

# MAYFIELD



## Creating Our Legacy

A Strategic Plan for Mayfield

2012

# Historic Overview



Mayfield Kentucky is located in Graves County in the Jackson Purchase region of Kentucky. Established in 1821, the city received its name around the year 1817, when a man named Mayfield, a horse-race gambler from Mississippi, was kidnapped while on his way to what is now Hickman, Ky. While Mayfield was being held hostage, he carved his name into a tree. He then tried to escape across a creek, but was shot and drowned. The kidnapers, who were also gamblers, were arrested at Mills Point (Hickman), and one of them confessed, but the only evidence officials were able to find of Mayfield was the carving of his name in the tree. The creek was subsequently named Mayfield Creek, and the town was named Mayfield.

The town has gathered rich history over the last nearly 200 years.

- ◆ The first known settler of Mayfield was John Anderson. In 1819 he built the first house in Mayfield—a log cabin—on what is now North 5th Street.
- ◆ The completion of the Memphis, New Orleans and Northern Railroad in 1858 connected Mayfield to the larger world.
- ◆ Mayfield and Graves County residents have served their country with loyalty, including the Revolutionary War, the Civil War, WW1 and WW2.
- ◆ The first female sheriff in the United States was Mayfield's Lois Roach in 1922, who took over for her husband after he was murdered on duty.
- ◆ Tobacco was one of the first industries of Mayfield, and one of the longest-lived.
- ◆ The Mayfield Woolen Mills and the Merit Manufacturing Co., which produced pants and suits, once could boast to be two of the largest factories of their kind in the nation.
- ◆ In 1988, the movie *In Country*, based on a novel of the same name by Bobbie Ann Mason, was filmed, in part, in Mayfield.
- ◆ Jerry Seinfeld stopped in Mayfield for a barbecue sandwich. He did so at the recommendation of Bruce Willis.
- ◆ Mayfield was showcased on NBC's *America's Got Talent* in 2009, when Graves County native Kevin Skinner was the winner.

# Introduction

## Defining the City of Mayfield's Mission

City officials of Mayfield came together in early 2012, to discuss the future of Mayfield. Tough questions were asked about what changes needed to take place, what services needed additional attention and how the city would prioritize and address budgetary concerns in the year ahead. The discussion was rich as city leaders grappled with not only what is beneficial for city residents in terms of services, but what are the necessary, essential services that will continue to provide a good, quality way of life for residents.

During this leadership planning retreat the city set out to:

- ◆ establish a mission statement for the City of Mayfield;
- ◆ identify areas of service that need special focus and prioritize those areas; and
- ◆ recognize any legacy opportunities.

In discussing the priorities that the city should be focused on the following issues were identified:

- ◆ Infrastructure
  - Sidewalks, curbs and paving
  - Storm sewers

### Mission Statement

The City of Mayfield will provide leadership and essential services that encourage growth and a desirable quality of life.

### Vision Statement

A city inspired by traditions yet postured for growth.



- ◆ Cemeteries
- ◆ Parks and recreation
- ◆ Expanded recycling – maybe with the schools
- ◆ Public transportation
- ◆ Citywide trash pickup
- ◆ Annexation

The final portion of the meeting was to discuss legacy opportunities. Items noted were:

- ◆ Annexation
- ◆ Master plan for the future of Mayfield, this will include parks and recreation, annexation and neighborhoods.
- ◆ Grow businesses and jobs due to local incentives
- ◆ A positive attitude about the community

As a result of the leadership retreat, the council determined they would host a public meeting to hear from residents what they'd like to see for the future of Mayfield. This could also be an opportunity for the city to provide information about what the city is working on, how the budget process is being addressed and what the leadership sees for the future.

# Developing a Plan

A Steering Committee of local residents with varying interests in the community was appointed by the mayor to lead the strategic planning effort. These individuals met on March 1, led by staff from the Kentucky League of Cities, to begin working towards a strategic planning process. This group will work with the mayor and council through the ongoing community planning and implementation process, providing input and leadership.

Three separate public meetings were held in the spring months with attendance ranging from 30 to 50 people each time. In addition to verbalizing their desires for the future, citizens also used maps, photographs and markers to indicate their ideas for the future of Mayfield.



## Citizen Priorities

From the leadership retreat, and the information gathered from residents in the public meetings, the following areas of focus have been identified as priorities:

- ◆ Job creation
- ◆ Expanding the boundaries of the city
- ◆ A public or farmers market
- ◆ Improve the parks and recreational opportunities

Other issues brought forward by residents includes the need to address beautification, trash and recycling concerns, promoting and marketing the community, as well as addressing housing and infrastructure needs as part of overall community, downtown and neighborhood improvements.

