

*The City of*  
**Monticello**

**Strategic Plan**



UNIVERSITY OF ILLINOIS  
**EXTENSION**

College of Agricultural, Consumer and Environmental Sciences

University of Illinois Extension provides equal opportunities in programs and employment  
State/County/Local Groups/United States Department of Agriculture Cooperating.

# Plan Developed by



**Nigel W. Austin**

Extension Educator  
Community and Economic Development  
University of Illinois Extension  
Champaign Center

**Emily IntVeld**

Graduate Student, Illinois State University  
Intern, University of Illinois Extension  
McLean County



**In collaboration with Piatt County Extension Unit,  
Monticello City Government, and the people of Monticello  
January 24, 2005**

# TABLE OF CONTENTS

I.	Introduction.....	1
II.	Methodology.....	1
III.	Community Profile.....	2
	Monticello Map	
IV.	Plans.....	9
	Monticello Strategic Planning Committees.....	10
	Business Development.....	11
	Population Retention.....	27
	Parks and Recreation.....	33
	Tourism.....	42
V.	Appendices.....	49
	Appendix 1 SWOC Analysis of Business Development.....	50
	Appendix 2 Pros and Cons of Future Business Sites.....	52
	Appendix 3 SWOC Analysis of Population Retention.....	54
	Appendix 4 SWOC Analysis of Parks and Recreation.....	56
	Appendix 5 SWOC Analysis of Tourism.....	58
	Appendix 6 Tourism Ideas.....	61

SWOC (Strengths, Weaknesses, Opportunities, Challenges)

## ***I. INTRODUCTION***

Herein is a plan that will serve to guide development efforts in Monticello over the next five years beginning January 1, 2005. Developed through a participatory process, the plan identifies goals, objectives, strategies and action steps in four broad issue areas. It recognizes changing economic, social and political environments that have become so important in the last few years in determining quality of life in communities. To accommodate these changes the community will have to be flexible and creative in implementing each action step in a timely manner. Finally, the plan also recognizes the importance of community assets as a foundation on which to build while overcoming challenges in pursuit of opportunities for growth and development.

University of Illinois Extension and the City of Monticello would like to thank all those who were involved in the development of this plan. Their commitment to the process was unwavering and for that we are greatly appreciative.

## ***II. METHODOLOGY***

In developing the plan the following steps were taken:

1. In the Fall of 2003 the community participated in four visioning sessions (see Monticello Visioning Report) covering issue areas that were considered important to the continued development of Monticello. The issue areas were Recreation, Tourism, Housing, Population Retention, Business Development, Smart Growth, and Beautification. The discussion of these issues provided information that served to lay the foundation for the plan.
2. In developing the plan, the seven areas were collapsed into four – Business Development, Population Retention, Parks and Recreation, and Tourism. These four areas led to the development of four committees (one for each). The committees ranged in size from ten through fifteen people and were diverse. They were comprised of individuals from the community including the city council and were of different genders, ages, interests, skills, and talents. Individuals were encouraged to join committees in which they were interested and or knowledgeable. During March 2004 Nigel Austin, Community and Economic Development Educator at University of Illinois Extension assisted by Emily IntVeld, graduate student at Illinois State University met separately with each committee and facilitated discussions on how concerns should be addressed within each area. Each committee developed a goal, identified objectives, designed strategies, and developed action steps to accomplish the goal. An evaluation of the community's strengths, weaknesses, opportunities, and challenges (SWOC) as they relate to each committee's issue was also conducted (see appendices 1, 3, 4, 5).
3. In June of 2004, each committee decided who would take leadership on implementing each of the action steps within its area as well as developed a timeline for implementation over the next five years beginning January 1, 2005.

# ***COMMUNITY PROFILE***

**Illinois Interstate and Major Highway System**



**Total Population:** 5,138

**By Sex:**

Males 2,418  
Females 2,720

**By Race:**

White 5,087  
African American 4  
American Indian and Alaska Native 7  
Asian 7  
Some other race 4  
Two or more races 28  
Hispanic or Latino (of any race) 41

**By Age Groups:**

Under 5 Years 309  
5 to 14 666  
15 to 24 539  
25 to 34 530  
35 to 44 825  
45 to 54 701  
55 to 64 547  
65 to 74 476  
75 to 84 369  
85 years and over 176

**Housing Statistics:**

Occupied housing units 2,146  
Owner-occupied housing units 1,691  
Renter-occupied housing units 455  
Vacant housing units 80

**Income Statistics:**

Median Family income: \$57,287

Family income distribution in percent:

Less than \$10,000 1.1%  
\$10,000-\$14,999 1.8%

\$15,000-\$19,999	3.1%
\$20,000-\$24,999	2.4%
\$25,000-\$29,999	4.4%
\$30,000-\$34,999	7.0%
\$35,000-\$39,999	7.4%
\$40,000-\$44,999	4.8 %
\$45,000-\$49,999	7.2%
\$50,000-\$59,999	12.6%
\$60,000-\$74,999	17.5%
\$75,000-\$99,999	15.6%
\$100,000-\$124,999	7.7%
\$125,000-\$149,999	2.4%
\$150,000-\$199,000	2.4%
\$200,000 or more	2.3%

**Utilities Available:**

**Water**

Provider	City of Monticello
Rated Capacity (mgd)	1,000,000
Average Capacity (mgd)	650,000
Peak Demand (mgd)	900,000
Storage Capacity (gallons)	1, 176,000

**Sewer**

Provider	City of Monticello
Rated Capacity (mgd)	1,200,000
Average Daily Demand (mgd)	550,000
Peak Demand (mgd)	1,000,000

**Electric**

Provider	Ameren IP
Customers Served (state)	1,130,000
Customers Served (system)	2,300,000

**Natural Gas**

Provider	Ameren IP
Customers Served (state)	795,000
Customers Served (system)	900,000

**Telecommunications**

Provider	Verizon
----------	---------

Service Type	Telephone
Customers Served (system)	2,500

Internet access is provided through two local dial-up services. High speed Internet is provided by cable modem and wireless connections.

### **Transportation Available:**

#### **By Air:**

Monticello is close to commercial airports in Champaign, Decatur and Bloomington. A public airport, Monticello-Piatt County Airport is located in Monticello.

#### **By Train:**

Norfolk Southern is the local rail carrier. Freight frequency is eight times a day.

