

CITY OF
FAIRVIEW HEIGHTS

Economic Development Strategy



December 2019



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Assessment and Market Analysis

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CHAPTER 1

Introduction and Planning Process



Beth Noonan



Introduction

The City of Fairview Heights is the retail and economic hub for Southwestern Illinois. While the economy of Fairview Heights is still strong, national and regional trends in retail and economic development point to the need for Fairview Heights to think strategically about future economic development. The development of an economic development strategy will position the City on its path toward a resilient economy by creating a vision around which the City with its public, private and institutional partners can coalesce efforts to drive investment and growth for the community.

While the future can never be completely predicted, communities can better position themselves to manage change and leverage their strengths. To create a resilient economy, Fairview Heights needs all its component elements - from agencies to chain stores to local small businesses to industries to neighborhoods to residents - to effectively work together.

“While the future can never be completely predicted, communities can better position themselves to manage change and leverage their strengths.”

PLANNING PROCESS SCHEDULE

1

Economic and Market Analysis

- Project kickoff
- Stakeholder and focus group meetings
- Assessment, benchmarking & evaluation
- Market & industry cluster analysis
- **Community Open House #1**

Deliverable: Assessment and Market Analysis

January - April 2019

2

Draft Economic Development Strategy

- Neighborhood economic nodes (place-based growth strategy)
- Draft recommendations & best practices
- Follow-up stakeholder meetings
- **Community Open House #2**

Deliverable: Draft Economic Development Strategy

May - October 2019

3

Final Economic Development Strategy and Adoption

- Refinement of recommendations and best practices
- Implementation strategies and metrics
- Adoption of plan

Deliverable: Final Economic Development Strategy

October - December

STEERING COMMITTEE

A 14-person Steering Committee was formed to help guide the process of developing an Economic Development Strategy. The Steering Committee had representatives from the City Council, Economic Development Commission, and business leaders from across the City.

The Steering Committee met a total of six times during the planning process and was a sounding board for the planning team as the recommendations and strategies were developed.

A list of Steering Committee members can be found under 'Acknowledgments' at the beginning of this document.



Steering Committee meeting on February 15, 2019.



Steering Committee meeting on June 21, 2019.

INFORMATIONAL OPEN HOUSE - APRIL 24, 2019

A community-wide informational open house was held on Wednesday, April 24, 2019 at the Fairview Heights Library Lower Level. The purpose of the informational open house was to provide residents and businesses in Fairview Heights an opportunity to stay informed about the development of the Economic Development Strategy.

Attendees at the open house viewed highlights of the Assessment Report, background information, a schedule for the planning process, and initial SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. Attendees also provided feedback on the SWOT. Comments from attendees regarding additional SWOT items included:

- [Existing] traffic congestion.
- No land for additional housing.
- [Need] another access point from I-64 into City.
- Need to upgrade or replace some existing housing.
- Need large employers.

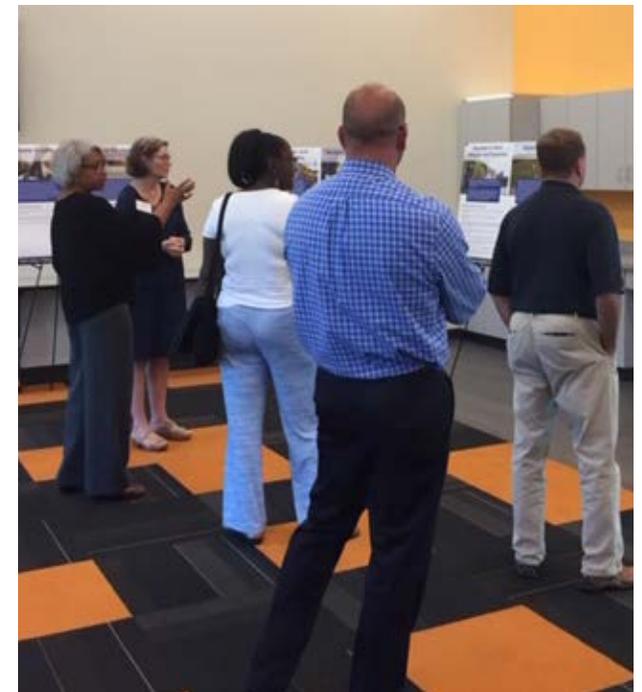


INFORMATIONAL OPEN HOUSE - SEPTEMBER 12, 2019

A community-wide informational open house was held on Thursday September 12, 2019 at the REC. The purpose of the informational open house was to provide residents and businesses in Fairview Heights an opportunity to see the draft recommendations of the Economic Development Strategy.

Attendees at the open house viewed the draft recommendations and the draft priority action items of the Economic Development Strategy. Overall, attendees were positive in regards to the draft recommendations and priorities.

Attendees were asked if they agree with the plan priorities or what should be a priority. Comments from attendees included agreement with the need to improve aesthetics and infrastructure in Fairview Heights. Some of the other suggested priorities included: fiber optics for faster internet service, improved academics of the schools, Farmers' Market, sustainment of women owned businesses, more non-chain businesses and restaurants, and community theatre.



ROLL OUT OF THE DRAFT RECOMMENDATIONS

The planning team met with multiple groups and committees to roll out the draft recommendations of the Economic Development Strategy. A brief overview presentation of the draft recommendations and draft priority action items were given at each meeting.

Meetings with a presentation of the draft recommendations included:

August 20, 2019: Lodging and Tourism Meeting

October 1, 2019: Community Committee Meeting

October 8, 2019: Business Alliance Meeting

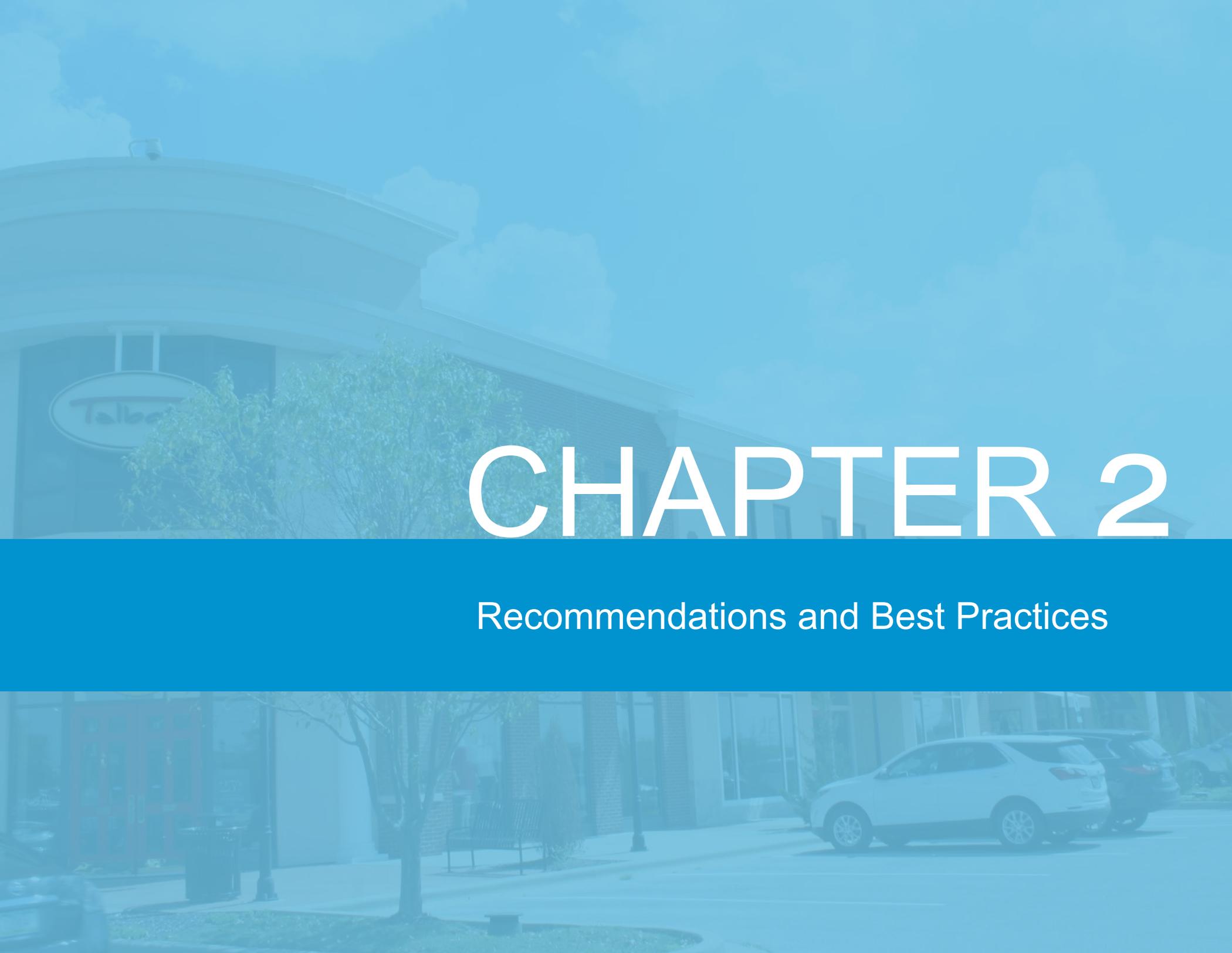
October 11, 2019: Metro-East Regional Chamber of Commerce

November 15, 2019: Final Steering Committee Meeting



Presentation of the draft recommendations to lodging and tourism professionals on August 20, 2019.

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CHAPTER 2

Recommendations and Best Practices

Recommendations and Best Practices

Economic development strategies typically focus on growing a community's economic base by retaining, growing and attracting businesses that provide quality employment opportunities, typically in industries that produce goods or services. In contrast, Fairview Heights' dominant market sectors are retail along with hospitality-related services, industries which have not historically been the focus of economic development efforts. As a result, many traditional economic development strategies and practices do not fit neatly with a local economy built on retail trade.

Right: Categories of recommendations and best practices.



The economic development recommendations described in this Chapter draw on applicable best practices while taking into consideration Fairview Heights' unique market and industry cluster characteristics along with its demographic profile, real estate, infrastructure and other assets and challenges that bear on economic development opportunities.

In addition to the significant concentration of retail businesses in Fairview Heights, key community characteristics that have influenced these recommendations include:

- Limited developable land, including both topographic challenges and mine subsidence issues that complicate development and drive development costs.
- Local businesses primarily employ workers from outside the city, and the majority of Fairview Heights residents work in other communities.
- Proximity to Scott Air Force Base.
- Finite staff resources, requiring the need to focus rather than spread efforts broadly.

Grow Primary Industry Clusters

For established communities, growing the local economy typically means building on local, usually regional economic assets, including an area's existing business and industry base as well as its infrastructure, location and institutions (e.g. universities). Industry cluster development, that is building on and strengthening concentration industry sectors that are significant employers or revenue generators in the community, is a best practice in economic development.

Traditionally, cluster development also would include fostering growth among a variety of market sectors, including nascent industries that may be based on a local strategic strength, e.g. biosciences or technology in communities with universities that have a significant research base. The ultimate goal has been to ensure that communities are not overly reliant on a specific industry or employer whereby downturns in those industries significantly impair the local economy.

While achieving a diverse economy has dominated economic development thinking, a new macro-trend suggests that focusing economic development energy more narrowly on growing a local strength rather than diversification may be a more effective strategy. The goal is to concentrate on growing a key industry rather than employing broader efforts to enhance multiple clusters, which runs the risks of diluting the impact of those efforts and their returns in terms of economic growth. Further bearing in mind that the principle of diversification is often contemplated at a regional economy level, considering focusing economic development efforts may be particularly relevant at a local community level where size may limit resources needed for a more diverse economy.

“Fairview Heights should focus economic development energy more narrowly on growing a local strength.”



Retail



Accommodations & Food and Arts



Entertainment & Recreation

FOCUS ON EXISTING STRENGTHS OF RETAIL, ACCOMMODATIONS & FOOD AND ARTS, ENTERTAINMENT & RECREATION

In Fairview Heights, Retail, Accommodations & Food and Arts, Entertainment & Recreation emerge as the dominant industry sectors, with an especially high concentration in retail. While distinct industry clusters in terms of the applicable NAICS codes, Retail, Accommodations & Food and Arts, Entertainment & Recreation practically speaking complement and reinforce one another from an economic development perspective: strategies to promote growth in one cluster will often have positive implications for another. A concentrated focus on growing these sectors seems a more appropriate strategy for economic development than committing resources to multiple, diverse industries, especially given the significance of the city's retail market, the limited number and significance of other clusters, the size of the community and available economic development staff and other resources.

Because they are complementary, and to enhance impact, the recommendations outlined below focus on promoting growth across all three of Fairview Heights' primary industry clusters. Strategies that seek to move the needle collectively on growth in

Retail, Accommodations & Food and Arts, Entertainment & Recreation sectors reflect significant consumer trends that have blurred the lines between our concepts of shopping, dining and entertainment, with a shift from "I am what I own" to "I am what I do." Thus, the recommendations reflect the growth in experiential retail or "Retail-tainment" (retailers that provide in-store experiences/services tailored to promoting their products) and the importance of omni-channel retail (i.e., promoting a consumer experience across digital and brick and mortar shopping).

While retail continues to be a critical industry sector for Fairview Heights, it is important to recognize that the industry nationally has experienced contractions that have local implications in terms of city revenues and the built environment. Supporting growth in the retail market thus does not necessarily translate to adding more retail development. While certainly the City should leverage new opportunities, currently there is excess retail capacity: empty big box stores and seas of parking undermine Fairview Heights' image and existing retailers. As a result, the recommendations concentrate on backfilling

existing assets with on trend retail, dining or entertainment venues and right-sizing the local retail footprint through redevelopment. Although concentrating economic development efforts on Fairview Heights' dominant industry clusters is the primary focus of the recommendations, secondary efforts to promote emerging market clusters in Professional and Business and Health Care and Social Service Assistance sectors represent an opportunity to supplement and support principal market areas.