Residents of Mayfield are interested in their future. The people share a common pride in the small town feel of the community. They believe it provides a good quality of life in which to raise a family. The location of the community, cost of living, and sense of security enables residents to enjoy their rich agricultural heritage, parks and community

amenities such as good schools, medical care and local churches.

This Strategic Planning document is to be used as a reference and a guide as work moves forward in Mayfield. It is a document built upon the values of local citizens. It reflects their hopes for the future of their community.

## Next Steps

- ◆ Establish focus teams to work on priorities
- ◆ Seek input and participation from interested citizens
- ◆ Develop achievable goals and objectives for each priority issue
- ◆ Divide the work into small bites
- ◆ Communicate to the public what the issue is and how you are approaching it
- ◆ Celebrate successes

# Community Core Values

When asked what they valued about the community, several similar responses emerged. Based upon input from residents, Mayfield's core values were identified as follows:

## **Small town feel – good quality of life**

Sometimes people live in towns because it was where they were born, and it is where their family still lives. For others, perhaps their job took them there. Regardless of why people live in Mayfield, there was a strong sense among participants that being a small town is an advantage. It provides a good place to raise children and to have most amenities that citizens expect.

## **Safe and secure**

Many people identified safety and feeling secure as a value. Most likely a by-product of being a small town, this sense of security prevails among all age groups. People are connected to the city with a strong sense of place, committed to making it even better.

## **Resilient people**

This sentiment came through when residents discussed the loss of general manufacturing jobs in years past. Even with those losses, the community has continued to survive, and in many cases, thrive. Perhaps this resiliency can be attributed to the fact that many residents come from a farming heritage and a strong work ethic.

## **Centrally located, with reasonable cost of living**

Conversations around the city's location in proximity to Paducah, Murray and Nashville were rich and can be seen in both positive and negative light. In general, participants seemed to feel that Mayfield is well suited for growth, has potential for increased economic development opportunities and maintains a decent cost of living for its residents.

## **Greens spaces, agricultural heritage**

Farming was the traditional way of making a living in Mayfield in years past, and there is deep



pride in this heritage. During the public meetings one of the most often mentioned topics was parks, trail and recreation development. Residents are keenly interested in outdoor activities. There is also an interest in expanding the opportunities for the youth in terms of sports activities, and many see sports as a means of tourism development.

## **Amenities such as schools, churches, hospital, and parks**

Residents of Mayfield take much pride in their schools as well as other quality of life amenities. From good medical care and an active faith-based population, citizens are pleased with what is offered locally. The future improvements in park developments are a priority for many people.

These community-defined core values serve as the basis for the recommendations and strategies provided in the following pages of the Mayfield Strategic Plan.



# What We Heard and Saw: Designing Our Legacy

After community listening sessions the citizens conducted a community design charrette process. This was done to enable people to visualize their ideas and draw concepts for the future of Mayfield. From this process, the following themes emerged:

- ◆ Parks, recreation, and trail development and expansion as well as youth activities
- ◆ Farmers or public market
- ◆ Entrance signs into the community
- ◆ Cleanup of the city including shopping centers, etc.
- ◆ Expand the city's boundaries
- ◆ Address recycling concerns
- ◆ Local housing developments
- ◆ Continue work downtown - artwork, murals, history, etc., around downtown to spruce up city
- ◆ Fairgrounds – needs development/green space utilized
- ◆ Develop the Curlee property
- ◆ New development – east side of town
- ◆ Red Duck Creek – Stormwater abatement
- ◆ Walmart – area national chains
- ◆ Active living – retirement community
- ◆ KBL – Redevelop
- ◆ Repurposing big box stores
- ◆ Micro-Business Center – small offices, low rent
- ◆ Bed & Breakfast – located at Kess Park area
- ◆ Welcome center next to parkway interchange



# What We Heard and Saw: Mayfield Listening Session

## Strengths

- ◆ Great leadership
- ◆ Good clean, family-oriented community
- ◆ Low crime
- ◆ Good healthcare
- ◆ Good access to highways and railways
- ◆ Affordable housing
- ◆ Business opportunities
- ◆ Support that people give to each other
- ◆ Low labor costs/costs of doing business
- ◆ Agricultural heritage/economy
- ◆ Assisted living – 2 nursing homes
- ◆ Good education system
- ◆ Good skilled workforce
- ◆ Good institutions – philanthropy
- ◆ Churches