#### **Road Access:**

Monticello has two interchanges on Interstate 72. In addition, it is in close proximity to I-57, I-74, I-55, I-39, I-70 and Illinois Route 51.

### **Churches of Monticello:**

Calvary Baptist Church  
Christ Lutheran Church  
Church of Christ  
Church of God  
Church of the Nazarene  
Crossroads Church  
First Apostolic Assembly  
First Baptist Church  
First Christian Church  
First Presbyterian Church  
Kingdom Hall of Jehovah's Witnesses  
Open Hearts Foursquare  
St. Philomena Catholic  
United Methodist Church

### **Monticello Parks and Recreation:**

**Allerton Park** – Located 3.5 miles West of Monticello, Allerton Park is now owned by the University of Illinois and is a former estate built by Robert Allerton in the early 1900s. There are 1500 acres of woodland filled with gardens and sculptures.

**Piatt County Forest Preserve Park** – Located on the north side of Monticello, the park is equipped with picnic tables and playground equipment. Piatt County Forest Preserve Park serves as the site for the annual Piatt County 4-H Fair.

**Nick’s Park Community Playground** – Located on the corner of Buchanan and Livingston, the park serves as an attractive place for families to enjoy an afternoon together.

**Gucker Park** – Located on the south side of Monticello, the park is a colorful display of Victorian-style gardening.

**Robert C. Burke Memorial Park** – Located on the west side of Monticello on West Union and Railroad, the park is complete with picnic tables, playground equipment, the City swimming pool, and outdoor courts for tennis, basketball, and volleyball.

**Valentine Park** – Located on northeast Cemetery Road, the park provides a lovely place for picnics and bird watching with a ½ nature trail.

**Lodge Park** – Located 1 ½ miles north of Exit 166 I-72 next to the Sangamon River, the park offers primitive camping, picnic tables, and playground equipment.

### **Education – Pre-school Through High School:**

#### **Elementary and Grade Schools:**

Monticello Christian Academy – 1669 N. State Street (217-762-3544)

Faith Christian School – 415 E. Livingston Street (217-762-7240)

Metamorphosis Montessori – 1202 N. State Street (217-762-9645)

Kairos School – 2145 S. Charter (217-762-5151)

Washington Grade School – #2 Sage Drive (217-762-8511 ext 230)

Lincoln Elementary School – 700 N. Buchanan Street (217-762-8511 ext 250)

White Heath Grade School – 300 High Street (217-762-8511 ext 4260)

White Oaks School – 1211 Bear Lane (217-762-3237)

#### **Junior and Senior High Schools:**

Monticello Middle School – 1215 E. Washington Street – 217-762-8511 ext 1290

Monticello High School - #1 Sage Drive – 217-762-8511 ext 210

### **Colleges and Universities:**

#### **Four-Year Universities:**

Millikin University – Decatur, Illinois

University of Illinois – Urbana-Champaign, Urbana, Illinois

Illinois State University – Normal, Illinois

Illinois Wesleyan University – Bloomington, Illinois

Bradley University – Peoria, Illinois

**Two-Year Colleges:**

Parkland College – Champaign, Illinois  
Richland Community College – Decatur, Illinois  
Lincoln College at Normal – Normal, Illinois  
Heartland Community College – Normal, Illinois

**City Of Monticello Mayor and City Council:**

Acting Mayor William Mitze \*  
Alderman Ward 1 James Allman\*  
Alderman Ward 1 Tim Hayes  
Alderman Ward 2 Pete Vanderkloot\*  
Alderman Ward 3 Mark McHale\*  
Alderman Ward 3 Jack Weisenborn  
Alderman Ward 4 Gail Jones  
Alderman Ward 4 H. Bradley Noe\*  
City Clerk Renee Fruendt\*  
City Treasurer Bob Rennels\*  
\* Up for re-election in April 2005

**City of Monticello Departments:**

Municipal Building - 210 North Hamilton Street Monticello, IL  
Website: [www.MonticelloIllinois.net](http://www.MonticelloIllinois.net)

Superintendent of City Services, Floyd Allsop  
Public Works Director, Gary Sebens  
Economic Development Director, MaryJo Hetrick  
Planning and Development Administrator, Terry Summers  
Park and Recreation Director, Carlos McClellan  
Building and Zoning Administrator, Renee Weitekamp  
Accounting and Human Resources, Marty Rennels  
Water Billing, Callie Knight  
Water Plant Operator, Scott Bailey  
Waste Water Treatment Facility, John Hoel

**Emergency Services:**

Monticello Fire and Rescue Department  
Kirby Ambulance Services  
Monticello Police Department  
Citywide Severe Weather Warning System  
Kirby Hospital

**Major Employers in the Community:**

<b><u>Name of Business</u></b>	<b><u>Type of Business</u></b>	<b><u>Number of Employees</u></b>
Monticello Schools	Education	174
Piatt County Nursing	Healthcare	150
Kirby Hospital	Healthcare	105
Neighborcare	Pharmaceutical	100
County of Piatt	Government	70
Ruff Quality Components	Manufacturing	65
Piatt County Mental Healthcare	Healthcare	55
First State Bank	Financial	41
Viobin	Food Science	40
EZ Flow Systems	Manufacturing	35
Wall Systems Inc	Manufacturing	20
Soy City Sock Company	Manufacturing	15

**Surrounding Communities:**

		<b><u>Population</u></b>
Bloomington-	58 miles	64,808
Normal	66 miles	45,386
Champaign-	24 miles	67,518
Urbana	27 miles	36,395
Decatur	28 miles	81,860
Peoria	98 miles	112,936
Chicago	152 miles	5,350,269 (MSA)
St. Louis, MO	162 miles	2,594,800 (MSA)
Indianapolis, IN	145 miles	781,870
Springfield	65 miles	111,454

# *PLANS*

## COMMITTEE MEMBERS

### **Business Development**

Dick Jesse – *Chair*  
Jim Allman  
Jim Ayers  
Derrick Bruhn  
Josh Gronewald  
Ken Hartman  
Deb Hinds  
Tom Reed  
Kevin Richardson  
Rick Ridings  
Carol Stoddard  
Mark Swarts  
Stanley Vaughn  
Jack Weisenborn  
Ed Williams

### **Population Retention**

Jeff Clodfelter – *Chair*  
Jay Bullock  
Judi Chase  
Mike Heiniger  
Gary Huisinga  
Gail Jones  
Ed Kral  
Bill Mitze  
Shelley Rogers  
Kelley Skinner  
Mark Swartz  
Jack Swing