CONCENTRATE EFFORTS TO GROW FOOD & ACCOMMODATIONS AND ARTS, ENTERTAINMENT AND RECREATION

Concentrate efforts to grow Food & Accommodations and Arts, Entertainment and Recreation markets on venues that offer patrons a dining experience by seeking to attract:

1. Independent or quality chain restaurants that attract a younger “foodie” demographic and that will appeal to a broader audience as well. While the notion that a good night out is often more about the food than the entertainment has been used to characterize Millennials, their tastes and preferences often reflect broader consumer trends and align with those of older generations.
2. Destination establishments, e.g., micro-breweries or distilleries to backfill vacant retail locations. Thus, Still 630, a local, craft distillery, opened in a former Hardee’s. In addition to repurposing existing real estate, these types of operations often double as entertainment venues. For example, Mastermind Vodka, a distillery located in Pontoon Beach, provides tours and tastings at its facility.
3. “Eater-tainment venues”, i.e. entertainment venues where food is an important focus and which provide opportunities for patrons to socialize. For example, the Pinstripes chain offers a full-service restaurant featuring Italian-American cuisine, an extensive wine list and craft beer, bowling and bocce. Pinstripes’ leadership has characterized their facilities as community gathering places — for families at mealtimes and on weekday mornings through kids’ bowling specials and for professionals and young singles at happy hour and late night. At approximately 30,000-plus square feet, Pinstripes occupy a significant footprint and typically offer private rental space that can accommodate corporate events and even weddings.



Top Right: Attracting a younger “foodie” demographic.

Middle Right: A destination micro-brewery establishment.

Lower Right: “Eater-tainment” venue.

DEVELOP SHOPPING TOURISM STRATEGY

Develop “Shopping Tourism” strategy, which plays to community market cluster strengths (Retail, Accommodations & Food and Arts, Entertainment & Recreation), leverages Fairview Heights’ position as a shopping destination attracting visitors from across Southern Illinois (and into Kentucky) and aligns with broader trends in tourism.

Concentrate Business Retention and Expansion activities on developing local visitor market data from retail, event and hospitality businesses and organizations that will inform strategy development (detailed recommendations under Business & Talent Retention and Expansion).

Leverage regional tourism industry assets and strengths to support growth and expansion of local activity (detailed recommendations under Regional Tourism).

Create specific messaging and marketing to promote Fairview Heights as a shopping destination (detailed recommendations under Marketing and Messaging).



FOCUS ON REDEVELOPMENT AND IMPROVEMENT OF EXISTING REAL ESTATE ASSETS

Focus initially on redevelopment and improvement of existing real estate assets in Fairview Heights' dominant industry sectors rather than new construction development. While retail continues to be an economic strength for Fairview Heights, the industry overall is evolving and retail footprints are undergoing a process of right-sizing. By emphasizing redevelopment, Fairview Heights' strategy aligns with this larger trend and takes into the consideration the reality that the City's developable land is limited both in terms of available acreage and because much of the existing vacant land is compromised by mining subsidence and topographical challenges. Accordingly, the following are key action areas for Fairview Heights' real estate assets:

1. Designate the Ludwig retail area as an entertainment district (Ludwig Entertainment District) that encompasses Fairview Heights Plaza and offerings east of IL-159 (e.g., Four Points Sheraton St. Louis Conference Center). Consider reserving incentives for businesses that compliment the focus on entertainment. Advocate for re-investment in St. Clair Square that modernizes and enhances its appearance, helps attract new retail tenants and diversifies its tenant base.
2. Re-purpose excess parking capacity at St. Clair Square for multi-family residential development or flexible outdoor event space.
3. Test market for re-positioning portions of the Marketplace Shopping Center as multi-family or affordable active, mature adult/senior living development (non-profit or for-profit models), with retail and services tailored to residents.



*Top Right: Example of repurposing Ludwig retail areas as an entertainment district.
Middle Right: St. Clair Square
Lower Right: Example of highly visible senior housing near an interstate. Portions of Marketplace Shopping Center may be suitable for multi-family housing.*

Photo source: Google Streets

ENCOURAGE AND SUPPORT THE ADDITION OF COMPLEMENTARY ENTERTAINMENT/RECREATIONAL EVENTS

Encourage and support the addition of complementary entertainment/recreational events at retail outlets or elsewhere in the community to take advantage of increased consumer interest in unique, live experiences.

1. Rather than relying exclusively on brick and mortar entertainment venues, entertainment opportunities might include outdoor musical programming at the Ludwig Entertainment District, farmer's markets, kids' health and safety expo and international festivals or events (e.g. Irish dancing and music). Identify underutilized parking lots that could be used for entertainment venues (permanent or pop-up). Work with property owners, event planners, and entrepreneurs to develop unique programming.
2. Consider leveraging the new REC as a venue for events like runs or cycling or health related resource events that attract visitors.



Top Right: Example of an evening concert at a plaza area in a retail development. Ludwig Entertainment District should include plazas and open space for events.

Middle Right: A farmer's market and community fair at an open space in a retail development.

Lower Right: The REC should be leveraged for tourism related events.

ADDITIONAL RECOMMENDATIONS

- Focus attraction efforts on retailers that have adapted to omni-channel and/or experiential retail strategies.
- Advocate that current vendors incorporate experiential retail offerings at local outlets. Consider incentives where appropriate and available.
- Consider hiring a consultant (like Retail Coach) that specializes in retail recruitment and that can provide additional demographic and other data on shoppers, especially visiting shoppers.
- Support the development of pop-up retail outlets as labs and launch pads for Metro East Business Incubator retail clients. Areas for pop-up retail should be targeted within the City. Potential areas include the Valley (near MetroLink), Ludwig Entertainment District, and underutilized parking lots. Permitting should be flexible, but should also ensure that pop-up retail is temporary and facilities are high-quality.
- Tailor marketing/business attraction efforts to shopper needs and interests.
- Provide visitor passes to REC for leisure and business travelers visiting Fairview Heights.

Grow Emerging Sectors

Although concentrating economic development efforts on Fairview Heights' dominant industry clusters is the primary focus of the recommendations, secondary efforts to promote emerging market clusters in Professional and Business and Health Care and Social Service Assistance sectors represent an opportunity to supplement and support principal market areas.

Businesses in these sectors are prime candidates for energizing the City's office market and expanding the daily working population that frequents shops, restaurants and entertainment venues. They are also likely sources for any business travelers visiting Fairview Heights and patronizing local hotels and restaurants. Fostering activity in these sectors also will enhance the City's image as a vibrant, growing community and can help attract new residents and commercial activity. Strategically committing resources to supporting emerging sectors also ensures that they remain a healthy, if not rapidly expanding part of the local economy, and that the City is well-positioned to take advantage of any fortuitous growth opportunities and address threats to existing businesses.



“Professional and Business and Health Care and Social Service Assistance sectors are prime candidates for energizing the City's office market and expanding the daily working population that frequents shops, restaurants and entertainment venues.”

FOCUS ATTRACTION EFFORTS FOR PROFESSIONAL AND BUSINESS AND HEALTH CARE AND SOCIAL SERVICE ASSISTANCE SECTORS IN THE I-64 NORTH NEIGHBORHOOD

Focus attraction efforts for emerging market sector businesses (Professional and Business and Health Care and Social Service Assistance sectors) in the I-64 North Neighborhood to help backfill existing office buildings, especially in the Fairview Executive Plaza/Center area, and to complete the Fountains development (approximately 17-acres remaining).

1. Based on LQ data, priority business clusters for these efforts include home health services and temporary help services along with professional technical services (computer systems design services (2.19) and custom computer programming services (1.76)) as well as any businesses that complement or support these cluster areas.
2. Leverage concentration of federal, state and local government offices in the North I-64 Neighborhood to attract additional government office users.
3. Encourage and support existing property owners in Fairview Executive Plaza/area to upgrade buildings to meet current office user needs (e.g., appearance, technological upgrades, pedestrian pathways to connect buildings etc.).
4. Create connections between Fairview Executive Plaza/Center development and Fountains and Ludwig entertainment district through streetscape, wayfinding and/or pedestrian improvements to enhance the appeal of the office building complex to prospective tenants and promote commercial tenant and employees' awareness and patronage of dining/entertainment offerings.

LEVERAGE THE REC (TO STRENGTHEN HEALTH CARE AND SOCIAL ASSISTANCE SECTOR)

Continue to leverage the REC to expand and strengthen the Health Care and Social Assistance sectors by:

- Continue to partner with HSHS St. Elizabeth's Hospital to deliver health and wellness programs. (In Fall 2019, the City and HSHS St. Elizabeth's Hospital announced a new health care partnership.)
- Serving as a venue for health and wellness related care providers to hold "office hours" for REC members (e.g. dietitian counseling).
- Hosting health and wellness fairs that allow area businesses in health care and social assistance (e.g., senior service staffing firms) to highlight their services, elevate their community profile and provide an important community service to residents and the broader region.
- Holding healthy foods events with health care providers that includes cooking demonstrations, nutrition counseling, healthy weight loss information etc.



COLLABORATE WITH METROLINK TO ENHANCE THE FAIRVIEW HEIGHTS STATION

Collaborate with MetroLink to enhance the Fairview Heights station area to create a welcoming entry point to the City in the Valley Neighborhood.

1. Create an open-air community space at the corner of St. Clair Avenue & IL-161 (currently an unpaved area) that could be used for community events, e.g., mobile health vans; Bi-State's mobile food market etc. that will help activate the station area.
2. Invest in additional landscaping or artwork along the station's entry drive to create a more pleasing environment for commuters.
3. Seek out opportunities to locate temporary or kiosk food service providers (including food trucks) or other vendors at the station to test the market for permanent businesses. For example, the Hanley and Wellston stations are home to Link Markets that offer fresh fruits and vegetables and other healthy food staples.
4. Building on successful station improvements and activity, re-visit promoting the Fairview Heights Station Area Plan Phase I development that calls for small businesses that cater to the needs of transit riders and local commuters.



Photo source: Instagram @mgemiandiamo

Top Right: Pop-up retail truck. Pop-up retail can be an opportunity to test the retail market near the MetroLink station.

Lower Left: St. Louis Metro Market which is a mobile produce market housed in a Metro bus.
Lower Right: Existing Link market at the Wellston MetroLink station.



Photo source: Metro



Photo source: Metro

EXPLORE THE POTENTIAL FOR CANNABIS INDUSTRY-RELATED BUSINESSES IN FAIRVIEW HEIGHTS

In light of recent legalization of marijuana in Illinois, explore the potential for cannabis industry-related businesses in Fairview Heights. The City's discussion on a proposed dispensary zoning amendment represents an opportunity to solicit public feedback and evaluate public sentiment concerning this new market.

The City should also evaluate certain areas of the City for proposed dispensaries as opposed to citywide allowances in existing business zoning districts. The City could potentially use a zoning overlay district to define areas of use.

Background: Cannabis/Marijuana Industry in Illinois

Fairview Heights has expressed a desire to identify additional sources of revenues for the City. While the industry is not reflected in the NAICS code data, because it is considered illegal by Federal law, it is identified as a substantial and recognizable engine of job creation and revenue generation. It is an emerging growth industry that does not require the use of incentives to attract to locate in the City and/or grow as a new industry.

The medical and adult-use cannabis/marijuana industry is widely seen as a significant growth industry throughout the United States. As of 2018, ten states plus the District of Columbia had legalized the recreational/adult-use of marijuana and thirty-three states had legalized it for medical use. The U.S. Marijuana/Cannabis industry was estimated at \$10.4 Billion in 2018 with 250,000 jobs attributed to it.

The State of Illinois approved the temporary use of cannabis for medical purposes in 2013 and began the sale of the products in 2015, for a very limited number of medical health conditions. This legislation was set to expire in 2020. At the time, it was the most restrictive medical program in the United States; however, in 2018 the legislation was expanded to include a much broader array of medical conditions that could utilize the products and was permanently authorized.

In 2019 the State Legislature approved the adult-use of marijuana for recreational purposes, this law will go into effect on Jan. 1, 2020. Illinois was the first state to approve the use and sale of recreational marijuana through the legislative process. Unlike the initial medical cannabis legislation, the recreational use legislation is the most progressive and equity-centric in the nation.

The State has developed a tiered taxation system for marijuana cultivation and sale based on the concentration of THC, the active ingredient in marijuana. The tax ranges from 10% to 25% based on the potency of the cannabis, these rates are on top of the regular state and local tax rates. It is estimated that customers will pay between 19.55% and 34.75% in retail tax. These rates do not include the additional 7% tax levied at the wholesale level.

The current cannabis industry in Illinois is small compared to the other states that have legalized the use of the products for medical and/or adult-use. However, with the recent legislation it is projected to become the second-largest cannabis market in the country. The anticipated growth in the market is primarily due to Chicago being seen as cannabis friendly; the legislative prohibition of localities banning cannabis use and sales; and, the location of Illinois, giving it access to the entire Midwest market.

ADDITIONAL RECOMMENDATIONS

- Promote office development for local businesses (including restaurants and medical buildings) along Frank Scott Parkway in the Frank Scott Neighborhood that builds on and extends existing development at IL-159 and Frank Scott Parkway.
- Continue to develop Fairview Heights' relationship with Scott Air Force Base (including through active engagement in the Leadership Council) in order to tap into base contractors (primarily IT-professional services firms) that potentially could backfill existing office space and/or construct new facilities in the Fountains.
- Incorporate consistently designed wayfinding and signage that connects The Valley with other neighborhood community assets (see Marketing section for specific recommendations).

Small Business & Entrepreneurship

Small businesses are an important component of local economies: they provide employment opportunities and generate income and wealth for owners. Additionally, because small businesses are often locally-owned, they consider themselves a part of the community and therefore have a greater interest in seeing economic growth and a high quality of life. As a result, their impact extends beyond the financial aspects of economic development (taxes, jobs etc.); local entrepreneurs typically are involved in civic and charitable organizations and give back to the community impacting qualitative elements that contribute to economic growth.

Fairview Heights actively recognizes the importance of entrepreneurs to the local economy and supports small business through participation in the local chamber, celebrating store openings with ribbon cuttings, providing resources to support growth through its Business Assistance Program and highlighting small businesses on the City's website.

A key new initiative for Fairview Heights is the development of the Metro East Business Incubator (MEBI), a small business incubator targeting minority, women, older entrepreneurs and retail start-ups. An additional target market for the MEBI is cultivating growth for minority contracting firms. Partners in the development of the incubator include SBDC, universities, Metro East Chamber, Urban League and CBL & Associates Properties. The MEBI will initially locate in St. Clair Square.



CONTINUE EFFORT TO ESTABLISH METRO EAST BUSINESS INCUBATOR

Fairview Heights has already made great strides in establishing a Metro East Business Incubator (MEBI). The City has developed, with partners, an incubator business plan. The City should continue efforts to establish a Metro East Business Incubator (MEBI) with the following key steps.