## Weaknesses

- ◆ Lack of jobs – we have skilled crafts, nowhere to take our skills
- ◆ Inability to keep young people here after college
- ◆ Lack of pride in property
- ◆ Rental properties not maintained
- ◆ Would like to see more high tech stuff for youngsters
- ◆ We like the history, but need more for youth to do

- ◆ Too far from Frankfort
- ◆ create a niche market to attract retiree's
- ◆ We are weak on preservation of historic buildings
- ◆ Help for small businesses – local incentives
- ◆ Need for people to invest
- ◆ Drug use and crime because of lack of stuff to do
- ◆ Need better signage
- ◆ Trash along the side of the roads
- ◆ Mayfield is a bedroom community
- ◆ Need for more sidewalks, curbs and gutters
- ◆ More Police officers
- ◆ Resistance to change
- ◆ Lack of hotels and restaurant choices

## Opportunities

- ◆ Improvements to infrastructure
- ◆ Unify governments/school systems
- ◆ Regional industrial park
- ◆ Things to do for children during summer
- ◆ Unique location to sell goods and services without paying state sales tax
- ◆ Big work force
- ◆ Prepare for I-69 and what will come with it
- ◆ Hub for community and recreation events
- ◆ Annexation

# What We Heard and Saw: Mayfield Listening Session

- ◆ Tourist trade
- ◆ Baby boomers are an open market
- ◆ Educational systems are very close and we need to take advantage of them
- ◆ Bands – music, entertainment
- ◆ Promote tournaments such as baseball, bring in all kinds of tourists
- ◆ Grow the north section of town along the I-69 and Hwy 45/Purchase Parkway
- ◆ Nice motel and restaurants
- ◆ Proximity to Paducah, Murray and Nashville
- ◆ People will not work for minimum wage
- ◆ Opportunities to retain and recruit our youth to stay here/come back here to live
- ◆ Unwillingness of people to support the city of Mayfield (not recognizing benefits of being in Mayfield)
- ◆ Want a better community; unwilling to pay for it (change the mindset)
- ◆ Lack of philanthropic donations

## **Threats**

- ◆ Drugs
- ◆ Unwilling to change
- ◆ Brain drain
- ◆ Lack of youth activities
- ◆ Chicken factory/Little Mexico
- ◆ Deteriorating housing
- ◆ No shopping places
- ◆ General look of town
- ◆ Lack of action/lots of talk
- ◆ Median age of population
- ◆ Income levels low
- ◆ Assuming things are the way they've always been
- ◆ Turnover of healthcare professionals – lack of community support
- ◆ Cost of city school – perception that city tax is high
- ◆ Lack of support for businesses already here
- ◆ Not shopping local – need to patronize the ones that are here



# Focus Committees

## Beautification and Preservation

This committee is to focus on the concerns related to litter, dilapidated structures, signage, and continuing efforts already underway to improve the downtown.

### Recommendation #1

Develop a conceptual design plan for welcome signs at entrances into the city.

- ◆ Investigate what other communities have done and create a design appropriate for Mayfield.
- ◆ Identify where the signs would be installed and begin working on necessary zoning requests as well as any landowner permissions that may be necessary to implement.
- ◆ Determine costs based upon design plans and develop a funding strategy.
- ◆ Develop an ongoing maintenance plan with a budget in order to keep the entrances well maintained over time.

### Recommendation #2

Conduct walking tours throughout the town to identify general weaknesses.

- ◆ This may be as simple as removal of outdated and/or dilapidated signs.
- ◆ Notice urban elements such as fire hydrants, fences, sign posts, curbs, parking stripes and hand rails along bridges or walkways. Have they been painted in recent years? Are they in bad repair?
- ◆ Are there street signs at each corner telling you what street you're on? Are all one-way signs in place and visible? Are they fresh or worn out? Are there too many signs at certain intersections?



- ◆ Have someone in a wheelchair or with a baby buggy go with you on a walking tour around town. How difficult is it for them to maneuver by themselves? Can they get to most locations?

### Recommendation #3

Partner with the Recycling Committee and work with the school system to implement a clean community initiative. This type of program can encompass recycling as well as provide educational programs to teach children how important it is to keep their city clean.