### **Parks and Recreation**

Chris Corrie – *Chair*  
Barb Carroll  
Valerie Cravens  
Fred Finn  
Brooke Gronewold  
Tim Hayes  
Gregg Kuetemeyer  
Lauren Lashbrook  
Dana Rhoades  
Deborah Tender

### **Tourism**

Tasha Jordan - *Chair*  
Marilyn Barnett  
Chet Hetrick  
Maureen Holtz  
Clarice Jester  
Tim Kinkead  
Kathy Kral  
Dan Leach  
Brad Mitchell  
Brad Noe  
Colleen Vaughn  
Pete Vanderkloot

# ***BUSINESS DEVELOPMENT***

***GOAL: To create, retain, attract, and expand businesses in the community while developing and sustaining a pro-business environment***

***OBJECTIVES:*** To promote/market Monticello as more than a bedroom community  
 To conduct an evaluation of the business sector and address areas of need  
 To develop incentive packages for attraction and retention of businesses  
 To develop the technological infrastructure of the community

***STRATEGY #1:*** To target new businesses

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Develop criteria for attracting businesses	Monticello Economic Development Director  Tom Reed	December, 2005 – Working with business owners, city officials and Chamber of Commerce develop criteria to attract businesses	December, 2006 – From criteria developed, identify and prioritize businesses that could be recruited to Monticello	
Target nationwide/global companies	Monticello Economic Development Director  Tom Reed	December, 2005 – Should be one of the criteria for attracting businesses		

***GOAL: To create, retain, attract, and expand businesses in the community while developing and sustaining a pro-business environment (Strategy #1 continued)***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Explore developing and/or attracting businesses that are embracing emerging technologies	Monticello Economic Development Director Tom Reed	December, 2005 – Should be one of the criteria for attracting businesses		
Attract businesses that will bring people to Monticello	Monticello Economic Development Director Tom Reed	December, 2005 – Should be one of the criteria for attracting businesses		
Develop infrastructure to attract businesses	City of Monticello	December, 2005 – Continue to pursue bringing broadband technology to the community; continue planning to build/expand airport		

***GOAL: To create, retain, attract, and expand businesses in the community while developing and sustaining a pro-business environment (Strategy #1 continued)***

Encourage/develop home-based healthcare	Monticello Economic Development Director  Tom Reed		December, 2006 – Through public forums, focus groups and surveys determine the nature of Monticello’s home-based healthcare and identify how and the extent to which it can be further strengthened and developed	
Explore developing specialty/value-added agriculture	Monticello Economic Development Director  Tom Reed	December, 2005 – Brainstorm on how, & the extent to which, value can be added to agriculture in the region	December, 2006 – Assist in providing leadership in developing value	
Improve medical services and increase hospital occupancy rate to 70%	Monticello Economic Development Director  Tom Reed	December, 2005 – Form a committee to study & develop a plan for improving medical services & increase occupancy rate; conduct study	December, 2006 – Discuss and assist in implementing committee’s recommendation	

***GOAL: To create, retain, attract, and expand businesses in the community while developing and sustaining a pro-business environment***

***STRATEGY #2: To identify and work closely with existing businesses***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Develop an inventory of current businesses including those based in homes	<p>Monticello Economic Development Director</p> <p>Monticello Main Street</p> <p>Monticello Chamber of Commerce</p>	December, 2005 – Develop yellow page listing of businesses in Monticello and Piatt County	<p>December, 2006 – Pass ordinance that would require all Monticello businesses to be registered</p> <p>December, 2007 – Determine what services Monticello can provide to help to grow businesses located there</p>	December, 2008 – Develop service information systems where possible to promote business success

***GOAL: To create, retain, attract, and expand businesses in the community while developing and sustaining a pro-business environment (Strategy #2 continued)***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Explore the possibility of certifying current products on world market	<p>Monticello Economic Development Director</p> <p>Monticello Main Street</p>	December, 2005 – Develop a product/business database	<p>December, 2006 – Develop a library of types of certification available to producers and provide incentives to community-based producers to gain certification</p> <p>December, 2007 – Develop a database of businesses that would be interested in gaining international certification and help them to get started</p>	<p>December, 2008 – Develop a community based marketing web-page to link producers to potential internet customers, domestic and international</p> <p>December, 2009 – Along with inventory of businesses (see step above) list all certified Monticello and regional businesses on this web-page</p>

***GOAL: To create, retain, attract, and expand businesses in the community while developing and sustaining a pro-business environment***

***STRATEGY #3: To provide incentives to businesses***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Pursue TIF, grants, low-interest loans, and tax abatements	Monticello Economic Development Director	December, 2005 – Pursue a TIF district that includes Bridge Street corridor, Pepsin Hill and Bear Park; explore instituting a loan program offered through CDAP and make available to businesses needing “stop-gap” financing		

***GOAL: To create, retain, attract, and expand businesses in the community while developing and sustaining a pro-business environment (Strategy #3 continued)***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Provide new incentive packages for new as well as existing businesses	Monticello Economic Development Director  Monticello Chamber of Commerce  Monticello Main Street	December, 2005 – Develop new incentives for new and existing businesses; strengthen existing incentive programs such as the Facade Improvement Grant; develop incentives from already allocated funds such as		

***GOAL: To create, retain, attract, and expand businesses in the community while developing and sustaining a pro-business environment (Strategy #3 continued)***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Communicate current programs/incentives to existing businesses	<p>Monticello Economic Development Director</p> <p>Monticello Main Street</p> <p>Monticello Chamber of Commerce</p> <p>Monticello Building and Zoning Administrator</p>	December, 2005 – Develop brochure listing all of the programs and incentives the city offers, including “in-kind” services	December, 2006 – Put information contained in brochure on city’s website and update regularly December, 2007- Update brochure and website	December, 2008 – Continue to update website and brochure December, 2009 – Continue to update website and brochure

***GOAL: To create, retain, attract, and expand businesses in the community while developing and sustaining a pro-business environment (Strategy #3 continued)***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Provide a facility to entertain visiting business executives who may be interested in relocating to the community	Jack Weisenborn Jim Allman Ed Williams Monticello Economic Development Director	December, 2005 – Explore the possibility of housing the Economic Development Director, Monticello Main Street and Chamber of Commerce all under one roof. Facility should have a first rate conference room designed with all the necessary information to promote Monticello to relocating businesses. Possible location include an expansion of the current Municipal Building, the Monticello Regional Civic Center, if built, old Sun Singer wine shop, Lafayette Square, and the old Pioneer Office	December, 2006 – Finalize plans, obtain approval and implement plans December, 2007 – Continue to implement plans, if not completed in year 2	

