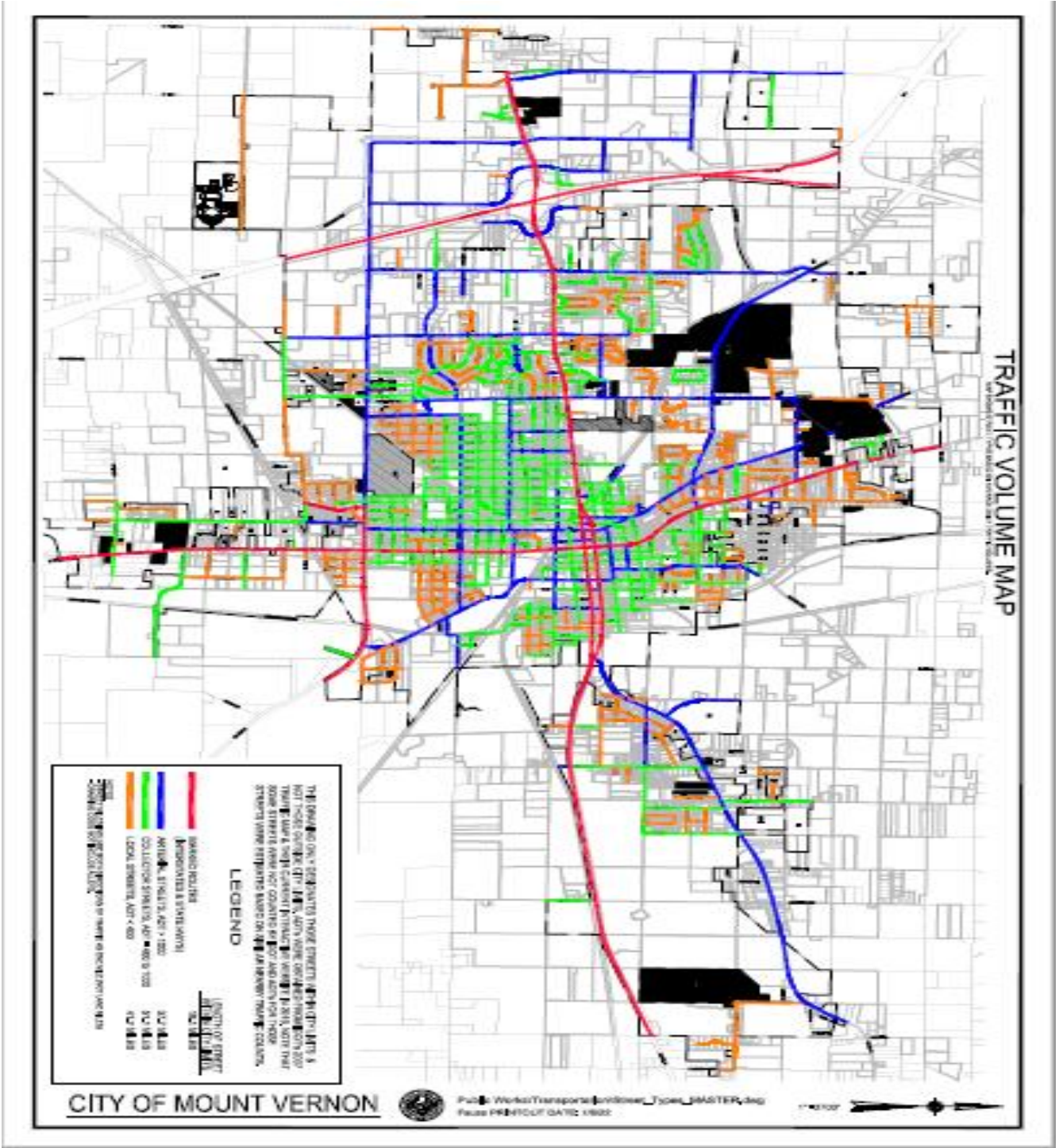
Goal	Community Alignment	City Council Alignment
I1	X	X
I2	X	X
I3	X	X
I4	X	X
I5		X
I6		X
I7		X
I8		X
I9		X
I10	X	X
I11		X
I12		X
I13		X
I14	X	X
I15	X	X
I16		X
I17	X	X
I18	X	X
I19		X
I20		
I21		X
I22		X
I23	X	X
I24	X	X
I25		
I26		
I27	X	X