# Focus Committees Beautification and Preservation

## What Citizens Said

- ◆ Community must look inviting to people
- ◆ Work on visual improvements
- ◆ Continue the work downtown
- ◆ Instill pride in ourselves, our town, our property
- ◆ Everyone needs to pitch in – pick up litter, clean up the community
- ◆ Paint the town – Part 2
- ◆ Need our young people to be involved
- ◆ Entryway on East Broadway – clean up, single-use housing, small businesses, green space
- ◆ Bypass Connector – improve entryway signs, put in landscaping, lighting, brick, etc.
- ◆ Downtown – artwork around downtown to spruce up city
- ◆ Spruce up north end of town
- ◆ Trees, flowers, beauty – runs through entire city – best practices – utilize inmates
- ◆ Repurpose big box stores – soften image with greenery
- ◆ Beautification areas – alley by Mayberry Antiques
- ◆ Upgrade ball park areas, get rid of recycling center and the ugliness of the area
- ◆ Shopping areas need sprucing up – shopping plaza cleanup, add art work



# Focus Committees

## Community and Neighborhood Development

To focus on infrastructure improvements such as sidewalks, curbs, sewers, public transportation, housing developments and concerns related to the drug problems.

### Recommendation #1

Conduct a housing audit.

- ◆ Work with local realtors to determine current need and what future opportunities may exist for additional housing.
- ◆ Look into Repair Affair or Habitat for Humanity initiatives, depending upon the needs. Additional senior housing, apartments or patio homes might be in order.
- ◆ Consider potential upper story opportunities as well as properties within the community that could be adapted for new use, i.e., former tobacco warehouses.

### Recommendation #2

Evaluate the condition of existing sidewalks, curbs, paving and sewers.

- ◆ Work with the public works department to determine scheduled maintenance and new construction.
- ◆ Utilize the KLC Sidewalk Maintenance Toolkit as needed.

### Recommendation #3

Evaluate the need for public transportation.

- ◆ Visit other cities that have implemented transportation programs (Murray and Glasgow), to learn from their experiences.



- ◆ Investigate government funding and establish a three to five year budget.

### Recommendation #4

Work with law enforcement to better understand the drug problems within the community. Develop next steps based upon their input.

### What Citizens Said

- ◆ Fix infrastructure such as streets, sewers, water lines, sidewalks, buildings, etc.
- ◆ Housing developments to the north (higher end)
- ◆ Prosperity
- ◆ Construction
- ◆ 14th & Water Streets – single-use housing
- ◆ Local housing developments
- ◆ Bypass Connector – entryway signs, landscaping, lighting, brick
- ◆ Entrances to the city – at the hospital at Hwy 121

# Focus Committees

## Economic Development

This committee will focus on economic development strategies that include annexation as one area of interest.

### **Recommendation #1**

Take a comprehensive look at the entire community for possible annexation.

- ◆ Determine if there are additional areas that should be considered for annexation.
- ◆ Review existing situation and map out a three to five to ten year plan for city expansion.
- ◆ Assess the pros and cons of taking on additional areas and determine what the city's capacity really is. This requires the city to evaluate the property taxes and occupational license taxes that would likely be collected.
- ◆ If appropriate, discuss phasing in additional sections over time.
- ◆ Continue to educate the residents about the purpose behind annexation.

### **Recommendation #2**

Collaborate with others in the community to develop a comprehensive strategy focused on the I-69 corridor and its impact on the overall community.

- ◆ Inventory existing businesses and industries and identify gaps.
- ◆ Align recruitment efforts with targeted industrial and businesses that depend upon transportation, distribution and logistics.
- ◆ Assess current job skills and align educational curriculum with needs.



- ◆ Work with state government affiliates to communicate the city's readiness, available properties, and work force preparedness.
- ◆ Represent the city as you work with other committees and organizations to assimilate the variety of economic factors within the community in order to cultivate a stronger economic base.



# Focus Committees

## Economic Development

### Recommendation #3

Work with the Economic Development Committee on the concept of an International Public Market as a tourism opportunity. Look at page 18 for specific details.

### Other Ideas

Continue to take care of the everyday, normal operations of city services. What will it take to sustain, grow and ultimately expand infrastructure and staffing?

Be mindful of existing businesses and aware of their expansion needs.

Identify any zoning issues that may need to be addressed.

Research other cities that have implemented micro-business centers and determine if this is a workable strategy for Mayfield. Examples are Greensburg, Murray and Bowling Green.