***GOAL: To create, retain, attract, and expand businesses in the community while developing and sustaining a pro-business environment***

***STRATEGY #4: To develop a quality workforce***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Identify media in which to advertise available jobs	Jim Ayers Derrick Bruhn	December, 2005 – Post jobs on city’s website as well as on cable TV	December, 2006 – Explore other media in which jobs could be advertised	
Adopt technology and or programs to support businesses and improve employee skills	Derrick Bruhn	December, 2005 – Assist in providing opportunities for businesses to hire graduates of local high schools & Community Colleges. Such opportunities include job shadowing & internships		

***GOAL: To create, retain, attract, and expand businesses in the community while developing and sustaining a pro-business environment (Strategy# 4 continued)***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Identify and address workforce development needs of current employers	Jim Ayers Derrick Bruhn	December, 2005 – Identify needs through surveys and focus groups	December, 2006 – Address needs identified December, 2007 – Continue to address needs	December, 2008 – Conduct another needs assessment to identify additional needs and to determine if needs have changed since the last assessment December, 2009 – Address needs, if necessary
Create incentives to bring qualified medical personnel to community	Steve Tenhouse	December, 2005 – Assess the various areas of medical practices to determine where need for medical personnel is greatest	December, 2006 – Develop an incentive package aimed at recruiting doctors to do residencies at the hospital December, 2007 – Develop incentive package aimed at recruiting pediatricians to Monticello	December, 2008 – Continue to recruit as needed

***GOAL: To create, retain, attract, and expand businesses in the community while developing and sustaining a pro-business environment***

***STRATEGY #5: To identify and study future locations for business growth***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
<p>Study the feasibility of locating businesses at the following sites:            Market Street Interchange;            Bear Park</p>	<p>Monticello Economic Development Director</p>	<p>December, 2005 – Working with landowners conduct in-depth study of each site detailing the possible uses as well as the positives and negatives; develop plans to market them; develop a dossier for each site; determine if possible uses fit into the overall vision of the community</p>	<p>December, 2006 – Continue to market until sold</p>	

***GOAL: To create, retain, attract, and expand businesses in the community while developing and sustaining a pro-business environment (Strategy #5 continued)***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
<p>Other potential sites:            Site of Pepsin Building;            Bridge Street Interchange;            Bensyl Park sites;            Bridge Street Corridor;            North Market Street Corridor</p>	<p>Monticello Economic Development Director</p>	<p>December, 2005            - Working with landowners conduct in-depth study of each site detailing the possible uses as well as the positives and negatives; develop plans to market them; develop a dossier for each site; determine if possible uses fit into the overall vision of the community</p>	<p>December, 2006 - Continue to market until sold</p>	

***GOAL: To create, retain, attract, and expand businesses in the community while developing and sustaining a pro-business environment***

***STRATEGY#6: To develop relationships between businesses and community (encourage local Monticello residents to spend their dollars in local Monticello businesses; encourage consumers outside of Monticello to purchase goods and services in Monticello)***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Inform residents on how important sales tax dollars are to the community	Stanley Vaughan	December, 2005 – Identify means of educating residents; develop on-going educational programs to let residents be aware of how beneficial sales tax are and how they help to keep property tax low		December, 2008 – Assess impact of efforts to educate residents

***GOAL: To create, retain, attract, and expand businesses in the community while developing and sustaining a pro-business environment (Strategy #6 continued)***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Integrate use of Monticello Chamber Bucks in promoting sales specials	Stanley Vaughan	December, 2005 – Collaborating with the Chamber of Commerce develop on-going programs to increase sales in the business sector		
Determine how to get information out to would-be customers	Stanley Vaughan	December, 2005 – Develop an on-going multi-media approach to advertising with businesses sharing the costs		December, 2008 – Assess the effectiveness and efficiency of each medium of advertising
Develop a theme for all advertisements	Stanley Vaughan	December, 2005 – Develop advertising themes that tap into or reflect current emotions (example increase in patriotism)		

# ***POPULATION RETENTION***

***GOAL: To provide excellent facilities and services to all residents, attract more people, and grow the community smartly***

***OBJECTIVE#1: To increase housing opportunities***

***STRATEGY: To show need for more housing***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Conduct a housing needs assessment	Monticello Economic Development Director	December, 2005 – Update housing needs assessment		

***GOAL: To provide excellent facilities and services to all residents, attract more people, and grow the community smartly***

***OBJECTIVE#2: To enforce stringent inspections for new and rehabilitated homes***

***STRATEGY: To develop city based building codes***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Develop and implement housing inspection programs throughout the city	Monticello Building and Zoning Administrator	December, 2005 – Submit draft of updated building codes, changed zoning ordinances and developed housing inspection procedures	December, 2006 – Finalize, approve, and implement updated building codes, changed zoning ordinances and new inspection procedures	December, 2008 – Evaluate the implementation and impact of changes

***GOAL: To provide excellent facilities and services to all residents, attract more people, and grow the community smartly***

***OBJECTIVE#3:*** To provide services and programs that are family oriented and available to all age groups.

***STRATEGY:*** To assess current programs

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Evaluate current programs	Judi Chase Lauren Lashbrook	December, 2005 – Conduct a comprehensive evaluation of current services and programs		
Address needs identified in the evaluation	Judi Chase Lauren Lashbrook		December, 2006 – Develop and implement a plan to address problems/issues raised in evaluation report December, 2007 – Continue to address needs/issues	

***GOAL: To provide excellent facilities and services to all residents, attract more people, and grow the community smartly***

***OBJECTIVE#4:*** To provide continued financial support for education in such areas as after school programs, daycare, and alternative school

***STRATEGY:*** To enhance collaboration between the city and school board  
 To encourage participation of residents from all age groups in developing and delivering these programs  
 To promote community through a network of organizations & professionals including the Chamber of Commerce, school board, and realtors

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Develop plans to get new families involved in the programs	Ed Kral Gary Huisinga	December, 2005 – Develop a data base of new families in the community and update regularly	December, 2006 – Promote educational programs through brochures and or websites	