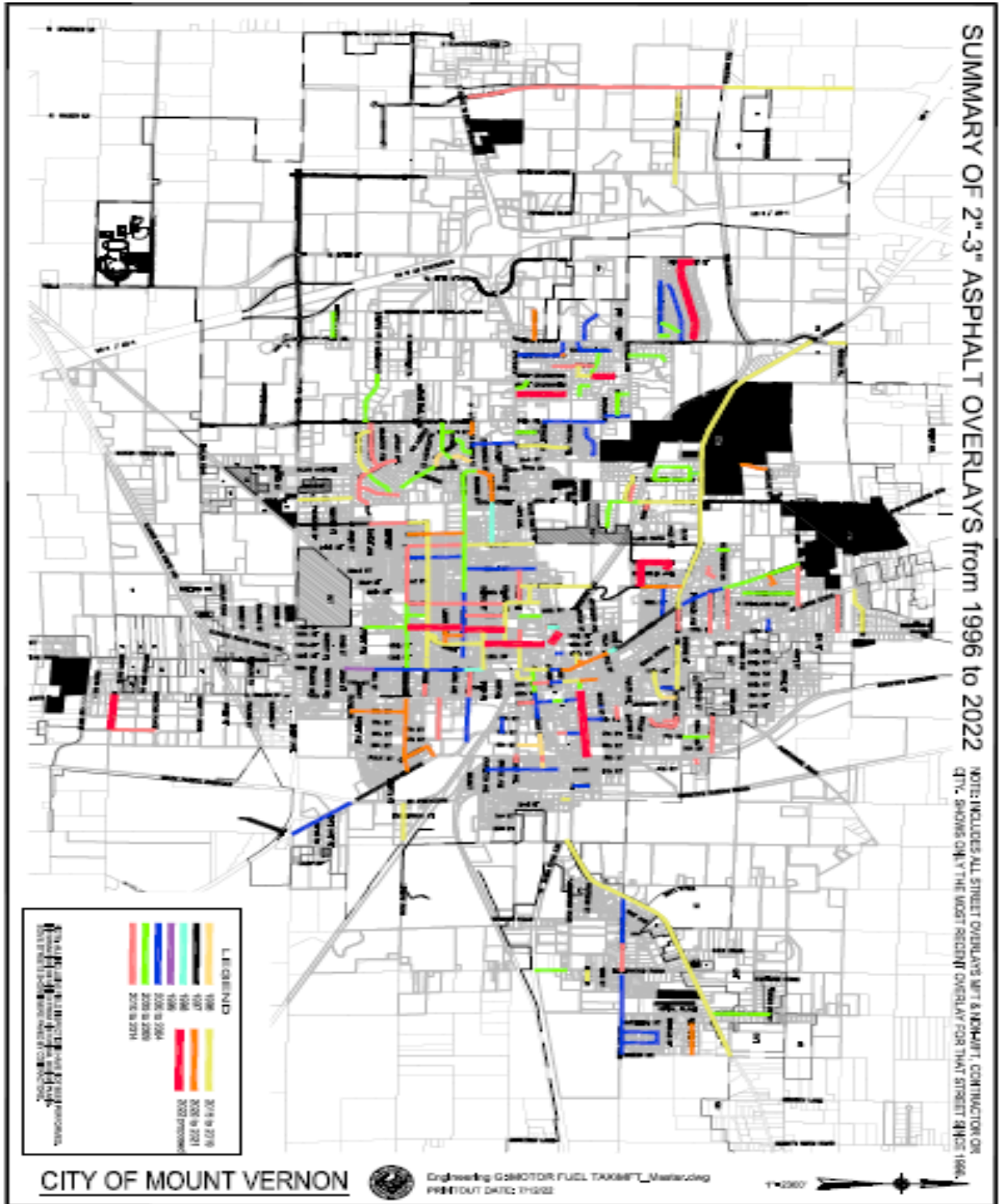


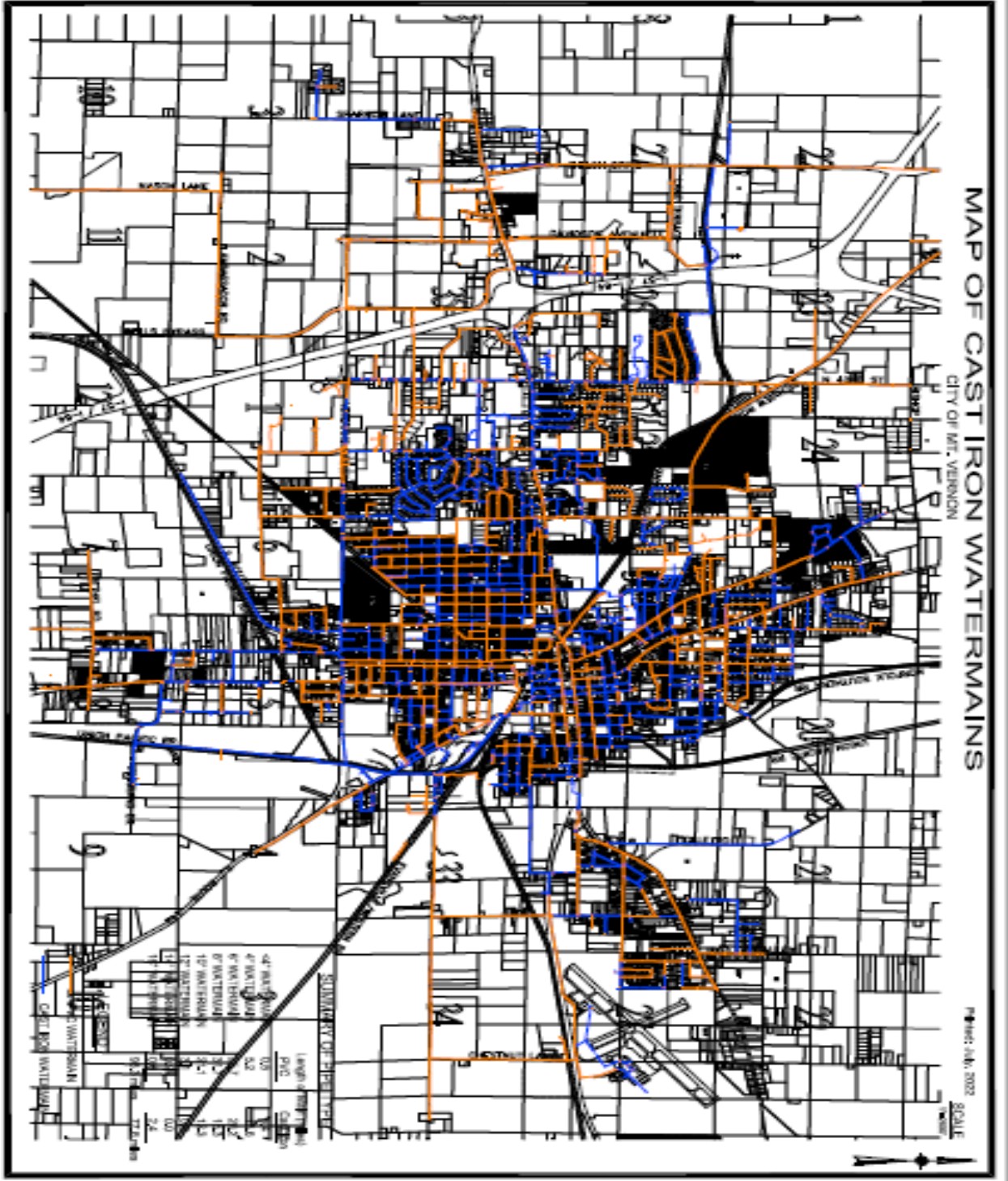
















## Element 7: Land Use



"A good plan implemented today, is better than a perfect plan implemented tomorrow"

- George S. Patton

#wellbeingreminder

[www.habitsforwellbeing.com](http://www.habitsforwellbeing.com)



**Goal L1: Amend the Tax Increment Finance (TIF) Plan to permit residential development in specific areas of the IPC/PUD on the west side of the interstate highway.**

Objective #1: Identify specific area in the City's TIF to authorize residential development, as a permitted use, to maximize redevelopment in the City's TIF District.

Objective #2: Update the taxing bodies impacted by the TIF as to the need of the change and the merit of residential development within the specified area.

Objective #3: Complete the legal process to modify the City's TIF Plan.

Objective #4: Promote the change to the City's TIF Plan, and encourage residential development in that specific area, defined in the TIF Plan.





**Goal L2: Continue creating a mixed-use development along the Exit 94 interstate interchange.**

Objective #1: Promote the mixed-use development activity and opportunities that are on-going and available along the interstate exit.

Objective #2: Partner with current developers in their efforts to build out the mixed-use development.

Objective #3: Recruit additional mixed-use developers to participate in the development.

Objective #4: Partner with landowners within the targeted development.

Objective #5: Utilize all tools available to the City to incentivize this mixed-use development to mitigate public development costs.

Objective #6: Utilize all City services necessary to mitigate development obstacles.