1. Regularly update and review the MEBI business plan with emphasis on the following elements:
 - Mission and Goals
 - Target Market
 - Client Resources and Services
 - Program Parameters (co-working, offices, client expectations/milestones etc.)
 - Management/Staffing Structure with Roles & Responsibilities
 - Budget
 - Marketing Strategy
2. Conduct entrepreneurial support organization due diligence to take advantage of lessons learned by existing incubator/co-working program staff.
3. Become a member of National Business Incubator Association to secure access to research, guidance and a network of practitioners.

4. Engage SAFB to promote the MEBI and Fairview Heights generally as a small business-friendly city. A considerable number of Air Force retirees express interest in pursuing entrepreneurship following separation from the military. The interest is significant enough that the Base offers a “Boots to Business” program to help retirees determine if self-employment is a viable career option after the military.
5. Consider expanding the MEBI’s client company focus to include start-ups that align with the City’s retail-tainment/tourism strategy.
6. Relocate incubator operations in the future to an area in the City with greater community visibility in order to support the local real estate market and help foster reinvestment in areas targeted for redevelopment. For example, the “West End Neighborhood” development area offers the opportunity to locate in a mixed-use development that could even cater to providing live/work space for entrepreneurs. Similarly, local small businesses represent an opportunity to grow commercial activity in the Frank Scott Neighborhood.

OTHER SMALL BUSINESS & ENTREPRENEURSHIP RECOMMENDATIONS

- Establish a home-based businesses registration process to quantify and begin to engage with home-based entrepreneurs, which offers an opportunity to create a pipeline for the MEBI.
- Develop surveys and/or engage focus groups of home-based businesses to assist with identifying entrepreneur needs and then developing resources and programs that can be offered through the local chamber or the MEBI.

Business & Talent Retention and Expansion

Business Retention and Expansion

Economic development strategies for business retention and expansion (BRE) focus on building relationships with local businesses and developing a base of information about their existing and future needs through on-going engagement. In this way, local government is better prepared to help respond to those needs – whether they arise from growth opportunities or from challenges – through coordinated resources, partnership and economic development tools.

In Fairview Heights, BRE efforts should focus on the dominant Retail, Food and Accommodations and Arts, Entertainment and Recreation clusters and build on measures that City staff have already undertaken. For example, City staff regularly engage with retail businesses, are active on the local chamber, participate in the International Council of Shopping Centers (ICSC) annual event and have organized and led regional conferences on the retail industry (ICSC Downstate Illinois P3 meetings 2018 and 2019). Staff's greater visibility among the local business community, real estate brokers, local/regional/national property owners and developers has helped encourage new investment. For example, active engagement by staff helped brokers and a national property owner recruit Total Wine & More and helped facilitate the process to backfill space vacated by Here Today.

While the City has made great progress in connecting and building relationships with businesses located in Fairview Heights, BRE activities are particularly challenging in communities where retail firms represent a significant percent or the majority of area businesses. The retail industry is often dominated by national or regional chains. The leaders who are shaping business strategy and are the firm decision-makers are typically not located locally, making it difficult to connect and build relationships. Moreover, national firms' decisions may be affected by broader trends that have little to do with local conditions. Additionally, most of the major shopping centers in Fairview Heights are now owned by real estate investment trusts (REITs), who pursue national investment strategies, making local coordination and communication vital.



FOCUS BUSINESS RETENTION AND EXPANSION (BRE) VISITS ON PRIORITY RETAIL

Focus BRE visits on priority retail (including restaurant, hotels and entertainment/recreational outlets) locations (e.g. St. Clair Square, Fairview Heights Plaza) and secondarily on priority commercial/office locations (e.g. Fountains and Executive Center).

Given the City's historic challenges in creating connections with national chains and REIT ownership, building relationships with property leasing firms may provide greater insight into the needs of the City's retail and office businesses and overall market conditions.

- Especially in the case of the national retail chains that dominate the Fairview Heights market, relationships with companies like CBL Properties (REIT), Colliers, and Location CRE (brokers) may provide staff with an entrée into these organizations and the decision makers that affect their local presence.
- For commercial office properties, engagement with leasing managers or brokers can serve as an introduction to tenant companies, lead to greater understanding about who are critical tenants in terms of size and longevity and will allow the City to stay abreast of available office space that can be promoted to new businesses. The City should consider membership in the Building Owners & Managers Association (BOMA) of Metropolitan St. Louis.

CULTIVATE SHOPPING TOURISM AS A STRATEGIC INDUSTRY

Cultivate shopping tourism as a strategic industry by developing a data-driven understanding of the local market and business needs. Initial efforts should focus on gaining an understanding of what tourism data currently exists. Notably, tourism is a specialized, niche industry and Fairview Heights' economic development staff is limited. It would be helpful to secure the expertise and assistance of ILLINOISouth, St. Louis Convention & Visitors Commission (Explore St. Louis), and/or state of Illinois Tourism Board at the outset to increase the City's understanding of available data and potential resources, including experts and professionally assembled databases. Rather than securing and aggregating broad tourism market data on its own, the City's BRE efforts would focus on key businesses and organizations and provide a platform for gathering more specific industry insight or filling in data gaps. The general and more specific market information assembled will ultimately help shape Fairview Heights' support for the sector.

1. The initial goal is to develop baseline of information on retail tourism, including data on visitors to St. Clair Square Mall, sporting events and festivals; the average number of room nights spent at local hotels; distance traveled by visitors, identifying destination outlets etc.
2. Assemble visitor event data from local festival events, including Wingfest and Midwest Salute to the Arts.

3. Develop and implement a BRE survey tailored to growing shopping tourism and complementary "retail-tainment".
4. Leverage tourism industry partner (e.g., ILLINOISouth) expertise to develop BRE survey.
 - Consider focus group style approach to conduct survey and include hotels, restaurants, representatives from key festivals (Wingfest and Midwest Salute to the Arts), St. Clair Square Mall management (connections with tourism). ILLINOISouth may be willing to serve as a facilitator for the discussion.
 - Use focus group participants as a sounding board for developing a retail tourism working group that collaborates on developing strategies to grow industry. The working group may be a potential committee of Southwest Illinois Chamber.

OTHER RECOMMENDATIONS

- Target major employers in the Health Care and Social Assistance markets to identify opportunities and challenges.
- Consider updating and re-issuing the business survey that was conducted as part of the 2012 comprehensive planning process to get an up-to-date snapshot of current firms' needs and interests.
- Intensify engagement and participation on the Leadership Council of Southwest Illinois to elevate Fairview Heights' presence as a place for non-retail firms to do business.

Talent Retention

Talent retention and expansion refers to strategies that help ensure a robust labor pool is available to employers in a particular community and which thereby makes that community an appealing place to locate or expand a business. Typically, such strategies center on addressing workforce development needs – ensuring that the local workforce possesses the training and skills required by employers and that barriers to accessing jobs (e.g., lack of transportation) are addressed. Strategies for cultivating a strong local workforce generally contemplate sourcing workers for industries at a regional level.



Fairview Heights' unique circumstances suggest that augmenting traditional talent retention and expansion strategies are appropriate. First, city residents are not the primary source of workers for local businesses: local businesses employ workers that come from outside of the city, and most residents appear to be employed outside of the city. Moreover, employers in the dominant market clusters do not require workers with a highly specialized skill set that is often the focus of traditional workforce development training. Finally, the population in Fairview Heights is aging and showing some slight decline in terms of numbers. As a result, the recommendations for talent retention and expansion focus significantly on stabilizing and growing Fairview Heights' residential population as a means of growing its business base.

Residential development and reinvestment can help stabilize and may spur commercial and retail development activity by:

- Generating population growth that contributes to the image of Fairview Heights as a vibrant, thriving community.
- Attracting new residents that diversify Fairview Heights' demographic profile.
- Increasing roof tops to support continued retail presence – a variation on the adage “retail follows roof-top”.
- Converting languishing retail real estate that detracts from Fairview Heights' image.

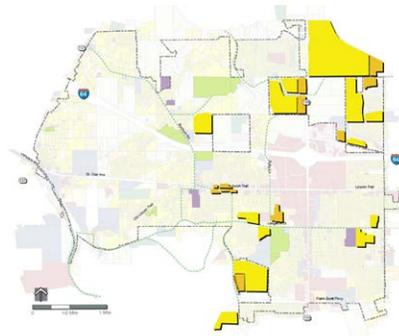
ENCOURAGE NEW RESIDENTIAL

Encourage new single-family development, especially within the existing Fairview Heights geography that falls in the O’Fallon school district. This area is mostly north of I-64. The City should annex unincorporated, undeveloped areas north of I-64 to position this area for future residential growth.

The City should strongly support multi-family developments, including retirement communities, which could attract new residents, expand the local pool of workers and/or provide options for aging residents to remain in Fairview Heights.

Right: Potential areas of new residential (see ‘Place-Making’ chapter for details).

Below: Example of highly visible senior housing.



INVEST IN OLDER NEIGHBORHOODS

Augment current neighborhood stabilization programs and focus efforts on the West End residential area, including:

- Enhanced code enforcement.
- Enhanced rental registry that allows for better monitoring of rental properties and the delivery of educational programs for property owners who lease their properties.
- Establish a vacant building registration.

OTHER RECOMMENDATIONS

- Highlight Fairview Heights’ quality of life assets in municipal communications. These assets include the MetroLink station, parks and the REC center, location and accessibility to region.
- Support business and residential efforts to adjust school district boundaries to expand higher performing districts’ footprints within municipal boundaries.
- Engage with local transit authorities as needed, based on feedback from local employers, to ensure public transportation supports employees and employers in Fairview Heights.
- Based on needs identified by major employers through BRE efforts, identify opportunities to augment workforce development support in key industries, including emerging industries, such as Health Care and Social Service Assistance.

Regional Tourism

Regional tourism is a primary economic growth opportunity for Fairview Heights. While tourism is not a traditional area for economic development and as an industry is not captured neatly in a single NAICS code, it can be an important factor contributing to a community's economy, generating revenues through the purchase of goods, frequenting restaurants and hotel stays.

The dominance of the Retail, Accommodations & Food and Arts, Entertainment & Recreation market clusters and Fairview Heights' existing visitor base support a focus on retail or shopping tourism as an area for economic growth. With regional destination shopping as an existing industry, there is a sound base for growing shopping tourism, i.e. trips where shopping is either the only or a primary purpose of travel.

As discussed under the Business Retention and Expansion recommendations, the first step in seeking to grow this industry is understanding what market data is available and then aggregating available data and identifying gaps. Business retention and expansion outreach can focus on augmenting existing information and beginning to identify key needs of local businesses and potential opportunities. Growing this industry segment will involve both increasing the number of visitors and the time spent in Fairview Heights by enhancing shopping, entertainment and recreational opportunities.

“Tourism can be an important factor contributing to a community's economy, generating revenues through the purchase of goods, frequenting restaurants and hotel stays.”



Regional Destinations

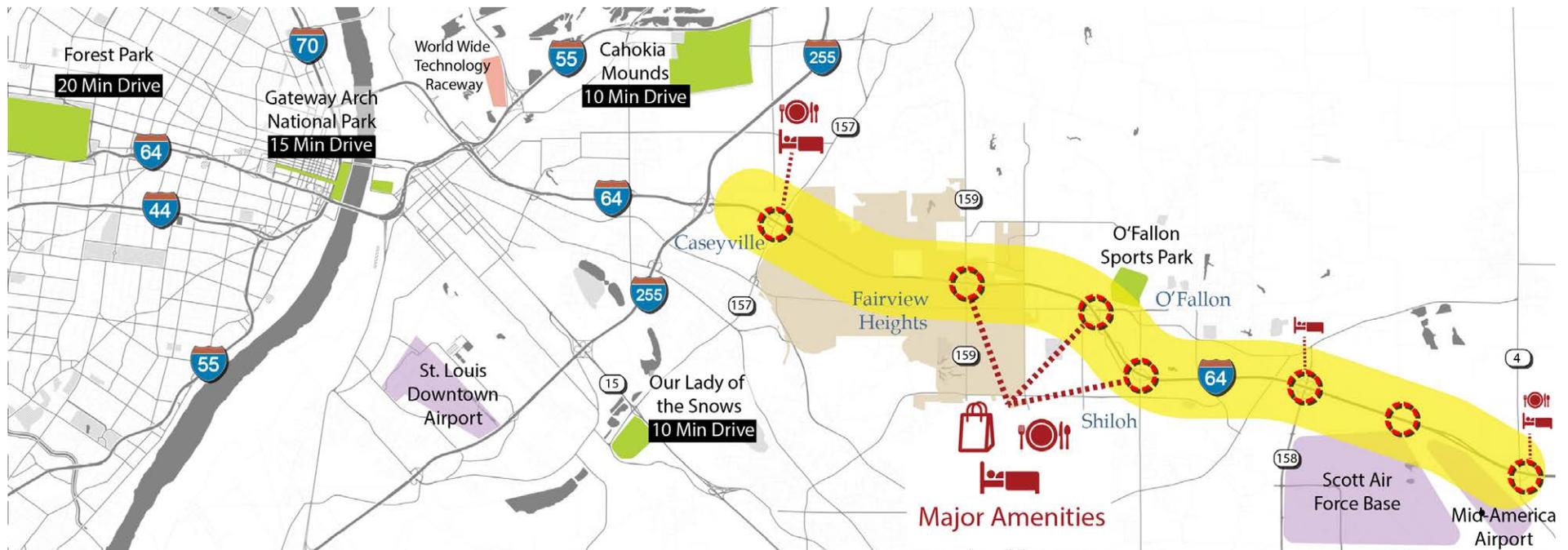


Local Events and Festivals



Regional Sports Tournaments

EXPLORE “I-64 TOURISM CORRIDOR COLLABORATIVE” WITH COMMUNITIES BETWEEN I-64/I-255 AND RIEDER ROAD



I-64 Tourism Corridor

Engage communities located between I-64/I-255 and Rieder Road to explore an “I-64 Tourism Corridor Collaborative” to coordinate tourism efforts, cross-promote events and local offerings and leverage neighbors’ tourism strengths in order to grow local activity.

Specific initial actions include:

- Soliciting ILLINOISouth as a regional partner to act as a convener and coordinator of the effort.
- Engaging O’Fallon as an early partner to support, build on and leverage its robust sports tourism base.
- Soliciting support and engagement from St. Clair County and Leadership Council, given their regional perspective.
- Engaging Scott Air Force Base in tourism efforts to i) attract and engage visitors and participants in Base events in Fairview Heights retail, entertainment/recreational and lodging offerings, ii) leverage Base resources for locally run events and activities (e.g., Base tours, SAFB Band, Color Guard etc.) and iii) address Base personnel and retiree interests and tap into significant population that can patronize and support Fairview Heights “retail-tainment”.