***GOAL: To provide excellent facilities and services to all residents, attract more people, and grow the community smartly (Objective #4 continued)***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Conduct regular meetings to showcase the community's educational programs	Ed Kral Gary Huisinga	December, 2005 – Meet regularly with families and various groups and organizations to inform them of educational programs in the community		
Recruit volunteers to work with new residents and in the delivery of education programs	Ed Kral Gary Huisinga		December, 2006 – Conduct volunteer recruitment drives in order to help promote and deliver educational programs and to work with new families/residents who are interested in participating in them December, 2007 – Develop and implement strategies to maintain volunteer pool	

# ***PARKS AND RECREATION***

***GOAL: To provide recreational programs and activities to all age groups while maximizing the use and enhancing the beauty of current recreational facilities***

***OBJECTIVE#1:*** To obtain resources to expand recreational facilities

***STRATEGY:*** To secure land and financial resources

To support plans for developing Monticello Regional Civic Center (MRCC)

To explore the possibility of using airport land for recreational purposes

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Continue to investigate the availability of land in the community	Monticello Superintendent of City Services  Monticello Park and Recreation Director	December, 2005 – Compile a report on the availability of land including acreage, quality, location and ease to develop	December, 2006 – Decide on land to acquire and obtain financial resources with which to do so  December, 2007 – Acquire land	

***GOAL: To provide recreational programs and activities to all age groups while maximizing the use and enhancing the beauty of current recreational facilities (Objective #1 continued)***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Seek grants from a variety of sources	Monticello Economic Development Director	December, 2005 – Develop a list of available grants and apply for them; update list annually		
Build community/senior center	City of Monticello Fred Finn	December, 2005 – Working with the MRCC group provide leadership on developing plans, securing funding and building support for a community/senior center	December, 2006 – Continue planning for the center December, 2007 – Finalize plans and build center	

***GOAL: To provide recreational programs and activities to all age groups while maximizing the use and enhancing the beauty of current recreational facilities (objective #1 continued)***

Action Steps	Leaders	Year One Completion Date	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
If, and when, funding for airport expansion is approved, initiate steps to explore use of land for recreational purposes (i.e. golf courses)	Dan Leach	December, 2005 – Pending funding approval for airport expansion, develop a plan to use some of the airport land for recreational purposes		

***GOAL: To provide recreational programs and activities to all age groups while maximizing the use and enhancing the beauty of current recreational facilities***

***OBJECTIVE#2: To assess all existing recreational programs and activities***

***STRATEGY: To examine the status of current activities and programs and make changes where needed***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Conduct an evaluation of all programs and activities	Monticello Park and Recreation Director  Kelly Finet	December, 2005 – Evaluate all current programs and activities		
Respond to results of the evaluations	Kelly Finet		December, 2006 – From evaluations identify and prioritize needs/opportunities and develop plans to address them December, 2007 – Address identified needs and opportunities	December, 2008 – Continue to address identified needs/opportunities December, 2009 – Continue to address identified needs/opportunities

***GOAL: To provide recreational programs and activities to all age groups while maximizing the use and enhancing the beauty of current recreational facilities***

***OBJECTIVE#3: To increase the number of recreational programs and activities***

***STRATEGY:*** To provide a facility for the Parks and Recreation Department  
 To acquire the services of an Activities Coordinator  
 To strengthen the relationship with the Forest Preserve to provide more programs  
 To broaden the definition of parks and recreation to include “non-traditional” activities  
 To continue to improve the quality of parks and recreational programs

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Identify and develop “non-traditional” recreational activities	Monticello Park and Recreation Director  Kelly Finet  Valerie Cravens	December, 2005 – Propose development of activities and explore opportunities to fund them	December, 2006 – Incorporate community’s ideas, finalize plans and secure funding to develop activities December, 2007 – Implement plans	December, 2008 – Continue to implement plans December, 2009 – Continue to implement plans and evaluate activities that were developed earlier

***GOAL: To provide recreational programs and activities to all age groups while maximizing the use and enhancing the beauty of current recreational facilities (Objective #3 continued)***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Identify, prioritize, and undertake beautification projects	Monticello Chamber of Commerce	December, 2005 – Continue to work on current projects; propose and prioritize development plans for new ones	December, 2006 – Finalize plans and secure funding to develop projects; implement plans December, 2007 – Continue to implement plans while maintaining existing projects	December, 2008 – Continue to undertake new projects and maintain existing ones December, 2009 – Get feedback from community on new projects; continue to maintain projects
Develop a proposal and seek support to provide an outdoor sports complex	Tim Hayes  Fred Finn  Monticello Economic Development Director	December, 2005 – Propose the provision of an outdoor sports complex; identify funding and seek support for it from the community	December, 2006 – Determine level of community support, secure funding and finalize plans December, 2007 – Implement plans	

***GOAL: To provide recreational programs and activities to all age groups while maximizing the use and enhancing the beauty of current recreational facilities (Objective #3 continued)***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Hire an Activities Coordinator	Monticello Park and Recreation Director	December, 2005 – Demonstrate the need for an Activities Coordinator and request approval from authorities to recruit one; develop and advertise job description, select and orientate Coordinator		
Strengthen the relationship with the Forest Preserve	Monticello Park and Recreation Director  Mike Dixon	December, 2005 – Meet with officials from the Forest Preserve and together determine a course of action to strengthen relationship with them; begin to implement course of action		

***GOAL: To provide recreational programs and activities to all age groups while maximizing the use and enhancing the beauty of current recreational facilities***

***OBJECTIVE#4: To increase publicity of existing programs and activities***

***STRATEGY: To develop a multi-media approach to publicize recreational programs and activities***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Publicize programs through the use of the following: e-mail, mailings, newspaper, fliers, library, point of sales, electronic marquees	Monticello Economic Development Director	December, 2005 – For each program identify the media through which it will be publicized and develop strategy to publicize (strategy should include how and where promotion will be done as well as the identification of financial resources that are available for promotion)	December, 2006 – Implement strategy December, 2007 – Continue to implement strategy	December, 2008 – Evaluate ways programs are being publicized and assess the impact of publicizing; incorporate results of evaluation and impact analyses into publicizing strategies

# ***TOURISM***

***GOAL: To promote Monticello as a tourist destination***

***OBJECTIVE#1:*** To promote Monticello

***STRATEGY:*** To identify markets in which Monticello can be promoted  
 To determine the most effective ways of promoting Monticello in targeted markets  
 To cross-train residents and front-line service providers  
 To develop events and attractions simultaneously as a means of attracting tourists