### What Citizens Said

- ◆ Fix infrastructure such as streets, sewers, water lines, sidewalks, buildings, etc.
- ◆ Bypass to grow and expand
- ◆ Support existing local businesses
- ◆ Ring roads, expansion
- ◆ Housing developments
- ◆ Expanding city – to General Tire/South 303/80
- ◆ Fairgrounds – needs development
- ◆ Seek new development for the east side of town
- ◆ Develop athletic park – south part of town
- ◆ Red Duck Creek – stormwater abatement
- ◆ Need for restaurants and hotels along interstate
- ◆ Repurposing big box stores
- ◆ Encourage restaurants and hotel at I-69
- ◆ Develop green space across from Good News – farmers market – (see Hopkinsville example)
- ◆ Expand residential developments adjacent to the golf course
- ◆ Need critical mass in north end – traffic moves too fast





# Focus Committees Promotions/Marketing

To focus on developing a community-wide promotions/marketing plan, as well as investigating options such as ball tournaments, entertainment venues, and a signature event for the city.

## Recommendation #1

Develop a comprehensive, community-wide marketing plan. Include a monthly calendar of events, a listing of local and regional attractions and a community-wide marketing campaign. As you develop the plan:

- ◆ Identify which tourist audiences are most important, such as families, hunters, sports enthusiasts, motorcyclists, adventure tourists, genealogists, history buffs, etc., then develop outreach strategies aligned with each audience.
- ◆ Create strategies directed at tourists and local citizens as target audiences.
- ◆ Include ideas on how to report back to the local community on a regular, ongoing basis.



## Recommendation #2

Work with the Economic Development Committee on the concept of an International Public Market as a tourism opportunity. (See page 18 for details and next steps.)

## Recommendation #3

Consider a sports related activity as a tourism draw. Tennis, soccer, track or swimming may not be as saturated in the tournament market. Other games such as fast and slow pitch soft ball, baseball, basketball, golf, and others are perhaps



## Next Steps

- ◆ Investigate One Call Now, Facebook, Twitter, bulletin boards, kiosks, and other communications tools as a means of communicating with the public.
- ◆ Encourage residents to shop local.

# Focus Committees

## Promotions/Marketing

viable options. Resurrecting the Kitty League, building upon Mayfield's place in history with Mickey Stubblefield as the first African American pitcher in the Kitty League, may be just the ticket.

### What Citizens Said

- ◆ Need a signature "EVENT"
- ◆ Host tournaments for baseball and tennis
- ◆ Support existing local businesses
- ◆ Need entertainment, evening activities
- ◆ Develop a water park
- ◆ Develop walking trails
- ◆ Ball parks – needs cleanup and get activities/games going
- ◆ Bring little league baseball/soccer/tournaments to attract people
- ◆ Have Trade Day at farmers market
- ◆ Add miniature golf
- ◆ Develop a farmers market

### Next Steps

- ◆ Meet with local leagues, teams, coaches, teachers, instructors, etc. to determine what niche areas may be available for creating a tournament.
- ◆ Visit other communities that already provide large tournaments as a tourism draw and learn from their experiences.
- ◆ Reach out to key partners within the community and develop a plan based upon the research.
- ◆ Establish a funding and ongoing maintenance strategy as part of the planning process.
- ◆ Market and promote the community to a broad audience but remember to include locals in the invitation to participate.

# Focus Committees Parks and Recreation

This committee is working towards a review of the current parks situation, the creation of an organizational structure and an overall master plan development.

## Recommendation #1

Work with community partners to develop a comprehensive parks and recreation plan.

- ◆ Consider all aspects from sports complex, existing parks, and canoe trails to hunting lodges, picnic shelters, a water park, public restrooms, primitive and RV campsites.
- ◆ Identify potential land for adding to the park over time.



- ◆ Determine ways in which recreational activities may be linked by pedestrian pathways.
- ◆ Assess staffing needs, ongoing maintenance needs, and long term funding strategies.