“ Mixed-use  
represents  
the best of  
progressive  
urban planning.  
— Mike Heller ”



**Goal L3: Create a future land use map consistent with the City’s ability to service existing and new development.**

Objective #1: Research current City infrastructure capacity through the current corporate limits and beyond.

Objective #2: Research the infrastructure of the City’s strategic partners through the current corporate limits and beyond.

Objective #3: Research the City’s current workforce staffing and equipment capacity to serve areas within the corporate limits and beyond within a reasonable response time.

Objective #4: Align the ability to meet the needs and demands of the City with the future land use within the City corporate limits and beyond into a newly developed future land use map.

**Goal L4: Expand current corporate boundaries through the utilization of voluntary annexation.**

Objective #1: Investigate strategic land parcels that are contiguous to the City’s corporate boundaries.

Objective #2: Develop a recruitment brochure that highlights the value of annexation into the City’s corporate limits.

Objective #3: Determine taxation impacts and other costs that may impact a newly annexed property owner, and disclose this information to the parcel owner(s).

Objective #4: Meet with each desired parcel owner, and invite them to become a part of Mt. Vernon.



Objective #5: Process the necessary legal documents for them, and make the progress as easy as possible.

Objective #6: Celebrate their entry into the City with them, and publicly welcome them to the City.



**Goal L5: Resolve corporate boundary issues along and within the northeast side of the City.**

Objective #1: Identify the annexation status of each property along the northeast side of the City's corporate boundary line.

Objective #2: Identify parcels that are not within the City that may be surrounded by parcels that are in the City within the City's northeast area.

Objective #3: Communicate with community service partners to ensure agreement and understanding of community service responsibilities.

Objective #4: Educate the property owner(s) and occupants on service provision responsibilities.

Objective #5: Recruit these neighboring property owners to annex into the City.





**Goal L6: Promote downtown upper-story residential use.**

Objective #1: Research industry best practices for promoting and supporting upper-story living in downtown commercial districts.

Objective #2: Modify the City's zoning text based on best practices in order to best meet the needs of the City.

Objective #3: Identify properties that can support this mixed-use development.

Objective #4: Partner with the downtown property owners to mitigate development obstacles.

Objective #5: Partner with community service providers, as they provide services to this use in the downtown commercial district.

Objective #6: Develop an effective parking strategy for this new use to mitigate parking-related issues in the downtown district.





**Goal L7: Continue the development and implementation of a medical district-permitted land use classification.**

Objective #1: Create a new district for parcels in and around the Good Samaritan Health Center to encourage development of ancillary businesses, such as hotels, restaurants, etc.



**Goal L8: Evaluate and update the permitted land use and the current zoning requirements of the IPCA-PUD Industrial Park Conservation Area to better meet the development needs of the City.**

Objective #1: Evaluate the current IPCA-PUD-permitted land uses, as indicated in the City's Tax Increment Finance (TIF) Plan.

Objective #2: Research industry standard best practices for the redevelopment of land, located adjacent to a large commercial development, a local high school, and a heavily-used transportation corridor.



Objective #3: Pursue an amendment to the City’s TIF Plan to permit additional land uses within the IPCA-PUD, such as commercial, multi-family residential, and single-family residential, based upon development best practices and current contiguous land use.



### Alignment Scorecard

To determine alignment, each goal developed by the City’s Executive Management Team was compared to the feedback provided by the City Council during the City Council workshop and the community during the community listening sessions. The chart below indicates the presence of alignment with the goals adopted within this comprehensive plan.

*Full alignment occurs when both boxes are checked.*

*Partial alignment occurs when only one box is checked.*

*Lack of alignment occurs when none of the boxes are checked.*



Goal	Community Alignment	City Council Alignment
L1	X	X
L2	X	X
L3		
L4	X	
L5	X	X
L6	X	X
L7		
L8	X	X

## Land Use Districts

The following documentation contains a general description of the land uses in the City of Mt. Vernon:

### A-G: General Agricultural District

It is the intent of this district to provide land for purposes devoted primarily to the production of agricultural products, such as field crops, livestock, fowl, and other conventional agricultural pursuits. This district is also created to assist in the conservation of the natural resources within the jurisdiction of this ordinance by encouraging practices which will conserve soil, soil resources, water, water resources, and prevent soil erosion and floodwater damages. Utilities other than electricity and telephone should be provided by the land user, thereby discouraging the uneconomical extension of public water supply and sewage disposal facilities. Uses not related to agriculture are discouraged. When the public interest will be served and only when a contribution will be made to orderly growth, portions of this district may be rezoned for alternative uses.