GATHER MARKET INFORMATION WITH LOCAL AND REGIONAL TOURISM PARTNERS

Develop relationships with regional tourism and event partners to gather market information and with goal of identifying trends and opportunities to increase visitors to Fairview Heights.

Resources include:

- ILLINOISouth.
- St. Louis Convention & Visitors Commission (Explore St. Louis).
- State of Illinois Visitors Bureau.
- St. Clair County Transit, which provides transportation from St. Clair Square to Cardinals games on the Redbird Express as well as to the Muny. According to the transit organization, ridership was up 10% in 2018 and included riders from Kentucky.
- Cahokia Mounds.
- World Wide Technologies Raceway at Gateway.
- Tour bus operators.
- Sheraton Five Points Conference Center.

OTHER RECOMMENDATIONS

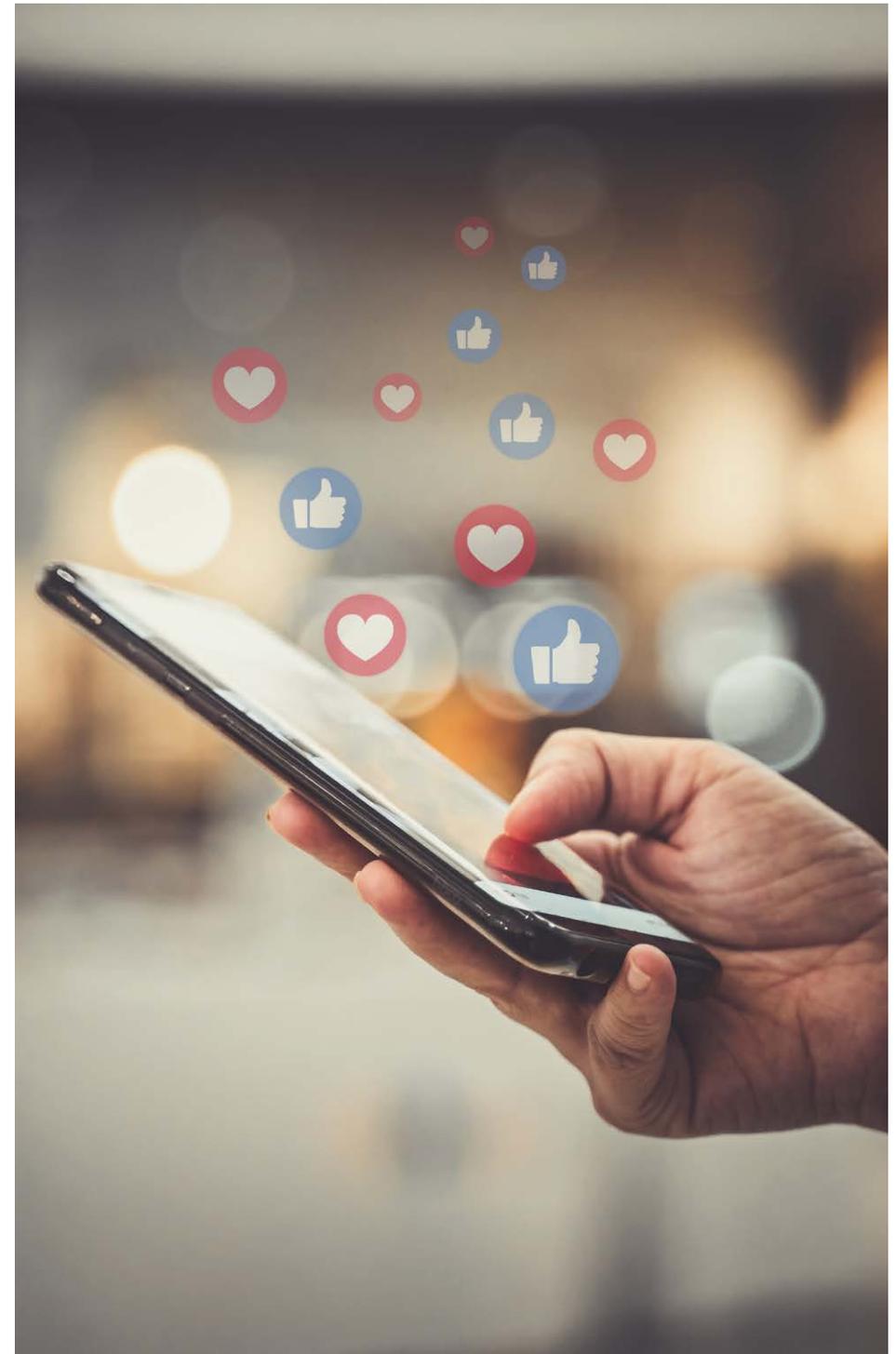
- Support local festivals and events (e.g., Wingfest and Midwest Salute to the Arts) as economic development opportunities.
- Encourage additional festivals/events spaced throughout the year, potentially focusing on food or local produce coupled with area wineries/breweries.
- Explore opportunities to engage visitors attending professional sporting events, Cardinals games, races at Gateway, along with youth sports tournaments in O'Fallon in local activities and venues.
- Support efforts to attract quality commercial entertainment and recreational venues that provide additional support for tourism.
- Highlight existing recreational and entertainment venues to extend stays and diversify visitor activities (e.g., both local (golf, REC etc.) and regional activities).
- Collaborate with St. Clair County to promote Fairview Heights' activities and events.

Marketing and Messaging

For communities, effectively communicating a positive brand or image increases the potential to attract residents, businesses and support tourism. Developing a brand and marketing strategy serves economic development ends but may have broader implications as well. Accordingly, any rebranding or marketing for Fairview Heights for economic development purposes should be part of a broader strategy to enhance and improve the City's image and better communicate resident services and resources. Notably, while retail is not a traditional area for economic development, because of Fairview Heights strength as a retail market and the potential for retail tourism as an economic growth area, promoting Fairview Heights' retail offerings should be an important part of any marketing strategy.

Fairview Heights' website is its primary platform for economic development marketing and messaging and key recommendations center on improving the City's digital presence. The City is about to embark on refreshing and updating its current website. The effort offers an excellent opportunity to rethink and reposition Fairview Heights' economic development content. The existing website addresses certain economic development elements but it is not internally coherent and is hard to follow, mixing site selection, resident attraction and tourism information and messaging.

“The upcoming update of Fairview Heights' website offers an excellent opportunity to rethink and reposition Fairview Heights' economic development content and overall branding.”



CREATE A DISTINCT WEBSITE (MICRO-SITE) FOR ECONOMIC AND COMMUNITY DEVELOPMENT

Create a micro-site for economic and community development that highlights Fairview Heights' assets and provides data that serves as an attraction and retention tool appealing to businesses and site selectors. The micro-site (distinct website) should include data on the community as well as visitor information but site selection/business, resident and tourism should be clearly identified and separated into their own distinct pages. It would be preferable if the micro-site were to be developed as part of the city's initiative to revamp its website in order to ensure consistency, branding etc.

Detailed recommendations to consider in developing the micro-site include:

1. Create a less 'governmental' and more visually appealing look and feel.
2. Include photo images that highlight and showcase Fairview Heights.
3. Consider developing a new municipal tagline or slogan that reflects the unique qualities of Fairview Heights or a specialty slogan for economic and community development that highlights the City's focus on retail.
4. Highlight data about key industry clusters, demographics, small business development etc.
5. Ensure demographic data reflects the daytime population of Fairview Height, not just the resident population, to represent accurately the potential market to site selectors and businesses:
 - Consider hiring a consultant (like Retail Coach) that specializes in retail recruitment and that can provide a deeper dive into the profile of visiting consumers.
 - Capitalize on any data assembled to tailor Fairview Heights' business attraction efforts to visitor needs and interests and to help shape messaging and marketing to potential visitors.
6. Feature Fairview Heights' quality of life assets, which serves to communicate important data points for businesses and developers that are considering investing in the City and which can also help attract new population and residents. Quality of life information would include Fairview Heights' excellent park system, the REC, lack of property tax, shopping and services, the MetroLink and the range of community services offered by City.
7. Ensure that the micro-site advances the City's retail tourism strategy by including a "Visit Fairview Heights" tab or a link to a separate tourist-centered micro-site that highlights shopping outlets, local events, recreational opportunities, area sightseeing attractions and the City's proximity to St. Louis.

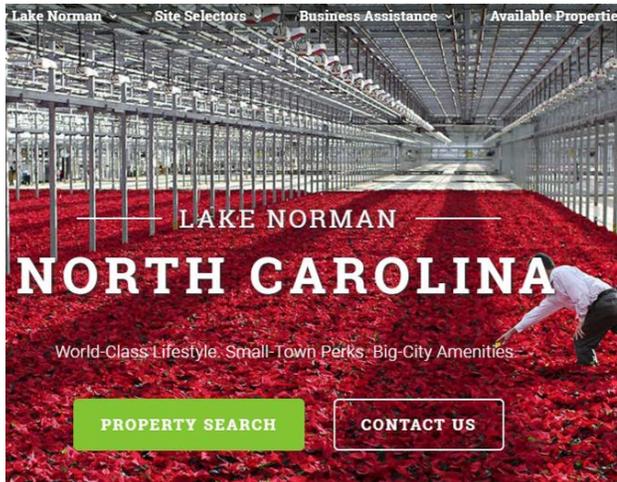
Case Study: Manassas, Virginia

Manassas, Virginia is a good example of a city with distinct websites for targeted audiences. In addition to the city's website with typical information regarding elected officials, departments, meetings, etc., the City of Manassas also has distinct websites for:

- Economic Development (www.choosemanassas.org)
- Tourism (www.visitmanassas.org)
- Prospective Residents (www.movetomanassas.org)

Each website has similarities with branding and some overlap of information. However, each website is specific for a targeted audience.





Case Study: Lake Norman, North Carolina
 Website: www.lnedc.com

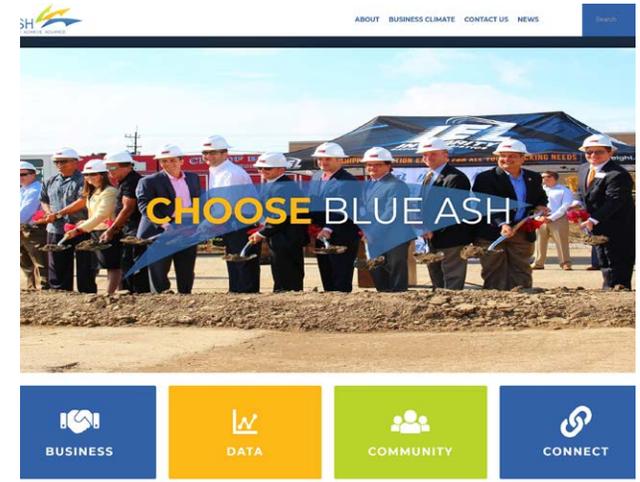
Lake Norman Economic Development represents the communities of Cornelius, Davidson and Huntersville in North Carolina. In addition to general information, the website provides information for site selectors, existing businesses, and available properties.



Case Study: Siloam Springs, Arkansas
 Website: www.whysiloam.com

The Siloam Springs economic development website is a separate website from the city's website at www.siloamsprings.com. The website has four main categories: Business, Data, Community, and Connect.

Siloam Springs is comparable in population to Fairview Heights. Siloam Springs had a population of 17,104 in 2018.



Case Study: Blue Ash, Ohio
 Website: www.blueashadvance.com

The Blue Ash economic development website is a separate website from the city's website at www.blueash.com. The website has four main categories: Business, Data, Community, and Connect.

Blue Ash is comparable in population to Fairview Heights. Blue Ash has a population of 12,000 and an estimated day-time population of 40,000. In addition, Blue Ash is similar to Fairview Heights in being near a major metropolitan area. Blue Ash is 12-miles from Cincinnati, Ohio.

DEVELOP A MARKETING CAMPAIGN FOR FAIRVIEW HEIGHTS AS A DESTINATION FOR SHOPPING TOURISM

To support regional shopping tourism, develop a destination marketing campaign, with area activities, shopping incentives, dining offers, local events and cultural attractions. Any messaging or programs developed should be featured on the visitor portion of the micro-site. Specific opportunities include:

1. Working with local vendors to develop a “passport to shopping” offering special discounts; deals etc.
2. Creating a shuttle system between shopping areas.
3. Fostering collaboration and coordination on events or new store openings between retail outlets and local restaurants and hotels to grow visitor base: hotels experience an uptick in visitors when there is a major mall store opening or expansion.
4. Identifying opportunities to enhance visitor experience and elevate local festivals, e.g, shuttles between hotels and festivals; VIP tents with catered food from local restaurateurs etc.



OTHER MARKETING AND MESSAGING RECOMMENDATIONS

- Conduct a comprehensive review of regional, County and State websites to ensure that information on Fairview Heights is up to date and reflective of current real estate offerings, incentives etc.
- Consider marketing effort targeting military/veterans to better capture Scott Air Force Base buying population. A starting point might include developing a list of military-friendly businesses that offer military discounts or run special offers for current or retired personnel. (See section on Scott Air Force Base for additional details)
- Upgrade signage and wayfinding throughout Fairview Heights to help visitors navigate the community and to identify key community assets (e.g. regional shopping district; the MetroLink station; the REC, parks etc.).
- Ensure uniformity of style to promote community identity. Align signage and wayfinding with website presence.

As part of the City’s marketing effort, the City should consider developing a new municipal tagline or slogan that reflects the unique qualities of Fairview Heights or a specialty slogan for economic and community development that highlights the City’s focus on retail.

This page highlights how a tagline of “Live, Work, Play, Shop” could be used in a variety of marketing messages. This is just an example of a new tagline, and not necessarily the recommended or preferred tagline. The key is to target specific audiences such as shoppers, prospective residents, tourists, businesses, Scott Air Force Base personnel, etc. The current logo and tagline “Crossroads of Prosperity” often gets minimized and is often not reflective of greater citywide marketing efforts.

The City should consult a branding consultant or graphic designer to develop a cohesive logo and tagline. (The REC logo, branding, and messaging is very well done. The City should consider utilizing that team for citywide branding).

While a new logo and tagline will be beneficial, the City should not lose focus on updating other marketing aspects for the City. Having a dedicated website (micro-site) for economic development (and ideally micro-sites for tourism and prospective residents) is not dependent on a new City logo or tagline.



Example of this year’s Midwest Salute to the Arts recognition page with a new City logo and tagline.



Photo source: Instagram @theteadowsls!