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Determine where visitors and would-be visitors are coming from through the use of the following: visitor surveys internet surveys zip codes of visitors	Monticello Chamber of Commerce  Monticello Tourism Committee	December, 2005 – Select businesses utilizing visitor surveys/zip codes with monthly or bi-monthly reports	December, 2006 – Develop Internet survey; continue business surveys, expanding to more businesses December, 2007 – Continue business surveys; conduct Internet survey; modify surveys if needs be	December, 2008 - Continue to collect information through all the instruments developed; expand surveys to all businesses December, 2009 – Continue to collect information through the various instruments

***GOAL: To promote Monticello as a tourist destination (Objective #1 continued)***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
<p>Form a committee charged with the responsibility of developing themes that capture the positives of Monticello</p>	<p>Monticello Chamber of Commerce</p> <p>Monticello Economic Development Director</p> <p>Tari Bricker</p> <p>Annette McMichael</p> <p>Manisha Patel</p> <p>Dan Leach</p> <p>Shelley Crawford</p>	<p>December, 2005 – Incorporate the newly created logo into the community (for example on signage, website, etc.)</p>	<p>December, 2006 – Continue to incorporate theme throughout the community</p> <p>December, 2007– Continue to promote theme throughout the community</p>	<p>December, 2008 – Evaluate theme and make changes, if needed</p>

***GOAL: To promote Monticello as a tourist destination (Objective #1 continued)***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Decide on ways to promote Monticello and allocate resources to do so	Monticello Marketing Committee	December, 2005 – Determine what should be promoted (that is what events, programs, festivals shops etc.)	December, 2006 – Determine media through which promotion is to take place and set budgets for each. December, 2007 – Implement ideas	December, 2008 – Continue to implement promotion December, 2009 – Evaluate promotion and make changes, if necessary
Educate business owners and employees on what Monticello offers in terms of tourism	Monticello Chamber of Commerce	December, 2005 – Determine who should be trained and what should be included in the training	December, 2006 – Develop curriculum for conducting training December, 2007 – Conduct training	December, 2008 – Evaluate training program as well as its impact on business owners and employees December, 2009 – Incorporate results of evaluation into the curriculum and continue training

***GOAL: To promote Monticello as a tourist destination (Objective #1 continued)***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Provide hospitality training to management and front-line staff	Monticello Chamber of Commerce	December, 2005 – Determine who should be trained and what should be included in the training	December, 2006 – Develop curriculum for conducting training December, 2007 – Conduct training	December, 2008 – Evaluate training program as well as its impact on business owners and employees December, 2009 – Incorporate results of evaluation into the curriculum and continue training

***GOAL: To promote Monticello as a tourist destination (Objective #1 continued)***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Decide on activities/events that are complimentary and that will draw visitors to the community	Activities/events committees (example Lions Club, Railway, Allerton, Rotary)	December, 2005 – Evaluate current activities/events	December 2006 – From evaluations determine new and complimentary activities/events that can be pursued and adopt strategies for more aggressive promotion of current and future events December, 2007 – Develop/implement new complimentary activities/events	December, 2008 – Evaluate performance of all events and incorporate lessons learn into future actions

***GOAL: To promote Monticello as a tourist destination***

***OBJECTIVE#2: To utilize existing facilities and other resources to improve tourism***

***STRATEGY: To make an inventory of facilities in the community that could be used to improve tourism***

Action Steps	Leaders	Year One Completion Dates and Actions	Years 2 and 3 Completion Dates and Actions	Years 4 and 5 Completion Dates and Actions
Determine what these facilities may be used for and develop plans to use them accordingly	Parks and Recreation Committee	December, 2005 – Make an inventory of all facilities and resources that may be available for use in tourism development	December, 2006 – Brainstorm about possible uses of facilities and resources, integrate input from community, and develop plans for using resources/facilities December, 2007 – Implement plans	December, 2008 – Continue to implement plans December, 2009 – Assess value added to tourism by the use of these facilities and resources; make changes if necessary

# *APPENDICES*

**APPENDIX 1 – STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES  
ANALYSIS OF BUSINESS DEVELOPMENT**

Strengths

- Hiring an Economic Development Director to work collaboratively with Main Street and Chamber organizations
- Having businesses organized in the downtown area—no strip malls
- Creating a diversity of unique businesses
- Maintaining the history of the community
- Developing and promoting attractive features of the community
- Having a stable business environment
- Community favors entrepreneurs
- Developing web site to attract businesses and market community
- Having no box stores
- Advertising and promoting strengths/assets of community
- City government and staff supporting community programs
- Housing and subdivisions developed and supported
- Having many businesses hire local students
- Having a qualified workforce
- Having new building, new downtown, new school—makes community appear to be aggressive in terms of growth and development
- Having festivals throughout the year that attract people to local businesses
- Being perceived as an “arts” community

Weaknesses

- Lack of high-speed Internet
- Downtown should be retail rather than service oriented
- Traffic patterns in downtown area—needs to be better for pedestrians
- Not enough support for businesses in the downtown—need to keep up with concerns of existing businesses
- Lack of available competitive resources to bring businesses to town (incentives)
- Need more available retail space to put businesses in
- Need to recognize the importance of sales tax on the community
- Need to concentrate business development on new technology
- Need to concentrate more on regional shoppers
- Business hours need to meet needs of local residents who are commuters to other communities
- Need more local employment opportunities
- Percentage of tax from manufacturing is very low—need more small manufacturers
- More emphasis on business incubators
- Not a lot of youth-oriented businesses or entertainment venues for youth
- Established businesses now have to compete against home-based and incubator businesses
- Perception that Monticello is a bedroom community—change that perception to an “alive/growing/developing” community

## Opportunities

- Low property taxes
- Buy America (wave of patriotism)
- Community is centrally located
- Good library
- Using the wine industry as a base for economic development
- Development of Green industry (example Gardening, recreation, landscaping)
- Increase occupancy rate of medical facilities – tap into available medical facilities
- To provide an Airport and Industrial Park
- Fuel cell technology
- Expansion of rail system
- University of Illinois
- Robotics in agriculture
- Expansion of Clinton Power Plant (5-7 yrs. decision process)
- Aging population (including baby boomers) – give rise to health related industries
- To provide a theater/entertainment center