### **F-P: Flood Plain District**

It is the intent of this district to delineate reasonable high-water marks within the jurisdiction of this ordinance. For reasons of health, safety, and the general welfare, it is in the public interest to permit only limited types of uses within these areas, which are subject to flooding and require emergency services. A factor recognized in determining reasonable high-water marks is that as urban land use increases, storm water runoff will also tend to increase, consequently taxing the water carrying capacity of certain low-lying areas within the jurisdiction of this ordinance. The development of roads, streets, highways, water, and sewer lines are discouraged in this district, as such improvements would tend to encourage further developments.

### **R-1: Low Density Residential**

It is the intent of this district to provide land within, and in some cases, adjacent to the corporate limits of the community for single-family residential purposes. Persons residing in this district prefer and are entitled to maximum protection from the encroachment of other types of uses, which are not appropriate to residential areas. Other reasons for the establishment of this district are to maintain a quiet atmosphere within the district to discourage incompatible uses within the district. Care has been taken and shall be taken in the delineation and expansion of this district to assure that adequate public water is available and that individual sewage disposal systems will not be required.

### **R-1: Medium Density Residential**

It is the intent of this district to provide land within, and in some cases adjacent, to the corporate limits of the community for single- and two-family residential purposes. Persons and families residing in this district are entitled to protection from the encroachment of other types of uses, which are not appropriate to medium-density residential areas. In relation



to R-1 Districts, R-2 Districts provide for high-traffic flow, maintain a relatively quiet atmosphere, discourage incompatible uses, and provide less but adequate open space. Care has been taken and shall be taken in the delineation and expansion of this district to assure that adequate public water is available and that individual sewage disposal systems will not be required.

### **R-M2: Medium-Density Residential & Mobile Home District**

It is the intent of this district to provide land within the corporate limits of the community for single-, two-family, and mobile home residential purposes. Persons and families residing in this district are entitled to protection from the encroachment of other types of uses which are not appropriate to medium-density residential and mobile home areas.

This district is provided to accommodate the use of single mobile homes on lots in certain contiguous existing residential areas. It is not intended that the R-M2 district be expanded into newly developing areas or included as "spot zones" on single lots.

### **R-1: High-Density Residential**

This district is created not only to allow the most intensive residential development in the community, but also to provide for adequate off-street parking and open space to permit a larger variety of uses that are not inconsistent with the aims of this district, which shall be dominantly residential in character. Adequate public water and sewer are available to meet the needs of this high-density residential area and shall be available in any additional area proposed for this district.



### **R-MH: Planned Mobile Home**

This district is created to preserve and enhance property values in the community by providing designated, distinctive areas in which mobile homes may be situated for residential dwelling purposes. It is the intent that this district be a desirable permanent area, providing adequate open space and essentially the same considerations given to residents of R-1 and R-2 Districts. Any land so designated must necessarily be through the rezoning process, and thus will require amendment to the Zoning Ordinance Zoning District Map.

### **B-1: Primary Business District**

This district is the location of the most valuable land in the community, and in its establishment, the aims are to protect this community created value by the following: restricting uses to primarily pedestrian-oriented traffic, discouraging uses requiring large areas of land in proportion to pedestrian traffic generated, and encouraging intense land development. Uses in this district should be as follows: predominantly retail, public or private offices, or appropriate types of personal and business services. Residential uses are discouraged in this district, except for hotels.

Off-street parking in this district, except in conditional uses, is encouraged through the development of private and/or public parking facilities, which are consolidated and/or of adequate size and lend themselves to better traffic control and more efficient use of land.

The provisions for off-street loading facilities are intended to avoid congestion in the streets, which would otherwise hamper the normal flow of traffic, resulting from the trucks and delivery vehicles double-parking. Consequently, off-street loading requirements are encouraged, but not required, in this district when access to public alleys exists.



### **B-2: Secondary Business District**

This zone is created primarily as a result of the ever-increasing space demands of the auto-oriented shopper and to provide space for continued growth of such commercial facilities adjacent to or near major thoroughfares.

The most important factor in this district to promote a more efficient land use and thoroughfare plan for the community is the provision of off-street parking and loading space. It is intended that all land uses, including accessory or supplemental uses in this district, provide an appropriate amount of off-street parking and loading facilities.

This zone discourages further strip-type development, which tends to hamper the flow of thoroughfare traffic.