## Next Steps

- ◆ Work with local leaders and community partners to develop goals and objectives
- ◆ Survey the community to determine priorities
- ◆ Inventory existing conditions and analyze all data
- ◆ Identify growth opportunities for future development
- ◆ Develop a concept and allow the public to weigh in
- ◆ Determine the final plan
- ◆ Establish a funding strategy
- ◆ Implement the plan

## What Citizens Said

- ◆ Develop a water park
- ◆ Create walking trails
- ◆ Need our young people to be involved
- ◆ We need entertainment, evening activities
- ◆ Host tournaments for baseball and tennis
- ◆ Create a park at the former factory site
- ◆ Connect Kess Creek to Kiwanis Park – connect creeks
- ◆ Ball parks – needs cleanup and get activities/games going
- ◆ Enhance parks/sports complex- southside of town
- ◆ Put in a Splash Park at Kess Creek

# Focus Committees

## Parks and Recreation



- ◆ Parks on north side of town by HS
- ◆ Bike trails – E to W
- ◆ Fairgrounds – needs development/green space utilized – make it more inviting
- ◆ Harmon Park – create a trade market, walking trails, running trails
- ◆ Parks around fairgrounds/ball parks
- ◆ Curlee property – green/splash park, add to bandstand, spruce up pavilion
- ◆ Athletic park – south part of town
- ◆ Wildlife parks – Kess Creek
- ◆ Bed & Breakfast – Kess Park area
- ◆ Utilize bypass – develop bike and walking trails
- ◆ Develop green space across from Good News – farmers market – (see Hopkinsville example)
- ◆ Upgrade ball park areas, get rid of recycling center and the ugliness of the area
- ◆ Add miniature golf – Parks & Rec
- ◆ Enhance Kess Creek Park with splash/water park and a dog park
- ◆ Settle land-uses around the recycling center



# Focus Committees Parks and Recreation

## Mayfield Greenline



The Mayfield **Greenline** is over 6 miles of greenway trail linking Lions Club Park and Kess Creek Park. The **Greenline** would run along stream corridors and cross roads at safe intersections. The paved trail would resemble the one shown above, which is on the University of Kentucky's agricultural experiment farm. Secure fencing ensures that trail users do not interfere with farming operations.



Designated bike routes will link the city with the **Greenline**. These routes follow safe, residential streets for the most part. A complete loop utilizing the routes and the **Greenline** would be over 9 miles.





# Focus Committees

## Trash and Recycling

This committee is working to explore options, and invite potential service providers to present information and develop goals, strategies or potential plans to city council.

### Recommendation #1

Coordinate efforts with the city, business and industry partners, the hospital and the school system. Develop long-term plans for a comprehensive recycling program for Mayfield.

- ◆ Develop short-term strategies for immediate resolutions to current recycling concerns.
- ◆ The focus committee should visit other communities that already provide recycling initiatives and learn from their efforts.  
Examples: Dawson Springs, Murray, Glasgow, London, and Richmond.

### Recommendation #2

Investigate a potential partnership through interlocal agreements with Carlisle, Hickman, Ballard, Fulton, and others, to create economies of scale for recycling.

### Recommendation #3

Partner with the Beautification Committee to work with school system to implement a clean community initiative. This type of program can encompass recycling as well as provide educational programs to teach children how important it is to keep their city clean.

### What Citizens Said

- ◆ Focus on visual improvements
- ◆ Exhibit a positive attitude



- ◆ Complainers should get involved and help solve the problems
- ◆ Instill pride in ourselves, our town, our property
- ◆ Everyone needs to pitch in – pick up litter, clean up the community
- ◆ Support the city council – and the entire community – in their efforts to clean up the city
- ◆ Upgrade ball park areas, get rid of recycling center and the ugliness of the area
- ◆ Settle land-uses around the recycling center
- ◆ Develop ball parks similar to Commonwealth Drive – incorporate the recycling center

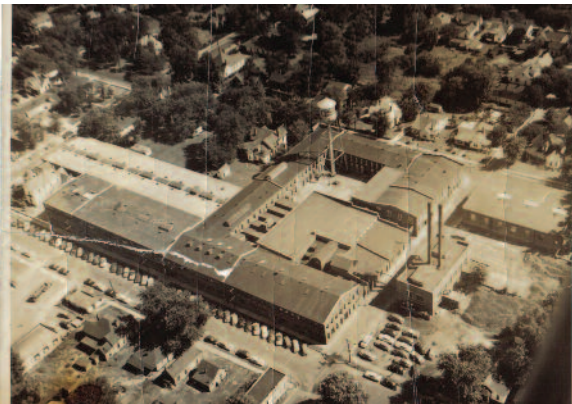
# The Big Challenge

Citizens seem to have a genuine interest in rejuvenating the farmers market concept, particularly with a more permanent location. With the diverse population in and around Mayfield, consider the creation of an international public market featuring products, food and services from all segments of the community. This type of permanent market will provide a welcoming venue for unique items created by the American, Amish, Mexican, Somalia, Asian, and other ethnic populations living in the community.