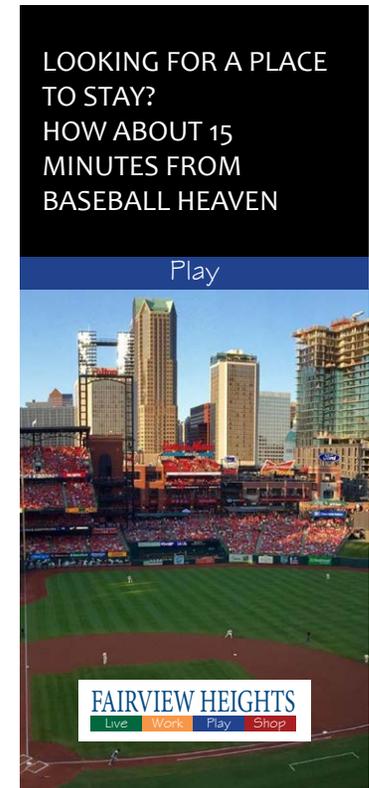


Photo source: Instagram @charliehealy4

Examples of how a tagline of “Live, Work, Play, Shop” could be targeted to various audiences. Left: shoppers in Southern Illinois, Middle: prospective and existing residents, Right: tourists

Equitable Growth

Equitable growth typically refers to ensuring that all community residents have access to opportunities for advancement at local companies and industries and that all benefit from growth in these industries. In Fairview Heights, the majority of the population is not employed at firms located in the City. As a result, in Fairview Heights, there are few opportunities to promote equitable growth in the traditional sense. That being said, the City's diverse population and commitment to promoting small businesses affords it the opportunity promote economic advancement that is inclusive of the entire community.



“Fairview Heights commitment to promoting small businesses affords the City the opportunity promote economic advancement that is inclusive of the entire community.”

SUPPORT AND FOSTER SELF-EMPLOYMENT FOR TRADITIONALLY UNDER-SERVED GROUPS

Support and foster self-employment for traditionally under-served groups, especially through the Metro East Business Incubator.

1. Continue to work with the Urban League to attract minority entrepreneurs to participate in the incubator and its small business development programming.
2. Advocate for a minority- and/or women-owned business sub-committee of the local chamber to foster networking and business development that promotes growth.
3. Call out municipal or other resources targeted and available to under-served groups on the City's micro-site.
4. Ensure that Fairview Heights is intentional about soliciting minority- and women-owned businesses' participation in government contracting opportunities and publicize those successes.

OTHER EQUITABLE GROWTH RECOMMENDATIONS

- Support efforts in the business community to promote diversity and inclusion by show-casing their efforts and results through the local chamber (e.g., Impact Strategies efforts).
- Highlight the City's diversity on the new economic and community development micro-site.

Financial Resiliency

Financial resiliency refers to ensuring a diverse financial foundation that supports municipal operations for city residents, businesses and institutions and that contributes to the quality of life in a community. Financial resiliency arises directly from revenues generated in and by a city (primarily through municipal taxes) as well as indirectly from measures that help ensure a vibrant and growing community that enables a city to increase or maintain its revenues.

Fairview Heights, like many municipalities, relies largely on retail sales tax for its municipal revenues. Additionally, the City levies a hotel tax as well food and beverage taxes that generate significant revenues. Without a property tax, however, Fairview Heights has eliminated a second source of city revenues that many other communities rely on to support municipal operations. Notably, the absence of a real property tax also eliminates an incentive that is the basis for many incentive programs: property tax abatement.

Accordingly, promoting Fairview Heights' financial resiliency should focus primarily on steps that grow its tax base by fostering growth in its key industry sectors (Retail, Accommodations & Food and Arts, Entertainment & Recreation).

FINANCIAL RESILIENCY RECOMMENDATIONS

- Pursue recommendations for growing Retail, Accommodations & Food and Arts, Entertainment & Recreation industry sector described under Cluster Industries and Regional Tourism sections.
- Consider instituting a real property tax that would diversify Fairview Heights' tax base.
- Work collectively with Caseyville Township, Village of Caseyville and City of O'Fallon to address provision of utilities in a manner that supports new development.
- Communicate with lower performing school districts to understand challenges and opportunities for improving educational outcomes and improved services to residents.
- Engage with businesses and residents seeking to adjust boundaries of local school districts to expand higher-performing districts' footprint in Fairview Heights.

Incentive Programs & Development Tools

Incentive programs and development tools help municipalities enhance their business attraction and retention efforts that ensures continued economic growth, and in some instances, to address or reverse the effects of economic decline. Many development tools involve the intentional use of traditional local governmental functions to support private investment, e.g., road or other infrastructure improvements that support development.

Incentive programs are generally state or federally created mechanisms and typically offer opportunities to fund extraordinary costs associated with redevelopment or revitalization by allowing some or all of the tax revenues generated by the new development to be applied to development costs. These tax revenues may be generated through imposition of some form of an additional tax or through property tax abatement.

Fairview Heights has historically availed itself of incentives and development tools to promote growth and offset disinvestment. With the focus on redeveloping and revitalizing the City's existing real estate, continued utilization of these tools should be a component of the City's economic development strategy. While the absence of a local property tax means that many incentive programs are irrelevant for Fairview Heights, there are many other ways in which the City can promote re-development and new private investment.



IMPLEMENT PACE (PROPERTY ASSESSED CLEAN ENERGY) PROGRAM

Implement Property Assessed Clean Energy (PACE) program that allows for financing for energy efficiency improvements that are part of commercial renovations or new development. Redevelopment of the Sears building represents an early opportunity to deploy this incentive.

PACE is a national initiative to help finance energy efficiency investments but which is adapted to fit local needs. Local municipalities establish PACE implementation programs in accordance with state authorizing statutes. It is an economic development tool that helps to lower the cost of doing business in a community by increasing energy savings that typically exceed the cost of financing.

Fairview Heights is in the process of launching the PACE program, which allows commercial property owners to assume a special assessment, the proceeds of which are then assigned to the Illinois Finance Authority which issues PACE bonds. The bonds are bought by capital providers in order to fund the proposed project. In Illinois, PACE financing can be used to fund energy efficiency, renewable energy and water use improvement projects.

USE SPECIAL SERVICE AREA PROPERTY TAX

Explore the use of Special Service Area (SSA) property tax mechanism to help fund a wide range of special or additional services and/or physical improvements in designated areas of Fairview Heights.

An SSA is a defined geographic area within a municipality that is subject to a special property tax assessment. The additional tax revenues generated are then used to support additional city services within the district. An SSA must be approved by ordinance and while initiated by the municipality, a majority of voters in the designated geography may reject its formation. Proceeds from an SSA may be used for a broad variety of services including marketing, special events, security, transportation (e.g. shuttles), tenant search/leasing support along infrastructure, such as streetscaping, sidewalks, storm and sanitary sewers, parking lots/garages. Redevelopment, façade improvements (grant or loans) and interior rehab or build-out assistance are also eligible activities.

An SSA could be used in the business park area north of I-64 to fund enhancements (walking paths, landscaping and streetscape improvements) that would make it more appealing to businesses or that could support attraction efforts (tenant search/leasing support) and new development (storm/sanitary sewer, streets etc.). The program may also be used in residential areas, including to support investment in the West End Neighborhood.

PROMOTE NEW MARKET TAX CREDITS FOR METROLINK STATION AREA

Promote The Valley Neighborhood's eligibility for New Markets Tax Credits to encourage new development around the MetroLink station.

The federal new markets tax credit program helps to attract private investment in low income communities by allowing investors to receive tax credits against their federal income tax in exchange for making equity investments that ultimately are used to help finance development. The program recognizes and seeks to address the often extraordinary costs and risks of financing projects in low income communities. New markets may be used to fund a range of projects from commercial businesses to non-profit service providers to residential facilities but must provide a demonstrable benefit to low income persons and communities (e.g., jobs, health services, education, affordable homes etc.). New markets may only be used in qualifying census tracts. The area in and around the MetroLink station is within qualifying census tracts. The state of Illinois has its own new markets program that may be also be tapped to support development in this neighborhood.

IMPLEMENT URBAN LAND INSTITUTE RECOMMENDATIONS FOR FAIRVIEW HEIGHTS PLAZA

In 2018, Fairview Heights enlisted the services of an Urban Land Institute- St. Louis Technical Assistance Panel (TAP) to assist the City in re-envisioning Fairview Heights Plaza and exploring the development potential of an adjoining undeveloped 72-acre parcel.

The City should encourage place-making efforts in the Fairview Heights Plaza that help define the area and attract new interest in the site, including pedestrian focused improvements (e.g. sidewalks throughout the site), redesign parking and improved signage.

Access should be improved to the site, including considering establishing a shuttle service between retail destinations north and south of I-64.

Consider forming a Business District that supports development within the area through a special sales tax that could be used to finance place-making improvements and marketing to attract both visitors and end-users.

See 'Place-Making' Chapter for additional details.

INVEST IN SECONDARY ROADWAY NETWORK

Identify public investment in transportation networks that supports retail, enhancing connectivity and traffic flow on secondary streets.

The most pressing broad-based transportation need for the City is the creation/enhancement of a secondary road system, particularly to the north of I-64. While the more developed areas south of I-64 have several east-west routes, the road system to the north of I-64 is not built-out. In particular, there is a lack of roadways connecting Old Collinsville Road, IL-159, Bunkum Road and IL-157 as well as the existing east-west routes, e.g. O'Fallon Drive and Milburn School Road. The need for a complete road system will become more pressing as development occurs within the northern portion of the City.

See 'Place-Making' Chapter and the Transportation section for additional details.

INVEST IN INFRASTRUCTURE THAT IMPROVES THE IMAGE OF FAIRVIEW HEIGHTS

Identify and invest in public infrastructure that improves the image of Fairview Heights (e.g., streetscape, lighting, wayfinding etc.).

Recommendations include:

- Citywide wayfinding signage that includes monument features/wayfinding from I-64 entries/exits and at Ludwig/Salem and IL-159.
- Streetscape enhancements of Ludwig Drive.
- Road diet and streetscape enhancements of Lincoln Trail near Bunkum Road (West End Neighborhood).
- Finish future phases of the Market Place streetscape improvements.
- Advocate with Ameren to bury utilities, especially along IL-159 and Lincoln Trail.

See 'Place-Making' Chapter and the Transportation section for additional details.

PURSUE GREAT STREETS FUNDING FOR WEST END

Pursue a Great Streets grant through East West Gateway Council of Governments to help plan for redevelopment along Lincoln Trail.

The City's comprehensive plan calls for commercial areas to transition to high density residential as this area redevelops. In addition, existing traffic volumes along Lincoln Trail are lower than what is needed for a four-lane roadway. Although a future traffic study is needed, there is likely an opportunity to reduce the number of lanes on Lincoln Trail from four lanes to two lanes with a central turn lane. This "road diet" will allow excess right-of-way to be used for streetscape enhancements including a multi-use trail for a bike/pedestrian network.

A Great Streets planning process will allow the City to collaborate with IDOT, property owners, and residents to further refine the vision for Lincoln Trail and move toward implementation.



Future vision for Lincoln Trail and the West End. See 'Place-Making' Chapter for details.

SIMPLIFY AND TARGET BUSINESS ASSISTANCE PROGRAM

Simplify Business Assistance Program application and process to grow usage by small businesses.

Target program to a focused area to create positive visual impact and ensure that public investment is consistent with desired redevelopment along Lincoln Trail.

ASSEMBLE PARCELS ALONG LINCOLN TRAIL

Conduct land assemblage along Lincoln Trail to support redevelopment.

Many existing commercial properties along Lincoln Trail, especially western sections of Lincoln Trail, have been distressed. Many of the parcels are small or irregular which makes redevelopment problematic.

The City should encourage parcel assembly along Lincoln Trail for redevelopment opportunities that can take advantage of larger sites. When opportunities arise, the City should acquire properties to assemble larger, development ready sites.

Parcel assemblage also helps to achieve goals of access management. Larger sites reduce the number of curb cuts along Lincoln Trail.

Scott Air Force Base

Scott Air Force Base (SAFB) is a significant economic driver in the region. With a population of 54,000 when active personnel, civilians and retirees are taken into consideration, SAFB personnel possess significant consumer spending power to purchase from local businesses as well as for general Base business needs. Personnel are likewise committed to the community with 50% of its retiring population expressing an interest in remaining in Southern Illinois. Highly educated and professional population with significant expertise in computer science/IT, they possess skills and experience that are attractive to a range of industries, provide opportunities for innovation and entrepreneurship and translate into a more affluent population with greater spending power. Additionally, base contractors represent an opportunity for growing employment opportunities in the local economy.

Given its proximity to the base and the City's assets, Fairview Heights is well-positioned to leverage the presence of SAFB to grow its economy. This section highlights SAFB-specific recommendations.



“Given its proximity to the base and the City’s assets, Fairview Heights is well-positioned to leverage the presence of SAFB to grow its economy.”

TARGETED MARKETING TO SAFB PERSONNEL

Promote SAFB personnel utilization or patronage of existing Fairview Heights businesses through targeted marketing efforts, such as Veterans/Service member discounts, encouraging local businesses to participate in the business showcase for base personnel etc.

SAFB represents a significant market opportunity for Fairview Height both in terms of personal and institutional spending. Discounts and military friendly programs are an expectation for personnel, and Fairview Heights should advocate and promote local businesses participation in such programs. Additionally, some 600 Base staff have been issued credit cards to make commodity type business purchases, representing another opportunity to elevate Fairview Heights businesses as a place to shop.

Leverage Existing Programs

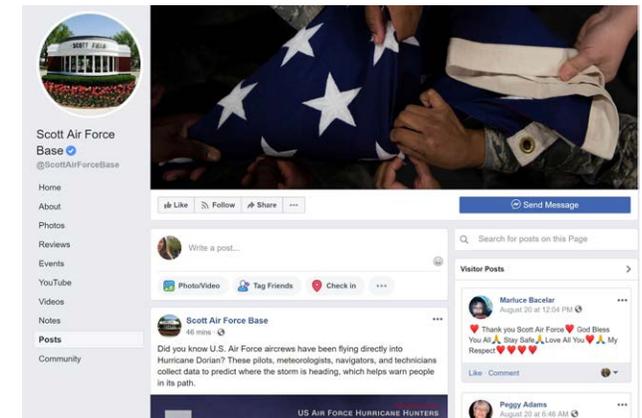


The Scott Patriot Program is an existing program launched in 2013 whose mission is, “to ensure that local businesses and communities providing support to our friends at Scott Air Force Base, their families, and all veterans are recognized as military friendly, while also growing the level of support the base receives from other area businesses.”