### **B-3: Interchange Business District**

This district is created to serve predominantly the needs of interregional vehicular traffic at interchanges on limited access arterial thoroughfares. The uses allowed in this district should be limited to the needs of the interregional traveler, which include the following: food, service, fuel, and lodging. The basic purpose of limiting the land uses in this district is to preserve and enhance the other business district(s) of the community, or nearby communities, by preventing the establishment of a shopping center, which would compete with existing or proposed (and justified) shopping centers that cater or will cater to the needs of the community. The land for this district should be compact, not strip-type. In any development plan, access points should be limited to minimize hazardous driving conditions.





### **B-PL: Planned Business District**

This district is created to provide for the construction of a planned shopping center, offering a wide variety of goods and services that caters to the auto-oriented shopper. This district is similar to the Secondary Business District, but the differentiation between these districts is primarily in the minimum-size tract of land involved. Any land so-designated must necessarily be through the rezoning process, and this will require amendment to the Zoning Ordinance and Zoning District Map.

### **I-1: Light Industrial District**

This district is established to provide space for certain types of industrial and/or manufacturing and/or warehousing/storage operations that are compatible with adjoining districts. Such uses generally require open storage of materials or goods either before, during, or after the manufacturing process but are of a low noise or nuisance level. Such uses shall be conducted entirely within an enclosed building of substantial construction. Land designated for this district should be located in relation to the thoroughfare network of the community, as well as rail and air if required, and designated so as to not disrupt normal traffic flow. Because of increased technological developments, extensive lists of permitted and prohibited uses is impractical; therefore, to safeguard the public interests, performance standards are established herein as criteria for all permitted uses and as guidance for the Planning Commission in permitting any conditional uses. Planned Industrial Parks are encouraged in this district.

### **I-2: General Industrial District**

This district is established to provide space for industrial, manufacturing, and/or warehousing/storage operations that may require buildings and/or open areas for fabricating, processing, extraction, repairing, dismantling, or disposal of equipment, raw materials, manufactured products, or wastes. Land designated for this district should be in relation to the thoroughfare



network of the community, including primarily streets, as well as rail and air if required, and designed so as to not wholly disrupt the normal traffic flow. Because of increasing technological developments, extensive lists of permitted and prohibited uses is impractical; therefore, to safeguard the public interest, performance standards are established herein as criteria for all permitted uses and as guidance for the City Council in permitting any conditional uses. Planned industrial parks are encouraged in this district.

### **I-A: Industrial-Agricultural**

It is the intent of this district to provide a transitional zoning district for undeveloped and agricultural land that is projected to become industrial during future years, the desire being that large tracts of land should be readily available to promote and encourage industrial development.

It is the intent of this district to continue to provide land for purposes devoted to the production of agricultural products, such as field crops, livestock, fowl, and other conventional agricultural pursuits and to also assist in the conservation of the natural resources within the jurisdiction of this ordinance by encouraging practices that will conserve soil, soil resources, water, and water resources and prevent soil erosion and flood water damages.

