

City of Jackson  
Strategic Plan 2008

**Vision/Mission:** The mission of the Strategic Planning Committee is to develop a strategy to guide economic development activities in the City of Jackson.

Primary Strategies	Desired Outcomes	2008-2009 Supporting Goals	Specific Projects	Success Indicators
<p>1. Improve Visual Appeal</p>	<ul style="list-style-type: none"> <li>• To create an enjoyable, visually pleasing environment</li> <li>• Increase business and property owners' pride of ownership</li> <li>• Attract new businesses</li> <li>• Increase rental rates and property values/marketability</li> <li>• Increase customer visits, satisfaction with shopping experience</li> <li>• Getting Highway 49 traffic to stop and shop</li> </ul>	<ul style="list-style-type: none"> <li>• Incentivize property owners who embark on rehabilitation and facelift projects of their properties</li> <li>• Educate property owners about available tax credit incentives and other funding sources (SBA through AEDC)</li> <li>• Educate business owners on window/product display, store design &amp; lighting</li> <li>• Retain small town atmosphere</li> </ul>	<ul style="list-style-type: none"> <li>• Collect BID dues on Business License invoicing</li> <li>• Conduct a Parking Study:               <ul style="list-style-type: none"> <li>a. Meter removal</li> <li>b. Diagonal parking</li> <li>c. One-way Main Street</li> <li>d. Planters/curb stops</li> </ul> </li> <li>• Create City incentive ordinance for co-op availability of monies for rehabilitation projects</li> <li>• Design Committee:               <ul style="list-style-type: none"> <li>a. Architect rendering</li> <li>b. Creekwalk</li> <li>c. Street lights</li> <li>d. Ratto theater property</li> </ul> </li> <li>• Adoption of design guidelines &amp; sign criteria</li> <li>• Beautify Highway 49 within Jackson City Limits</li> <li>• Design and construct "Gateway to Jackson" Signage</li> </ul>	<ul style="list-style-type: none"> <li>• Aesthetic improvements</li> <li>• Increase in available funds through added TOT revenue</li> <li>• Increased sales (retail) and the resulting tax revenues</li> <li>• Decreased vacancies</li> <li>• More prospects for landlords to chose from</li> <li>• Increase in employment/job creation</li> <li>• Outside media coverage</li> <li>• Increase foot traffic</li> </ul>
<p>2. Coordinator/ Facilitator Position</p>	<ul style="list-style-type: none"> <li>• Increase business use of available government incentive programs</li> <li>• Better coordination of marketing efforts with surrounding towns and industry events</li> <li>• Jackson's promotional</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the look of Downtown through building rehabilitation made possible with tax incentives</li> <li>• Having a liaison person well-informed on the programs available to</li> </ul>	<ul style="list-style-type: none"> <li>• Identify a funding source to pay for this position</li> <li>• Creation of a centralized web page calendar that all entities can populate with planned events</li> <li>• Develop a list of all organizations with a vested</li> </ul>	<ul style="list-style-type: none"> <li>• Longer average visitor stays</li> <li>• Rehabilitated buildings at lowest cost</li> <li>• Lower likelihood of holding competing events; increasing</li> </ul>

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	<p>efforts better tied in with state-level rural communities tourism marketing activities</p> <ul style="list-style-type: none"> <li>Evaluate activities of existing organizations and programs</li> <li>Getting Highway 49 traffic to stop and shop</li> </ul>	<p>historic districts and businesses; ability to streamline the application process so that business owners can concentrate on business</p>	<p>interest in the economic vitality of the City of Jackson</p> <ol style="list-style-type: none"> <li>Grants</li> <li>Budget</li> <li>Priorities</li> </ol>	<p>synergy</p> <ul style="list-style-type: none"> <li>Jackson becomes a tourism destination</li> </ul>
<p>3. Evaluate Use of Public Facilities &amp; Properties</p>	<ul style="list-style-type: none"> <li>Greater beneficial use of public areas close to town</li> <li>Decreased school-related vehicular traffic congestion</li> <li>Available areas for parking and business "category" development areas</li> <li>Getting Highway 49 traffic to stop and shop</li> </ul>	<ul style="list-style-type: none"> <li>Encourage new developments to provide locations and roadway infrastructure to accommodate the relocation of schools and fire stations</li> <li>Convert underutilized public properties to more beneficial use</li> </ul>	<ul style="list-style-type: none"> <li>Relocate current firehouse to make that location the premier commercial property entering Jackson's Downtown</li> <li>Develop a use plan for historic Courthouse and surrounding properties</li> <li>Work with County to annex new Courthouse and surrounding property into City:               <ol style="list-style-type: none"> <li>Main Street Theater Works</li> <li>Possible New City Hall</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>Decreased congestion in Downtown Jackson</li> <li>Redevelopment of prime properties to the benefit of the City of Jackson</li> </ul>
<p>4. Establish Development Areas</p>	<ul style="list-style-type: none"> <li>Better accessibility to services</li> <li>Reduced vehicle trips between stops</li> <li>Creation of more centralized and convenient parking areas</li> <li>More pedestrian friendly shopping experience</li> </ul>	<ul style="list-style-type: none"> <li>Guide future commercial development</li> <li>Inclusion of this vision into recruitment literature for use as a sales aid for business recruiters and alternative affordable housing</li> <li>Achieve a greater sense of</li> </ul>	<ul style="list-style-type: none"> <li>Creation of a Master Plan to guide future commercial development</li> <li>Creation of a type of enterprise zone that encourages housing options above service-related businesses and offices above dining and retail</li> </ul>	<ul style="list-style-type: none"> <li>Improved traffic flow</li> <li>Related business clustering</li> <li>Greater consumption of goods and services occurring within Jackson</li> <li>Increase employment and sales</li> </ul>