To qualify, businesses must demonstrate support such as discounts for military personnel and veterans, supportive hiring, or other supportive measures.

In 2017, Scott Patriot 2.0 was started to link veterans seeking employment opportunities with prospective employers.

Utilize Social Media



In addition to traditional advertising in Base publications and sponsoring of Base events, the City should develop a targeted social media strategy. Social media is a huge communication tool for Base personnel. The official SAFB Facebook page has over 60,000 followers. The City should utilize social media marketing such as paid Facebook sponsored posts as part of their advertising and marketing strategy. Initial small efforts can be tested for effectiveness before a larger roll out.

TARGET VETERAN ENTREPRENEURS

Develop relationships with Base personnel that are separating from service and interested in remaining in Southern Illinois and starting their own businesses. SAFB's Airman & Family Readiness Center provides counseling and transitioning services to assist military personnel and their families moving into civilian life. The Readiness Center offers a variety of programming, including a program currently called "Boots to Business" designed to help airmen and -women decide whether entrepreneurship is the right next step for them. The Center staff welcome engagement and participation in its programs, providing Fairview Heights an opportunity to engage directly with personnel and position the City as a place welcoming and interested in entrepreneurs. Additionally, exposure to the Metro East Business Incubator through base entrepreneurship programming can help grow the incubator, diversify the City's business base and create a pipeline of growing businesses for office and retail space in Fairview Heights.

INCREASE ENGAGEMENT WITH LEADERSHIP COUNCIL OF SOUTHWESTERN ILLINOIS

Continue to participate and increase engagement with the Leadership Council of Southwestern Illinois, which provides a conduit to SAFB personnel and business operations and which has made SAFB a priority for economic development.

For example, the Leadership Council has been a leading partner in developing and managing the Scott Patriot Program with SAFB and McKendree College. As noted previously, the Patriot Program started out as a means to promote military friendly businesses and has expanded to now help separating service people find career opportunities with regional employers. Continued active participation on the Military Affairs Committee, in particular, would provide Fairview Heights staff with a seat at the regional table to help understand and address the needs of the base and how to align business and civic resources with those needs. In addition to the Military Affairs Committee, the Council also supports three additional groups working with SAFB. With the potential for promoting base patronage of Fairview Heights businesses, staff should consider participation on the Scott Patriot Sub-team.

OTHER SAFB RECOMMENDATIONS

- Focus on SAFB contractors as a source of businesses to backfill existing commercial real estate and for new construction.
- Highlight existing government operations located in Fairview Heights to Base personnel to help attract any off-base federal operations to Fairview Heights office space.
- Leverage Base resources and activities to augment tourism in Fairview Heights.
- Promote opportunities to capture people attending Base events for shopping, hotel and entertainment venues in Fairview Heights.



CHAPTER 3

Place-Making



What is Place-Making: An Overview

What is “place-making”? It is a trendy term that is not always easily defined. A whole book could be written on the qualities and how to achieve a “sense of place”.

Place-making is not solely architecture, public places, landscaping, infrastructure, signage, or pedestrian amenities. It is the combination of all those elements and the siting and interaction of those elements that create a sense of place.

William H. Whyte’s book, *The Social Life of Small Urban Spaces*, was one of the first attempts to define the qualities of place-making. Today, LEED for Neighborhood Development (LEED-ND) and SITES (Sustainable SITES Initiative) are two of the best rating systems for defining successful place-making.

People usually know place-making when they see it or experience it. And there are many examples of recent place-making in Fairview Heights. The development of the out-lots around St. Clair incorporates place-making with high-quality architecture and pedestrian friendly elements. The new streetscape at Market Place is another example of place-making with streetscape enhancements.

This section includes an overview of the elements of place-making. As the City works with property owners and developers on place-making, these elements should be kept in mind.

Elements of Place-Making

This section provides an overview of the principles of place-making, including:

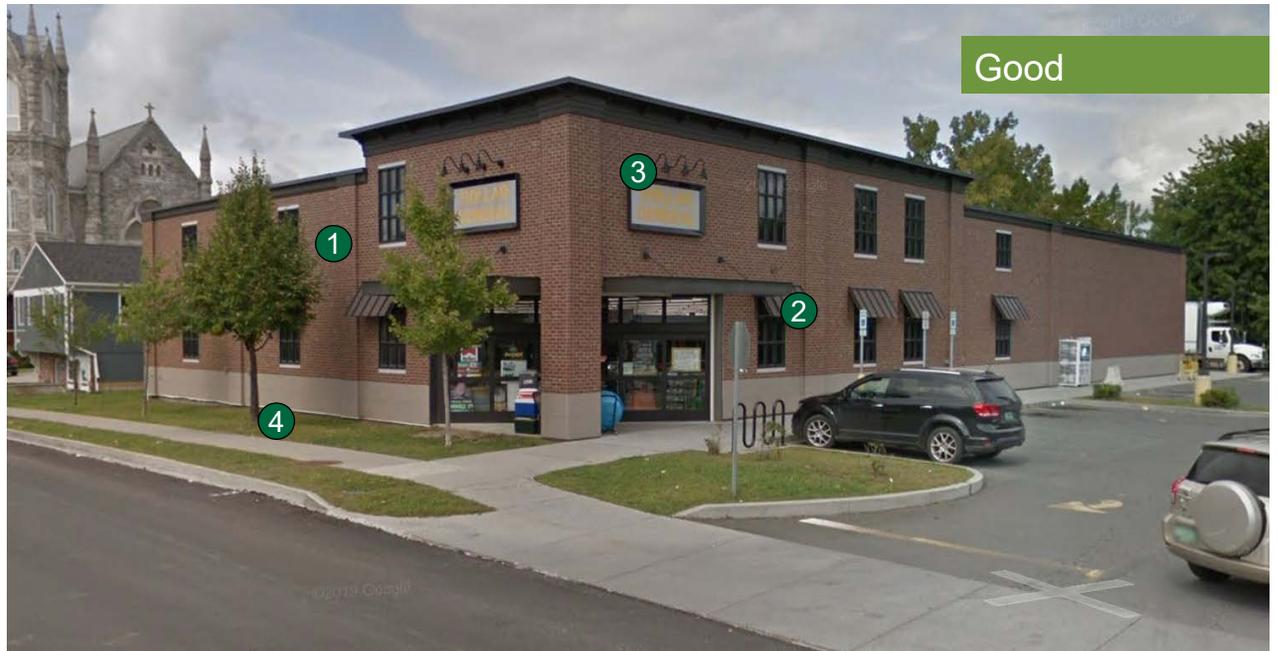
- High Quality Architecture
- Comfortable for Pedestrians
- Gathering Places
- High Attention to Detail
- Thoughtful Landscaping

HIGH QUALITY ARCHITECTURE

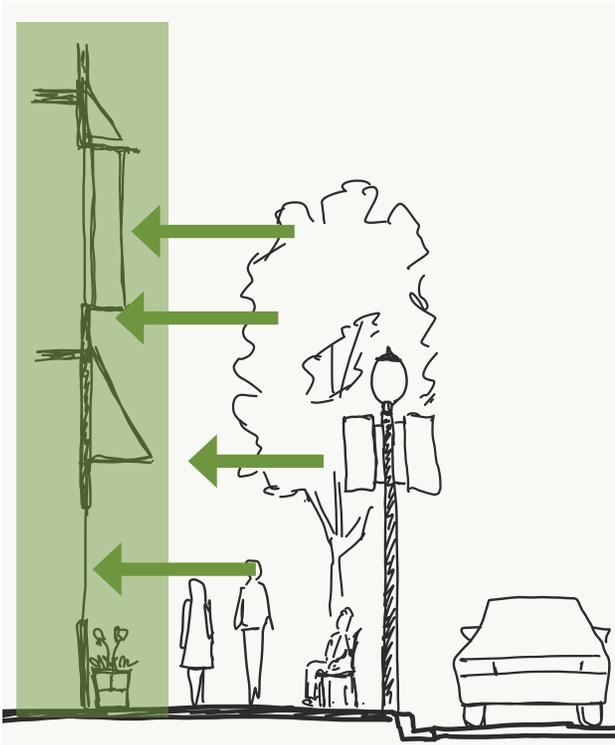
Place-making should include high quality architecture. The example on this page shows two examples of the same business, but with vastly different impacts because of the architecture of the buildings. Both examples have similar site layouts (close to the street and parking at the side of the building).

- ① High quality materials such as brick.
- ② Thoughtful building facades with windows, awnings, and other details.
- ③ Signage that is appropriately scaled for the building and complements the rest of the architecture.
- ④ Building is set close to the street, and includes space for street trees and tree lawn.
- ⑤ Store entry is welcoming for shoppers coming from either the sidewalk or the parking lot.

- Ⓐ Blank building facade with no attention to details or relationship to street.
- Ⓑ Building materials are concrete block that doesn't fit the context of surrounding buildings.

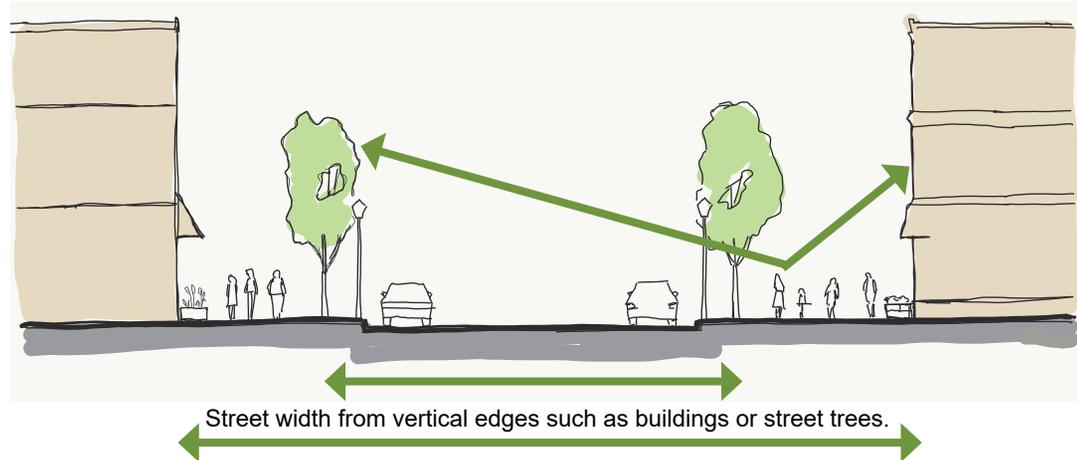


COMFORTABLE FOR PEDESTRIANS



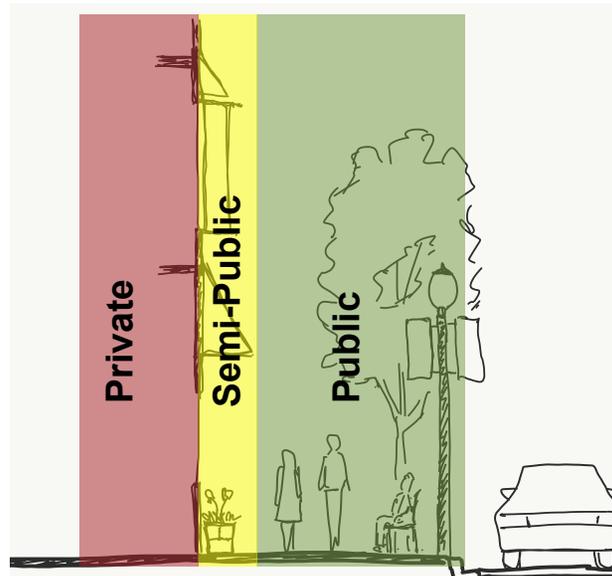
Transparent and Thoughtful Edges

Edges with transparent, multi-layered edges enhance the quality of the streetscape experience.



Sense of Enclosure

Streets that have a street width to building height ratio of at least 1:2 to 1:4 are comfortable for pedestrians. Sometimes other vertical elements such as trees can act as the street edge.



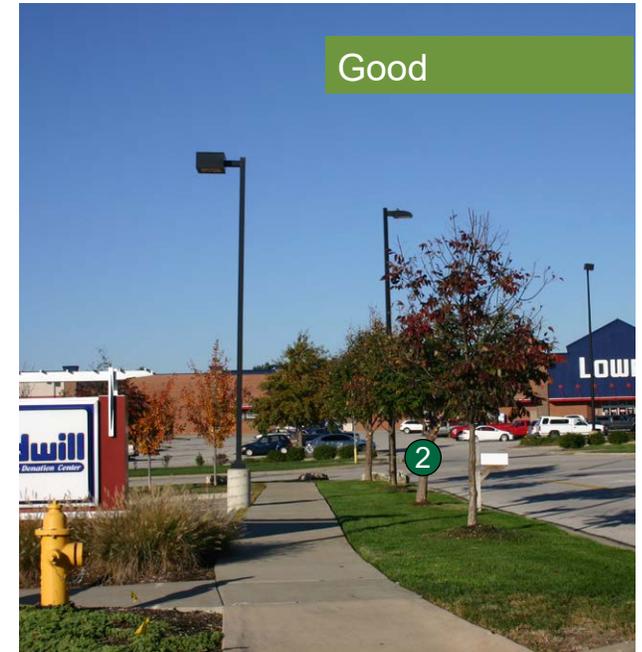
Transition from Public to Private Places

Comfortable places have a transition from public to private places. This “semi-public” space can vary in size.

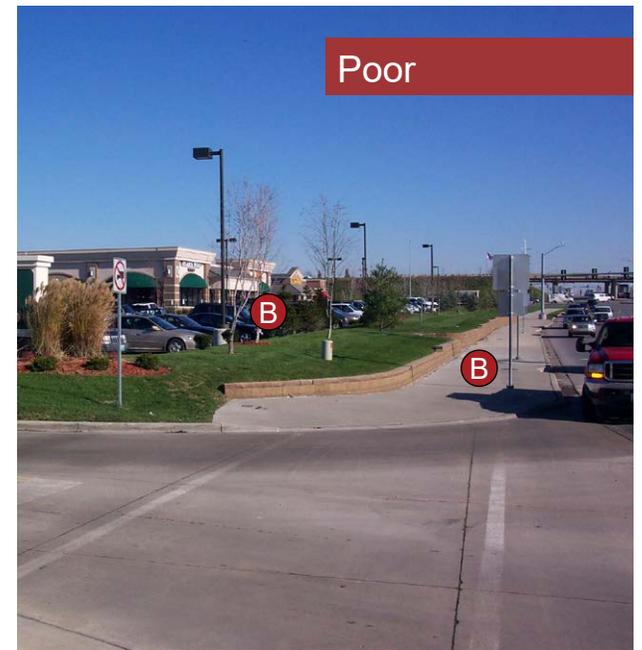
EXAMPLE: COMFORTABLE FOR PEDESTRIANS (Sidewalks)

Pedestrians feel comfortable when they have a sense of enclosure. The sense of enclosure typically comes from vertical elements such as buildings or street trees. The examples on this page shows street trees being used to provide a vertical edge and sense of enclosure. The “Poor” examples demonstrate that even with a sidewalk that is relatively wide and safe, it is not a comfortable sidewalk for walking.