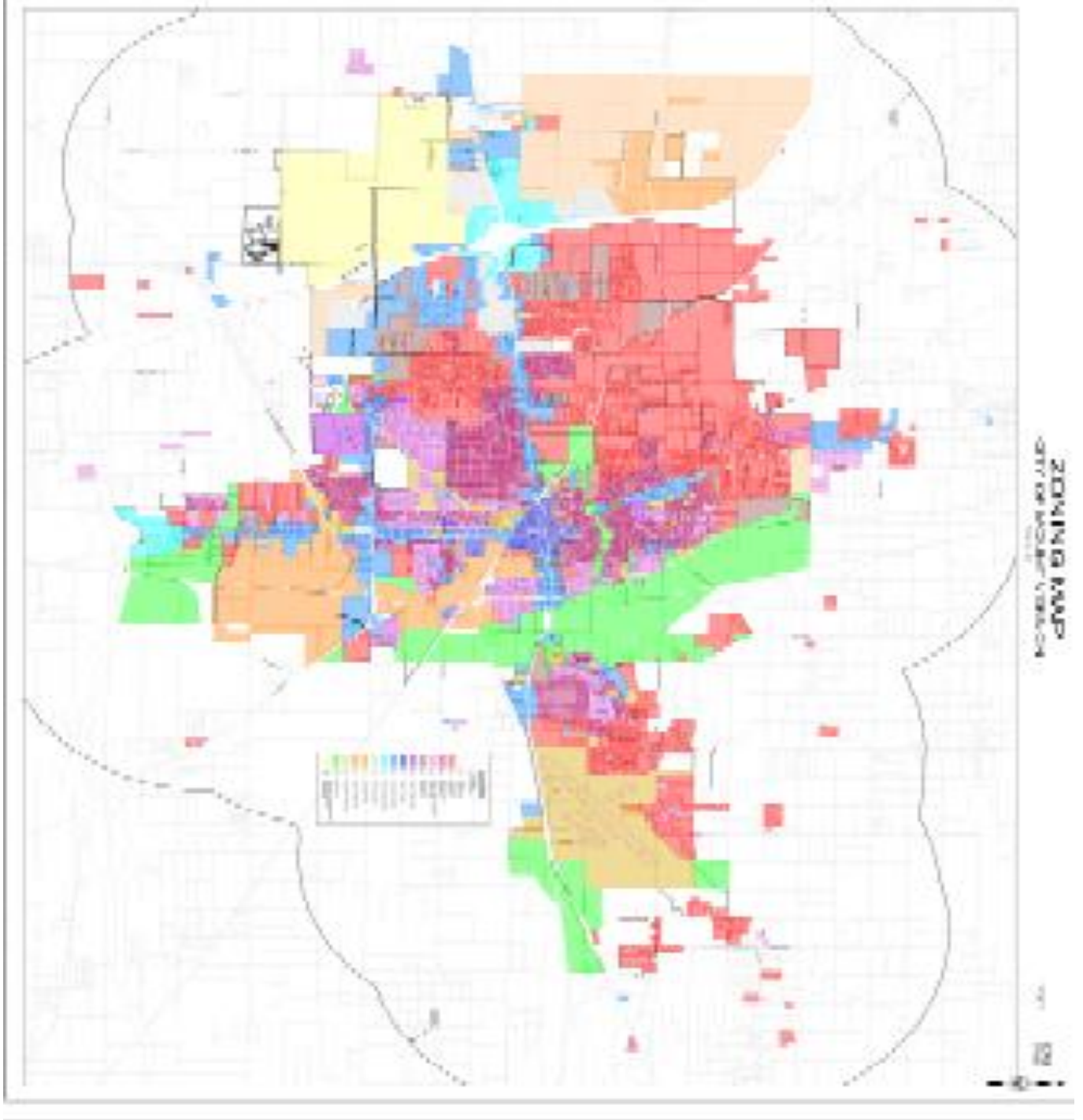
At the same time, it is the intent of this district to provide space for industrial, manufacturing, and/or warehousing/storage operations that may require building and/or open areas for fabricating, processing, extracting, repairing, dismantling, or disposing of equipment, raw materials, and/or manufactured products or wastes. Land designated for this district should be located in relation to the thoroughfare network of the community, including primary streets, as well as rail and air if required, and designed so as to not wholly disrupt normal traffic flow. Because of increasing technological developments, extensive lists of permitted and prohibited uses are impractical; therefore, to safeguard the public interests, performance standards are established herein as criteria for all