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	<ul style="list-style-type: none"> <li>Community consensus on development projects</li> <li>Increase ability to plan for future locations</li> <li>Getting Highway 49 traffic to stop[ and shop</li> </ul>	<ul style="list-style-type: none"> <li>community where people can live, work and play Downtown</li> <li>Map out suitable locations for specific business types</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a list of available commercial properties for sale or lease and make it available to the public</li> </ul>	
<p>5.  Define Connectivity Corridors</p>	<ul style="list-style-type: none"> <li>Guidance for planning routes for vehicular, bike and pedestrian travel between work, housing, retail, dining and service areas</li> <li>Manage vehicular traffic within central commercial district</li> <li>Getting Highway 49 traffic to stop and shop</li> </ul>	<ul style="list-style-type: none"> <li>Guide future commercial development</li> <li>Inclusion of this vision into recruitment literature for use as a sales aid for business recruiters</li> <li>Tie in access to the proposed creek walk Amador Inn to Civic Center</li> </ul>	<ul style="list-style-type: none"> <li>Again, comprehensive plan creation extending from inside out</li> <li>Extension of these corridors (maybe small train (N.E.V.) through Oro De Amador and out to airport) through areas zoned for visitor accommodations</li> <li>Collaborate with ARTS and ACTC</li> <li>Evaluate extension of proposed St. Patrick's Green road through Oro De Amador property connecting to North Main Street</li> </ul>	<ul style="list-style-type: none"> <li>Able to better manage vehicular congestion in Downtown Jackson</li> <li>Increased pedestrian use</li> <li>Healthier citizenry</li> <li>Greater sense of community</li> </ul>
<p>6.  Information Gathering and Dissemination</p>	<ul style="list-style-type: none"> <li>Better understanding of local and visitor demographics, tourism statistics, what attracts our visitors, what we are missing, length of visitor stays, sales leakage, and accommodation vacancy rates</li> <li>Improved long-term</li> </ul>	<ul style="list-style-type: none"> <li>Identify Jackson's specific niche</li> <li>Collaborate with and benefit from the attractions that already exist; i.e., Casino and RV Park</li> <li>Create a data bank that is accessible to all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion of key statistics in recruitment brochures</li> <li>Disseminate data to merchants to aid in buying decisions that result in additional profit centers within each business</li> <li>Additional interface with Amador Economic Development Corp.</li> </ul>	<ul style="list-style-type: none"> <li>More effective promotional event planning</li> <li>Increased sales and resulting tax revenues</li> </ul>

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	<ul style="list-style-type: none"> <li>• success of new business</li> <li>• Getting Highway 49 traffic to stop and shop</li> </ul>	<ul style="list-style-type: none"> <li>• More targetable marketing methods based on compiled data</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing:               <ul style="list-style-type: none"> <li>a. TSPN/ACN/LD/Radio - free</li> <li>b. Questionnaire at county fair</li> <li>c. HJBA</li> </ul> </li> <li>• Merchant education:               <ul style="list-style-type: none"> <li>a. Guest speaker forums on tax credits for property owners</li> <li>b. Mystery shopper and follow-up educational workshops</li> </ul> </li> </ul>	
<p>7. Identify Unmet Business/Service Needs</p>	<ul style="list-style-type: none"> <li>• Provide guidance to business recruitment efforts</li> <li>• Fill vacant storefronts</li> <li>• Greater use of Downtown by locals</li> <li>• Lessen revenue leakage to outlying shopping hubs</li> <li>• Improve business retention</li> <li>• Getting Highway 49 traffic to stop and shop</li> </ul>	<ul style="list-style-type: none"> <li>• Business recruitment targeted to fill unmet needs</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of a recruitment brochure</li> <li>• Survey of local residents to determine what they feel is a needed business</li> <li>• Creation of a Business Diversity Master Plan:               <ul style="list-style-type: none"> <li>a. Restaurants</li> <li>b. Parking Garage</li> <li>c. Clothiers</li> </ul> </li> <li>• Collaborate with AEDC, ACAR and HJBA</li> </ul>	<ul style="list-style-type: none"> <li>• Arrival of needed new businesses</li> <li>• Increase in sales tax dollars</li> <li>• Decrease in vacancies</li> <li>• Increase in employment/job creation</li> <li>• Increased utilization of businesses in Jackson</li> </ul>