Secondly, the city of Mayfield has the opportunity to champion an entrepreneurial option that is taking the country by storm – food street vendors. This concept is likely only viable when done in concert with the international public market, drawing on a much broader audience.

The carts could offer items such as hot dogs, gyro's, barbeque and taco's, even organically grown produce and homemade bread and cookies. Each vendor would offer their unique type of food. Seeking local vendors as well as reaching out to other cities to attend and sell their products at the International Public Market will expand your audience as well as provide the city with a promotable signature event.

An excellent article may be found at <http://civileats.com>, "Street Food Provides Economic Freedom: Is Success Just a Tweet Away," and provides details of how to be successful with a "cartpreneurs" concept.

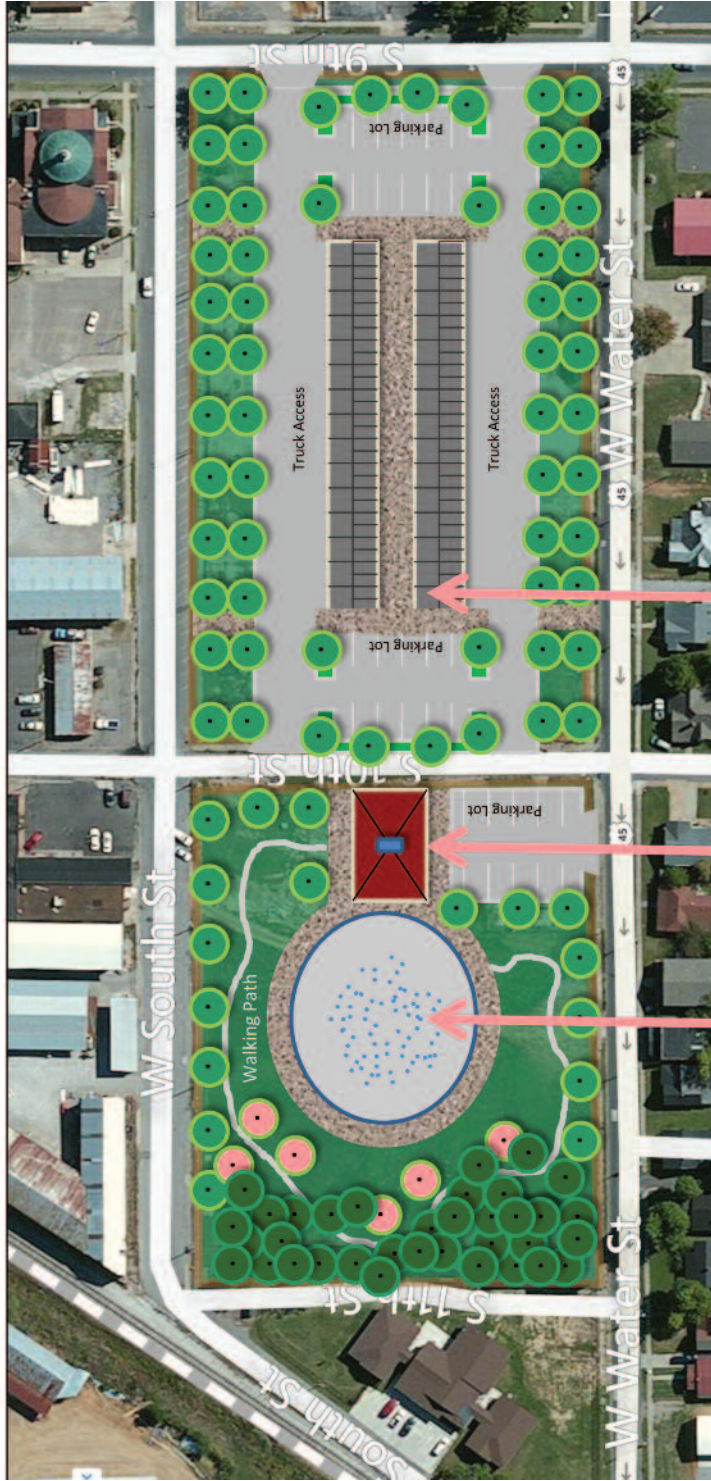


## Next Steps

- ◆ Determine the most appropriate location for the market and develop an overall strategy. This should include parking needs, restroom facilities and accessibility.
- ◆ Develop appropriate procedural documents such as lease agreements, insurance forms, etc.
- ◆ Build a festival around the international market to celebrate diversity annually.
- ◆ Promote this concept regionally as the only market of its kind, making this a signature event for Mayfield.
- ◆ Provide a daily show-time schedule and a designated area where vendors can show their skills in creating their products.
- ◆ Reach out to Western and Murray State Universities and invite their international populations to participate as vendors and customers.
- Learn more about this concept by talking with the cities of Louisville and Nashville.
- Work with the local health department to establish necessary requirements.
- Obtain sample ordinances and permits and get them in place to keep everyone legal.
- Develop a cartpreneur kit to assist interested business owners to participate.