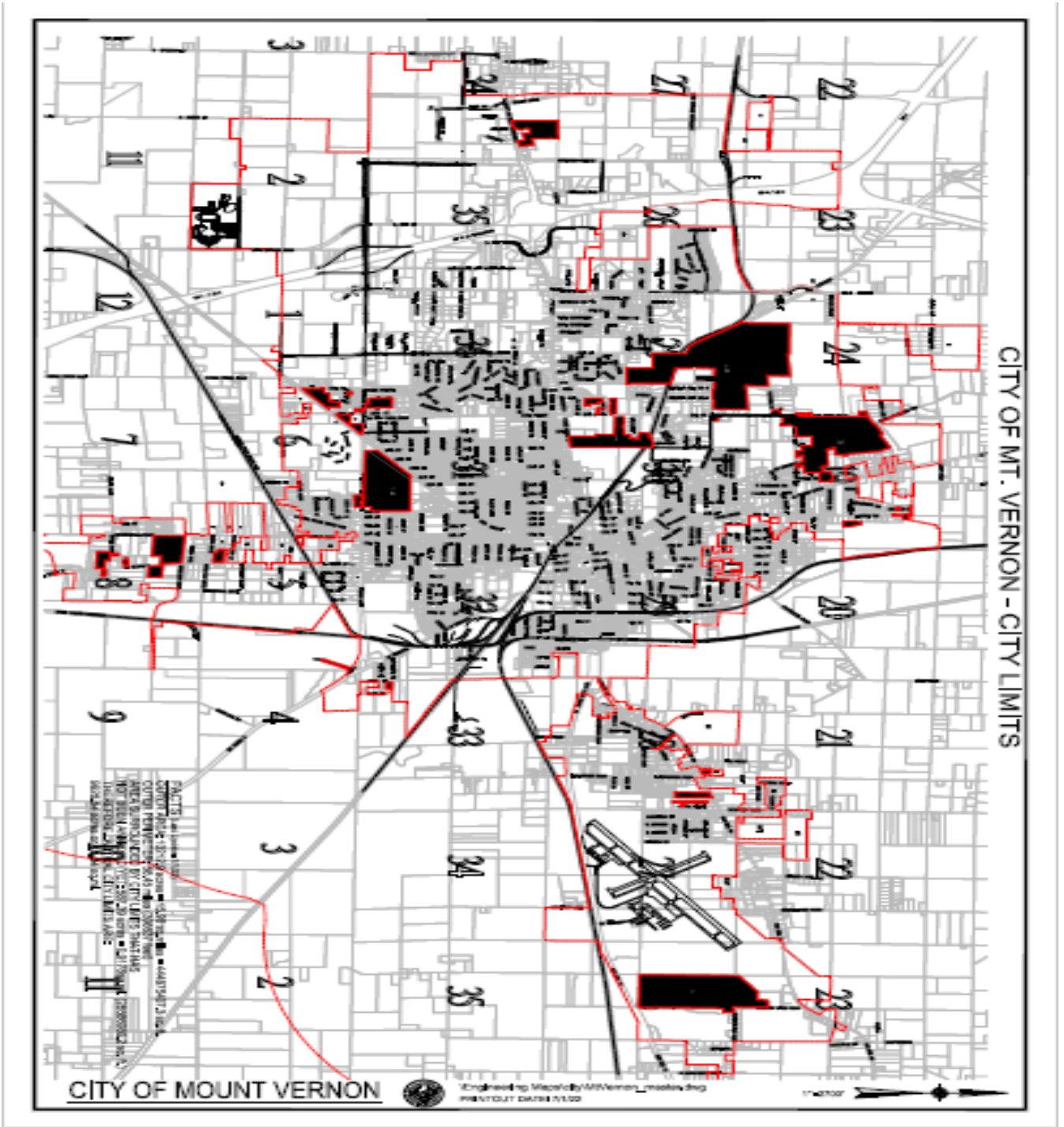


permitted uses and as guidance for the City Council in permitting any conditional uses. Planned industrial parks are encouraged in this district.

**IPCA-PUD: Industrial Park Conservation Area**

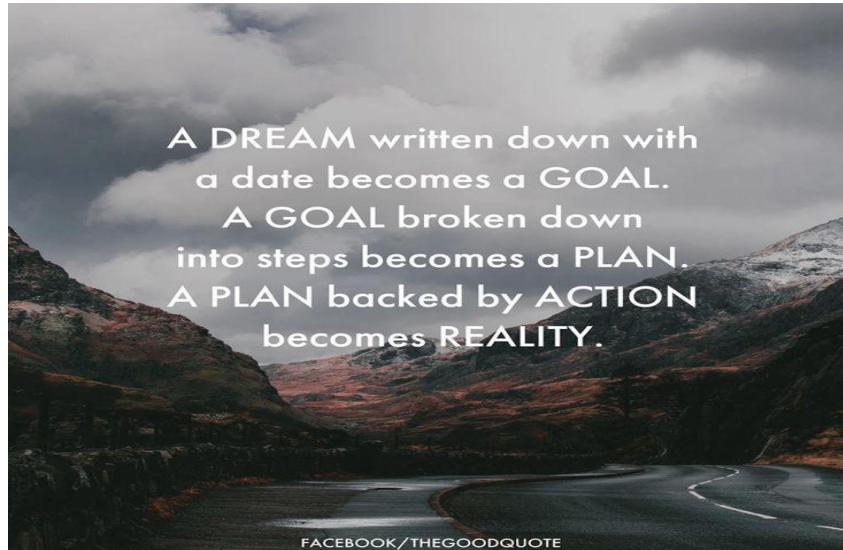
It is the intent of this district to provide land explicitly for the development of industrial and warehouse uses where the primary building exceeds 50,000 square feet. This district does permit additional uses through the issuance of a conditional use permit.







## Call to Action



The City of Mt. Vernon began the development of this plan by truly listening to the wants and needs of the City’s residents and local business community. The name of this plan,

### **“Your Vision, Our Mission!”**

is carried out through the fabric of this plan. The vision of the community provided the data necessary for the City leaders to formulate the goals laid out herein. These goals bring life to the community’s vision, and the objectives identified in this plan for each goal bring life to the goals. This comprehensive plan is more than a roadmap for the City of Mt. Vernon for the next ten years. This comprehensive plan is a call to action, and the City team will be enthusiastically following that call.



## Appendix A