## Challenges

- Overlapping of main economic development organizations (leads to turf war)
- Economic drain due mainly to “bedroom community” effect
- Keep young people in community
- Providing hydrogen for fuel cell technology
- Providing fuel for “hybrid vehicles”
- Getting the city ready for high tech industries
- Residents are hesitant to change
- Pollution/environmentally friendly new industries
- Quality of care for senior citizens
- Providing recreation for seniors
- Size of community (pace of growth is important)
- “Selling” the benefits of growth
- Develop airport and associated businesses
- To attract and retain working families & individuals
- Perception that Monticello is a “bedroom community”
- Promote community
- Distribution of products, possibly manufacturing (transportation is key)

## ***APPENDIX 2-PROS AND CONS OF SELECTED POTENTIAL FUTURE BUSINESS SITES***

### **Tatman Property at North Interchange:**

*Pros*--Good interstate exposure with access to nearby major freeways, easy to and from access from I-72, 108 acres available, unencumbered level terrain with no apparent environmental issues (shovel ready), not in flood plain, city-generated global marketing thru Location-One, Illinois Power, and cityofmonticello.net websites, utilities adjacent to the site, city benefits from development, Illinois Power-produced property booklet.

*Cons*--Lacks high profile commercial realty company with money, experience, knowledge, and relationships to market the property to Fortune 500 company site selectors, no access to high speed, no signage relative to possible use, tied up in trust with no reason for owners to sell, city doesn't own it, price too high per acre for comparable land with interior infrastructure in place, no local incentive for potential business or developer--TIF, Enterprise Zone.

### **Bear Park:**

*Pros*: T-1 lines running adjacent, utilities on-site, high speed Internet access from cable modem or wireless, small lots in mixed use development, in-house security due to proximity of jail, lots reasonably priced, land owners will work with potential tenants, contains vanilla spec building, good location for companies not looking for interstate exposure and prices associated with it, in part of town already established as manufacturing center, new sanitary sewer lift station, has one 22-acre parcel with rail access, land owner has created a website for available lots, 22-acre parcel has global exposure via Location-One and cityofmonticello.net websites.

*Cons*: Small lots in mixed use development, roads, location has been problem for some site selectors, no highway access to rail-adjacent acreage, no local incentives for new business attraction--TIF, enterprise zone.

### **Pepsin:**

*Pros*: City owns it, already entered into IEPA and U.S. EPA programs for remediation and site clean-up and moving forward to meet objectives, will be shovel ready once demo'd and environmental is cleaned up later this year, location, sale price, good soil content, out of flood plain, city services, high speed Internet thru cable modem or wireless via P-INet, fast approaching timeline to market, potential developers already identified.

*Cons*: Still standing, cost to demo, surrounding properties might need to be purchased to provide development space, looks of car mechanic's property, owners who might be sell-resistant or jack up the price, realtor entertaining a development idea/agreement that doesn't match the City's vision for the site.

### **Norfleet/Kirby:**

*Pros*: Agreements with surrounding property owners for adjacent land sale if needed to complete development transaction, can be annexed into the City, sewer/water/power near site and extendable, price isn't out of line, global marketing exposure thru Location-One, Illinois Power, and cityofmonticello.net websites, Illinois Power-produced property booklet.

*Cons*: Lots of in-fill needed to access property and make attractive as an interstate location, no high-speed Internet access, lack of professional marketing thru major publications by owner/realtor/developer.

**Kirby:**

*Pros:* Interstate exposure, flat terrain, not in flood plain, global marketing via Location-One, Illinois Power, and cityofmonticello.net websites, Illinois Power-produced property brochure, can be annexed into city, near major gas pipeline.

*Cons:* No "for development" signage, trust property with no reason to sell, no infrastructure at or nearby site, no high speed Internet access.

**APPENDIX 3 – STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES  
ANALYSIS OF POPULATION RETENTION**

Strengths

- Having a great school system
- Having low taxes
- Having great quality of life including the availability of the Piatt Transit System
- Having good health care facilities
- Having diverse housing
- Having an Economic Development Director on staff who is actively recruiting business
- Providing quality city services
- Developing community activities—i.e., festivals, social events
- Keeping current residents happy
- Having low crime rate
- Location (reasonable commute to larger communities and the U of I and other educational institutions, on the interstate)
- Shopping available for basic needs
- Having a genealogical society (community has history)
- Having a community that is naturally attractive with rivers, moraines, etc

Weaknesses

- Need to recruit small and medium sized businesses to recruit professional or semi-professional jobs with competitive salaries
- Lack of Industrial Park
- Need to retain current businesses
- Lack of diverse labor force
- Lack of cultural activities
- Need for more social attractions for residents to meet each other
- Need for longer retail hours so that commuters can patronize the businesses
- Need variety of retail
- Lack of wide range of housing choices
- Lack of a community center
- Lack of entertainment options—i.e., Movie Theater
- Lack of broadband availability

## Opportunities

- To further enhance the medical facilities
- Quality of education/school system as a major selling point
- Excellent service sector
- Location – proximity to educational institutions
- Low property taxes; safe environment and excellent city services
- Surrounding recreational activities
- Facilities for senior citizen living
- Need more housing for senior citizens:
  - Assisted living that is built to reflect their lifestyle
  - Need medical facilities
  - Independent living
- Potential for developing housing for young people (needs assessment must be done)
- May need to invite builders to community
- Technology, especially for young people
- Increase spiritual awareness – help connect people to churches
- Build on reputation as a bedroom community
- Development of Teen Center/Civic Center
- Schools may want to promote teen activities (maybe teens up to Junior High)

## Challenges

- Waiting list to get into senior citizens homes
- Not enough home inspections – community has reputation for not having inspections
- Providing affordable housing affordability must be defined
- Discussions of not in my back yard
- Perception of residents on some issues of economic development.
- To provide strong and fair leadership
- Standing up for community and not any single group
- Providing housing for young people who may commute to Champaign and Decatur
- To get rental housing market going
- The idea of a bedroom community may be limiting development
- Developing and sustaining support for teen parents who need to instill some guidance and respect in their kids
- Providing a theater in town
- Developing technological infrastructure center

**APPENDIX 4 – STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES  
ANALYSIS OF PARKS AND RECREATION**

Strengths

Integration between young and old  
Infrastructure is sufficient  
Everything is well maintained  
Population mix  
Activity level of people  
Good parks, downtown, open space  
Excellent programs  
Good administration of programs  
Cost of programs is very low  
Safe environment at parks  
Full time recreation director/ department  
Proactive council that supports parks and recreation  
Strong community spirit/ pride in community  
Community uses facilities  
Good locations of parks and recreational activities in town  
Potential for expansion