- 1 The close spacing of street trees provides a buffer between the sidewalk and the roadway and creates a sense of enclosure for pedestrians.
- 2 Even on a big-box site, street trees and wide tree lawns can provide comfort to pedestrians and make them feel less exposed in a large expanse of parking.



- A The lack of any vertical element on either side of the sidewalk creates a large expanse of openness that makes a pedestrian feel uncomfortable. The fence on the left may be an attempt to provide definition, but it is too far and not significant enough.
- B Although there are some trees relatively close to the sidewalk, the placement of the sidewalk directly adjacent to a high volume roadway makes a pedestrian feel exposed and uncomfortable.



EXAMPLE: COMFORTABLE FOR PEDESTRIANS (Transparent Edges)

Transparent edges are another important element in creating a comfortable environment for pedestrians. Transparent edges are vertical and architectural articulations such as windows, awnings, architectural details, landscaping, and other elements.

The examples on this page are from the same street, but two different blocks. The street width, traffic volumes, and on-street parking are all the same in both examples. The only difference is the treatment of the edges.

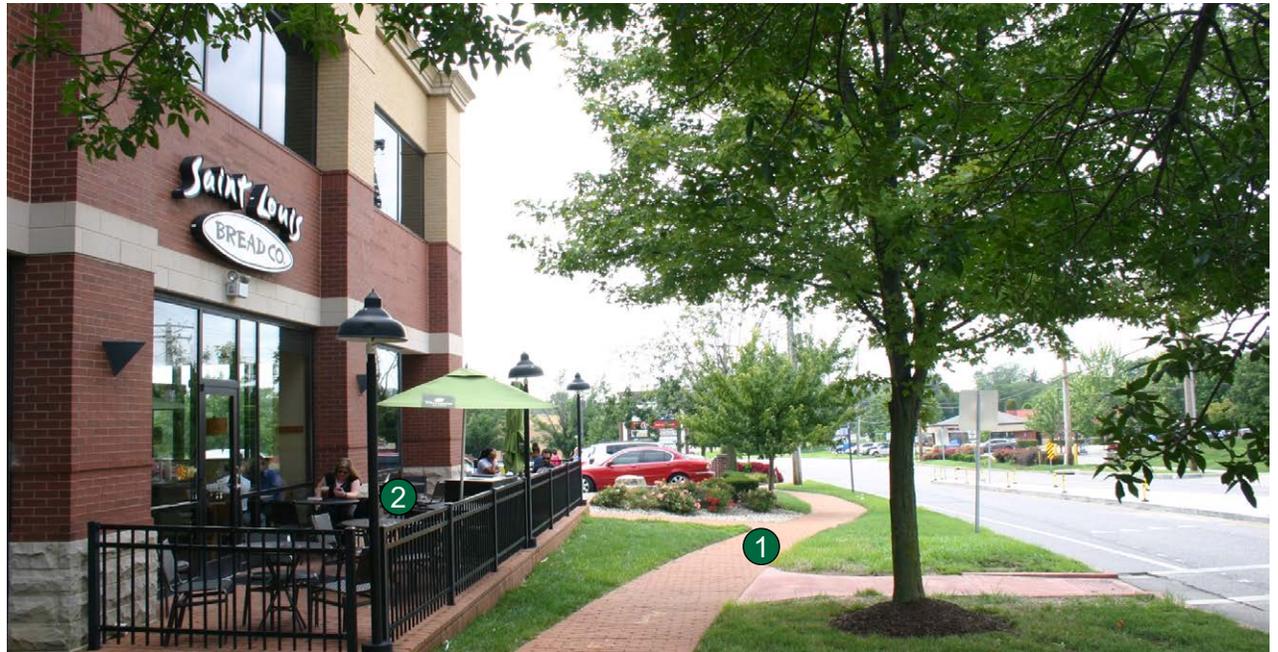
- ① The landscaping softens the effects of the pavement and architectural elements.
- ② The landscape varies in size, type, and texture which contributes to an interesting and transparent edge.
- ③ The architecture of the building includes windows and articulations in the facade.
- Ⓐ The space adjacent to the sidewalk is additional pavement which is monotonous and unattractive visually (and not environmentally friendly).
- Ⓑ Although the building has windows, the facade is fairly monotonous with little articulation.



EXAMPLE: COMFORTABLE FOR PEDESTRIANS (Transition from Public to Private)

Comfortable areas for pedestrians have transitions from public to private areas. A “semi-public” transition zone enhances the public realm and contributes to place-making.

- 1 The sidewalk is clearly in the public realm within the right-of-way of the street.
- 2 The outdoor seating area of the restaurant is technically private property, but visually it acts as a transition between to private indoors of the building and the public streetscape. This “semi-public” transition zone enhances the public realm and contributes to place-making.



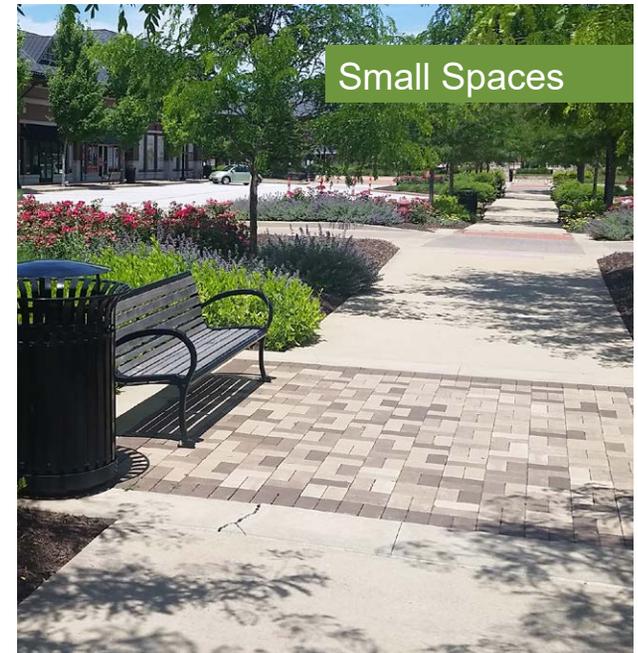
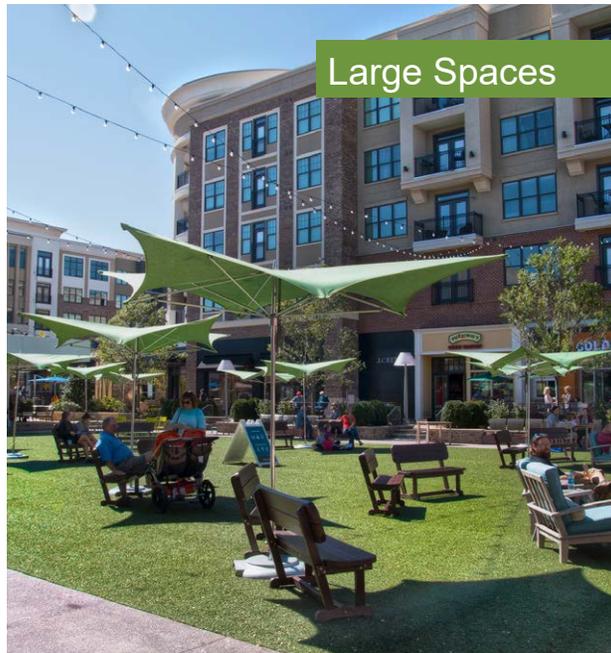
GATHERING SPACES (VARIETY OF SIZES)

Place-making includes gathering spaces. These gathering spaces can vary in size from large areas between buildings to small nodes along a sidewalk or building entrance. The scale of the gathering space should be appropriate for the context of the location.

A key aspect of a gathering space is that the spaces should avoid the “fish bowl” effect. The “fish bowl” effect occurs when users in a space feel as if they are being watch. Courtyards surrounded by building windows are a classic example of a “fish bowl” effect.

Gathering spaces should have multiple seating and circulation opportunities that allow visitors to have a choice between privacy and clustering with other users.

Micro-climate is an important considering for gathering spaces. Shade should be available on hot, sunny days. Sunny areas should be available during cold and chilly days.



HIGH ATTENTION TO DETAIL

Place-making should have high attention to details for pavements, seating, landscaping, lighting, and architectural details.

- 1 This walkway between retail buildings is more than just a functional sidewalk. Thoughtful landscaping edge the sidewalk and softens the building facades. Architectural lighting not only increases safety, but enhances the space visually. High quality building materials are included on the sides of the building.



- 2 This shopping center includes many examples of details including pavement materials, building facades, entry gateways with branding elements, and landscaping.



- 3 This wall could have been just a blank wall, however the thoughtful use of landscaping with the climbing vine softens the wall visually and enhances the space.



- 4 This shopping center includes many examples of details including pavement materials, awnings, ornamental lighting, banners, and landscaping.



THOUGHTFUL LANDSCAPING

Thoughtful landscaping can provide a variety of benefits in creating a sense of place. Landscaping can help screen parking, reinforce edges, define outdoor rooms, soften hardscapes and building edges, and provide cooling shade.

- 1 The plantings here not only screen the sidewalk and seating area from the parking lot, but there is a wide variety of plant materials including native plants. The variety of plants help to ensure seasonal interest and textures.
- 2 Parking is softly screened. A mix of evergreens and grasses provides almost year-round screening, but also provides different textures.
- 3 Seasonal color provides splashes of color. The location of the planting separates the outdoor dining area from circulation routes.



EXISTING PLACE-MAKING IN FAIRVIEW HEIGHTS

Fairview Heights already has many examples of the principles of place-making described in this section. The City can leverage existing examples and precedents. Developers and business owners have an expectation of quality based on existing examples already in the City.

- 1 Building facades that are good examples of transparent edges with windows, awnings, architectural details, and high quality materials.
- 2 High attention to details including ornamental lighting, banners, and streetscape elements.
- 3 Thoughtful landscaping that creates a sense of entry and helps to soften and buffer adjacent parking areas.
- 4 High quality architecture.



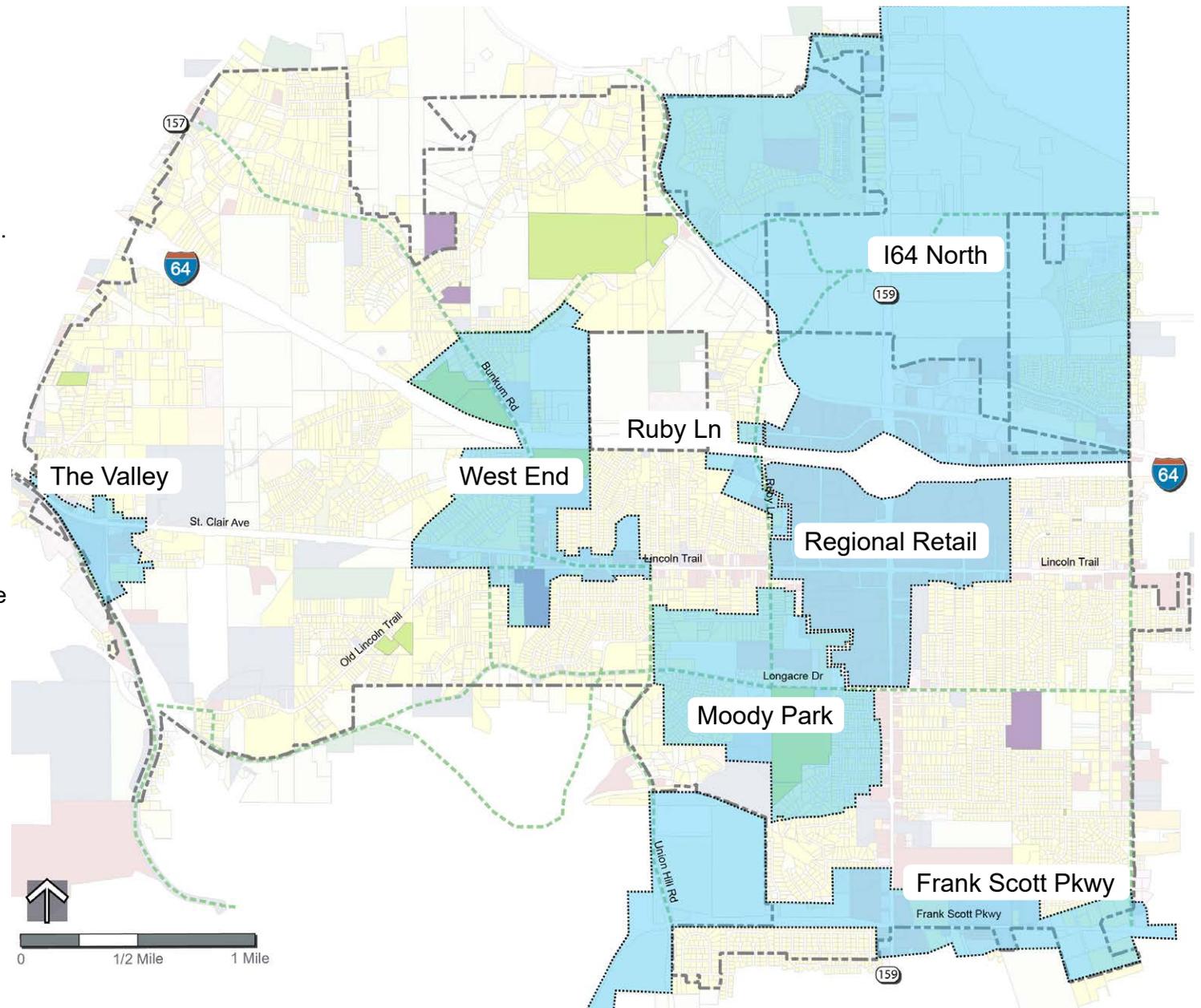
District and Neighborhood Strategies

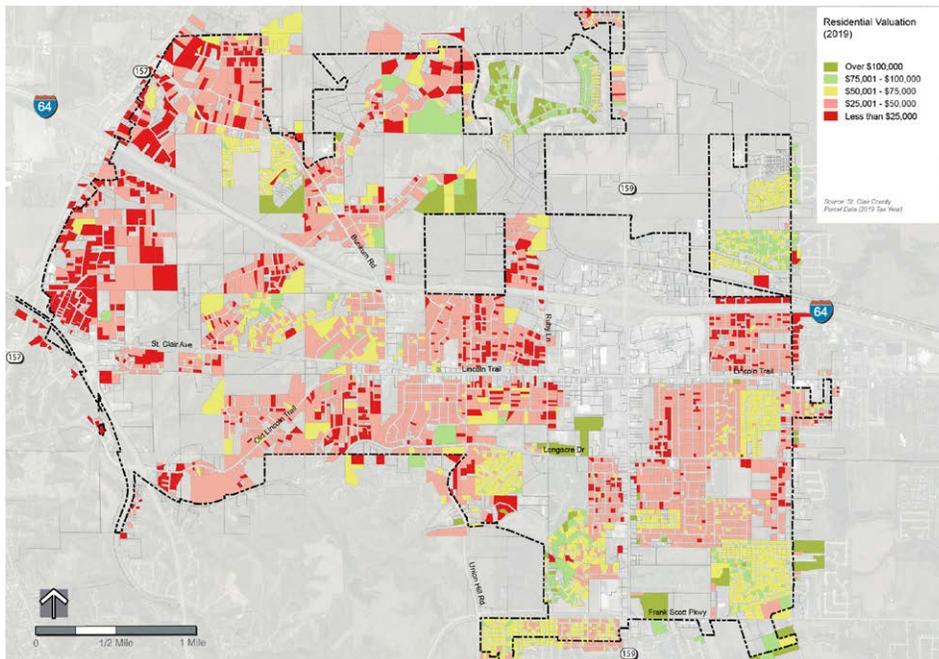
Many of the recommendations for Fairview Heights are not a one-size-fits all approach. Many of the recommendations are more specific toward certain areas of the city.