# The Big Challenge

“Curlee Site”



The former Curlee site offers two great opportunities for the city. One, the creation of a landscaped park with a kid's splash area and a picnic pavilion. The other is the creation of a permanent farmer's market. There would be plenty of parking and easy farmer access into the market.



Kid's Splash Area



Pavilion



Farmer's Market





# Project Implementation

One of the hardest parts of a strategic plan is getting it implemented. For each project you initiate to meet with success, there are a few tried and true steps that will propel you forward.

1. Identify your project/issue. Describe the idea in detail, and make note of any challenges you foresee. Identify what outcomes you'd like to have when you're finished with the project.
2. What needs to be done? Break the project down into components or sections. For example, user groups, needed partners, construction, materials, marketing, time line, ongoing maintenance plan, etc. Articulate what the end project/product will look like and how will you know you've been successful.
3. Who needs to be on board with the project? Once you have broken the project down into segments, identify all stakeholders, vendors, suppliers, user groups, promoters, funding sources, etc., that may be impacted by the project.
4. How much will it cost? Having the segments broken into components will help you develop a budget that addresses every aspect of the project. It may be that you need to create a multiple year budget that will be phased in over time.
5. Who will pay for it? Think about the end user of the product or project. Is this something that they will be willing to contribute to? Their involvement may make the difference in obtaining matching funds if you are seeking grant dollars.
6. What is the first step? Within each segment of the project, think through what the most important first steps will be. Then develop the second steps based upon the results of the initial effort. Having incremental steps lined out ahead of time will help you be prepared for challenges when they arise.
7. Who will lead and do each step? One of the hardest things to do in strategic planning is to actually implement your plan. Having someone to lead the effort is critical to your success. Having others to pitch in on specific tasks is also paramount to the implementation process.
8. When will it be done? Developing a time line will assist in keeping the project on track. Assigning responsible parties for each section will create a sense of accountability among participants.
9. How will you tell the story? As the project is unfolding, it is likely going to be helpful to let people know what you're trying to accomplish. If you can explain the need and outline the direction you plan to take, others may want to participate. As you move through the implementation process, continue to give out information about the project and the progress you're making. Even if you hit a snag, it may be to your advantage to make others aware of the obstacles you're trying to overcome. When you finish the project, take lots of pictures, share the praise and celebrate!

# Acknowledgements

## **Mayfield City Council**

Teresa Cantrell, Mayor  
Jana Adams, councilmember  
Johnny Jackson, councilmember  
Barry McDonald, councilmember  
Phil Myers, councilmember  
Kathy O’Nan, councilmember  
Al Page, councilmember  
Wayne Potts, councilmember  
Jonathon Stinson, councilmember  
Nick Summers, councilmember  
Chuck Whitnell, councilmember

## **Mayfield Steering Committee**

Jana Adams  
Tony Crouch  
Marty Ivy  
Kathy O’Nan  
Al Page  
John Poole  
Diane Robbins  
Jonathon Stinson  
Mark Waggoner  
Tommy Waldrop  
Jennifer Beck Walker  
Martha Wynstra

## **Mayfield City Staff**

### **Mayfield City Department Heads**

Fire Chief - Mike Jones  
Police Chief - Bryan Morrison  
City Clerk - Tamie Johnson  
City Planner - Brad Rodgers  
Public Works Superintendent - Russ Brower

### **Mayfield Strategic Planning Committee Chairs**

Kathy O’Nan, Trash and Recycling  
John Poole, Parks and Recreation  
Laura Cook, Marketing and Promotions  
Teresa Cantrell, Economic Development  
Nick Summers, Community and Neighborhood  
Development  
Gloria Galloway, Beautification and  
Preservation

### **American Legion Post 26**

**Josh Hamilton**, Website & Social Media for the  
City of Mayfield

**Steve Austin**, SdA& Associates Community  
Planning and Design





**Kentucky League of Cities**

**Creating Our Legacy**

*A Strategic Plan for Mayfield*

Created by the residents of Mayfield, Kentucky  
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