Weaknesses

Limited parks and recreational infrastructure  
All segments could be better served  
Lack of biking and hiking trails  
Better system to inform community about activities  
Not enough activities for teenagers  
Need for a civic center  
Need more activities and facilities for middle age group and senior citizens  
Need more dedicated area for participants  
Need better publicity  
Limited funding  
Nick's Park is outdated  
Need for an improved swimming pool  
Baseball season is too short  
No public golf course  
Lack of consideration for what seniors need and where they need it  
Understaffed recreation department  
Transient community  
Need parks/swings/activities for a diverse population (disabled)  
Beautification needed on Market St.  
Beautification around the square  
Broaden definition of parks and recreation  
Disappearing green space

## Opportunities

- Access to data, population trends etc.
- Providing cultural activities
- Taking advantage of volunteerism in the area
- Coordinate with other existing bodies
- Opportunity to better publicize
- Designate a safe path, patrolled, good lighting
- Population of youth and seniors
- Utilize positive assets better
- Develop a bike path
- Develop river corridor
- Improvements to the pool to better utilize it
- Offer classes, life-long learning
- Utilizing school facilities
- Take advantage of Parkland and University of Illinois
- Linking resources with University, colleges, and private businesses
- Purchase of property next to Nicks Park
- To develop the Pepsin property

## Challenges

- Limited funding
- How to tailor programs to all age groups
- Making activities wholesome and worthwhile
- Implementation of recreational programs/activities
- Cuts to state tourism dollars
- Find volunteer support – could institute community service for high school students to help out
- Profound lack of coordination between city, county, and county boards
- Finding programs that can run without much funding

**APPENDIX 5- STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES  
ANALYSIS OF TOURISM**

**Strengths**

Developing web site  
Developing activities—such as garden walk/patio lunches, Santa’s breakfast, barn tour,  
Developing Christmas house walk  
Starting farmer’s market  
Starting May market  
Starting Monticello celebration  
Designing and distributing brochures around town/signage  
Marketing and promoting our community and activities—media coverage, brochures, etc.  
Beautifying downtown  
Recognizing the importance of nearby Allerton Park  
Establishing Railway Museum  
Developing the historic district  
Promoting new businesses in town  
Hiring a good tourism director  
City creating, supporting and working well with Main Street, Chamber, Tourism Office Good will  
of merchants towards customers—customer service  
Realizing the beauty of the town  
Networking with regional tourism  
Putting on the international glider event (international visitors)—first time in U.S.  
Having a Rodeo  
Having a July 3<sup>rd</sup> celebration  
Providing hotels/lodging  
Having 4 seasons covered for tourism  
Maintaining good restaurants  
Recognizing that the back of the nickel looks like the courthouse and says Monticello underneath it  
Having great volunteers  
Having “drive the train” as an attraction

**Weaknesses**

No bed and breakfast  
Need to take a more proactive and positive stance for tourism  
Figure out how to draw people year round  
Attract and retain businesses  
Promote the uniqueness of the community  
Better coordination among businesses and organizations to plan for the future  
Improve directing visitors to places of interest  
State of Allerton Park Bridge  
Programs at local radio station

Lack of continuity among agencies working on tourism ideas—need better collaboration, coordination and cooperation  
Maintenance of community's infrastructure  
Educate local residents on tourism and visitors impact on local economy  
Shortage of public restrooms (signage for them, handicapped accessible)  
More meeting spaces with appropriate facilities—kitchens, broadband, etc.  
Entrances of town need improvement  
Visitor's center staffed by knowledgeable and friendly staff that knows about the community

## Opportunities

Start a bed and breakfast or restaurant at old jail  
Seek funding opportunities from state  
Railway museum tourists drawn into town  
Benefit from Rodeo tourists  
Benefit from Allerton tourists  
Fundraising for fixing bridge  
Excellent events, better plan for coordination  
Work together collectively  
Tourists from large cities, Chicago & St. Louis  
Advertisement in large city publications  
Pet parade/pictures with Santa  
Home tour  
Many coordinated activities held at once  
    Fiddle competition  
    Lincoln look-a-like competition  
    Pottery studio  
    Glass blowing  
    Trading Lincoln exhibits  
    Bar-B-Que Challenge  
    Gardening, herbs, fertilizer, classes  
    Bike races  
    Apple and pork festival  
    Crossword puzzle events  
WILL TV program about Monticello  
Signature Monticello items  
Driving train  
Allerton Showcase  
Music on the street, caroling  
Theme- birdhouses, covered bridges  
Safety  
Work with existing reputation  
Art Walk  
Train community members about tourist locations  
Brochures at rest stops  
Cater to short trips, seniors, retirees  
AAA magazine

Invent a hero  
Town calendar  
Challenges

Take advantage of Interstate traffic  
Fix Allerton Bridge  
Tourism dollars being cut at the state level  
Burnout among volunteers  
To promote Monticello

## ***APPENDIX 6-TOURISM IDEAS***

- Advertising
- Lincoln look-a-like contest
- Interstate Markers
- WILL TV program
- Signature Monticello items
- Fiddle competition
- Expanded Allerton accessibility
- Interpreters at Allerton inside and out
- Kids training to educate and learn what goes on at the Monticello Railway Association
- Trading/traveling exhibits between Monticello and Lincoln Memorial University
- BBQ challenges and competitions
- Cooking Expos and demonstrations
- Sandy Mason courses in gardening, herbs, fertilizer and weed control, shade gardening, color compatibility, turf
- Bicycle ride and races
- Bicycle tours
- Scrapbook demonstrations
- Old fashion games – hoop rolling
- Pendants and flags around town
- Expand railway tracks to Decatur and Champaign for shopping and daytrips
- Motorcycle Expo
- Old car show
- Statewide horseshoe tournament
- Clean up days before home tours
- Music downtown i.e. Gatlinburg
- Live activities – furniture stripping, fudge making, candy making, frying pork rinds, weaving baskets, pottery making, watercolor classes/demos
- Walking house tours with brochures of the vintage, style, architectural profile, history – guided/self guided
- Interior home tours with events such as student or group musicians in front yards, back yard events (herb sales, quilt demos), portrait caricatures

***Submitted by Tim Kinkead***