The map on this page shows “districts” or “neighborhoods” that define location specific recommendations and strategies.

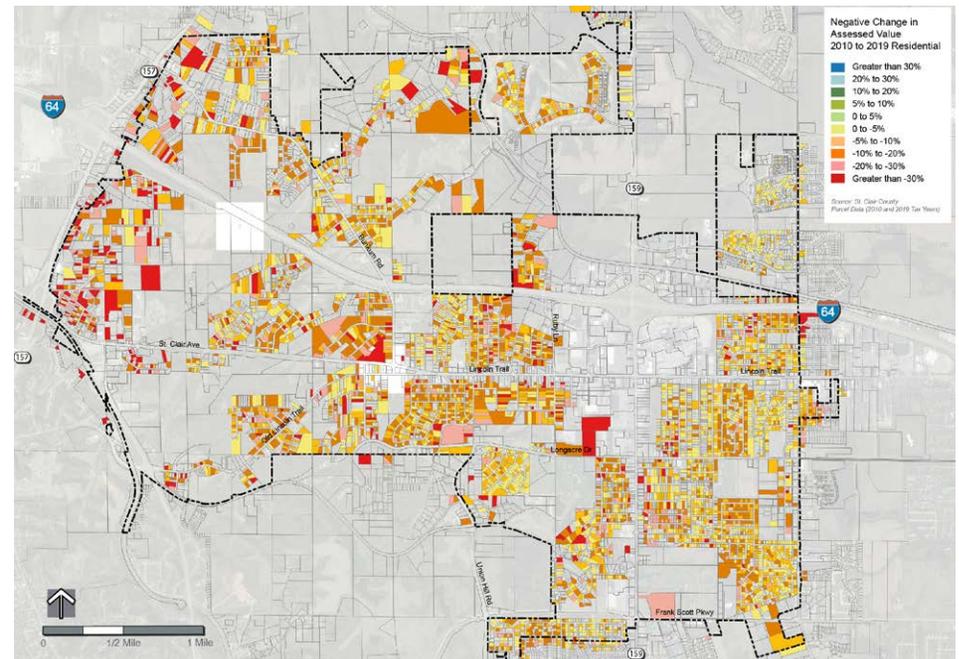
The districts shown are not meant to exclude other areas of the City. These areas should be used to concentrate focus and priorities in key areas of the City. By focusing on these areas, the City can best achieve long-term economic growth.

The formation of these districts was rooted in robust land-use analysis that is described in more detail on the following pages.





Assessed Residential Valuation (2019)

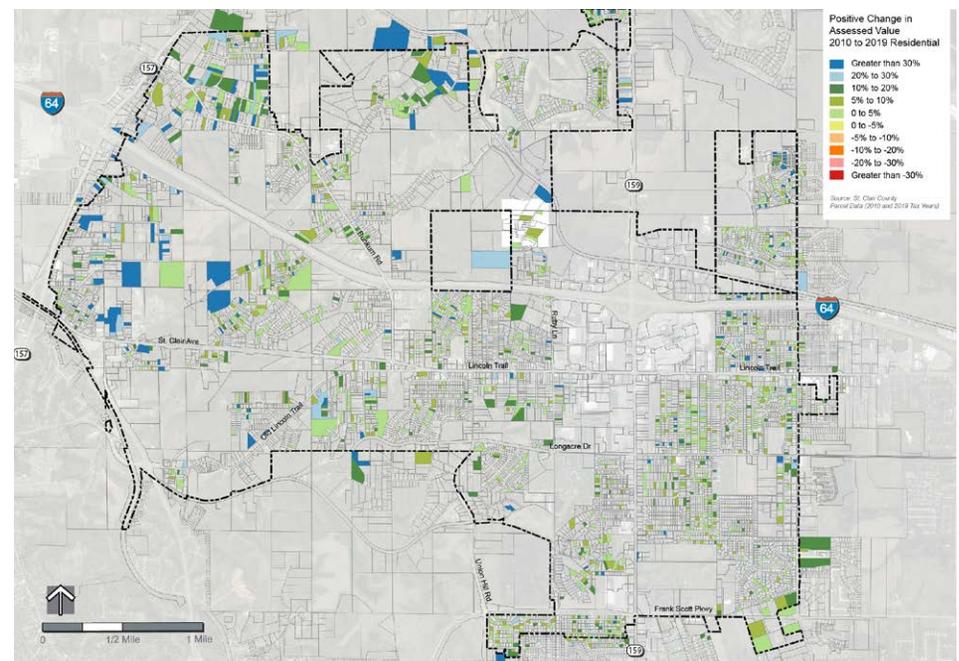


Negative Change in Assessed Residential Value (2010 to 2019)

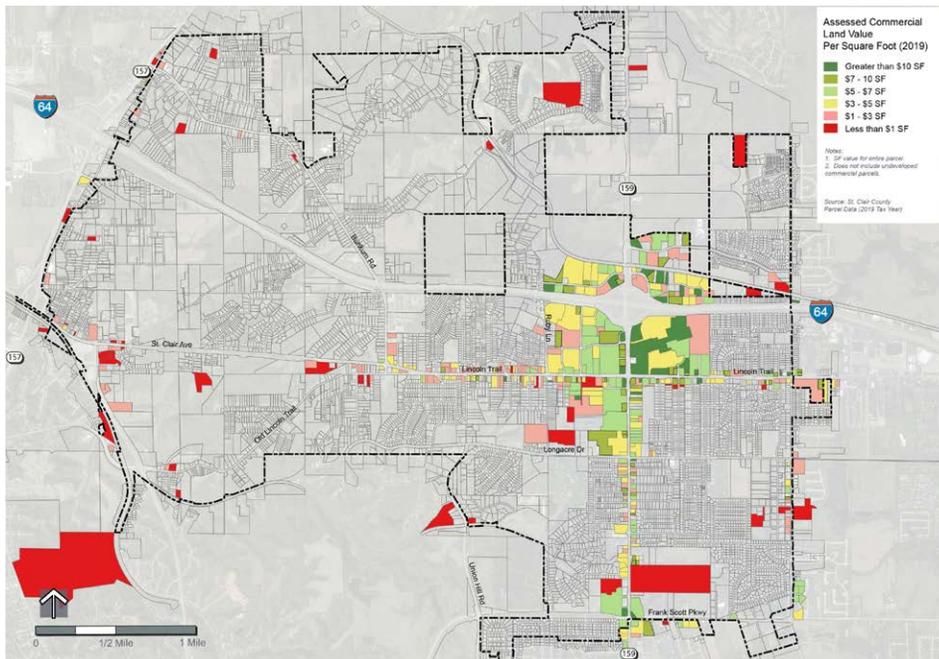
Residential Land-Use Analysis

Unfinished housing development, lack of new housing, and slow residential appreciation in Fairview Heights undermines its image as a thriving community, which is needed to attract new residents and additional investment. Further, aging housing stock and a lack of variety in housing options limits the pool of potential residents who might seek out Fairview Heights and thereby stymies growth.

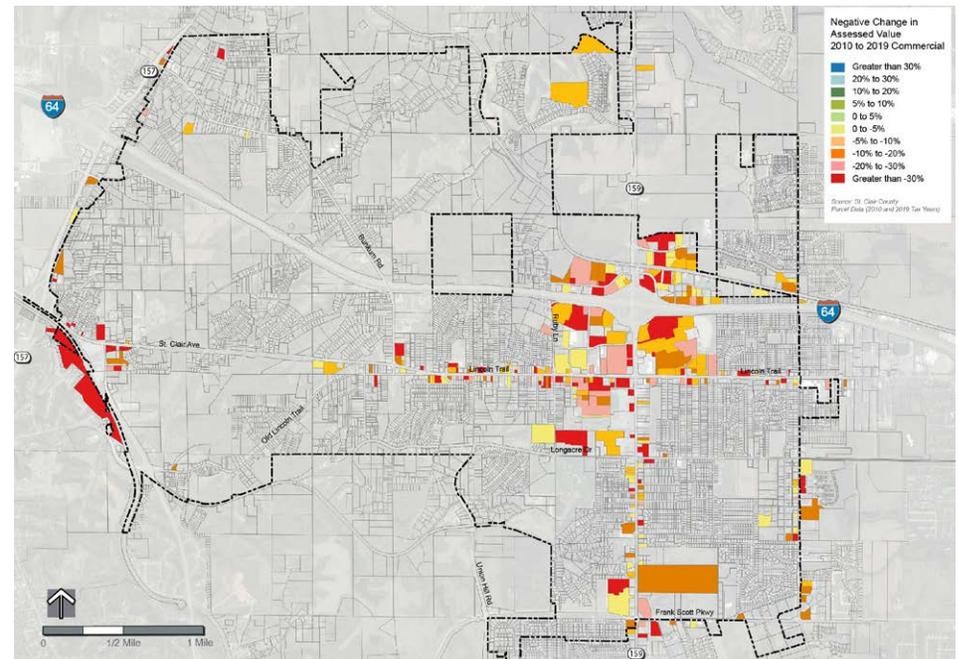
The City should focus on attracting new residential housing including single-family and multi-family in a variety of types and price-points.



Positive Change in Assessed Residential Value (2010 to 2019)



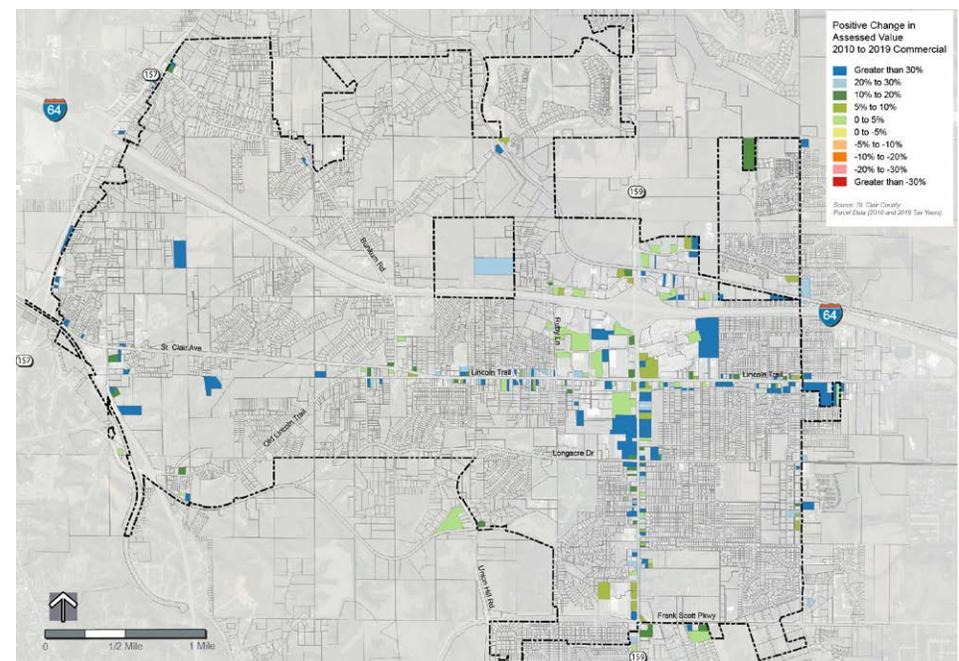
Assessed Commercial Valuation (2019)



Negative Change in Assessed Commercial Value (2010 to 2019)

Commercial Land-Use Analysis

Commercial land-use valuation and appreciation can vary widely from parcel to parcel, and often does not lend itself neatly to geographic summaries. However, sections of the City, including portions of Lincoln Trail, have shown clear distressed commercial land valuations that reflect challenges in the commercial market. Currently there is excess retail capacity: empty big box stores and seas of parking undermine Fairview Heights' image and existing retailers. As a result, the recommendations concentrate on backfilling existing assets with on trend retail, dining or entertainment venues and right-sizing the local retail footprint through redevelopment. In addition, in alignment with the City's comprehensive plan, recommendations also include transitioning some distressed commercial areas to high density residential.



Positive Change in Assessed Commercial- Value (2010 to 2019)

DISTRICT: REGIONAL RETAIL

Regional retail is the area south of I-64 along IL-159 and Lincoln Trail. This area has the most vibrant retail in the City with many national retailers and brands. With easy access from Interstate 64 with over 80,000 vehicles a day, the Regional Retail District is the hub of shopping for southern Illinois.

Key Recommendations:

- Focus on public realm aesthetic enhancements including:
 - I-64 entry monuments
 - Wayfinding signage
 - Bury utility lines
 - Streetscape enhancements
- Continue access management improvements.

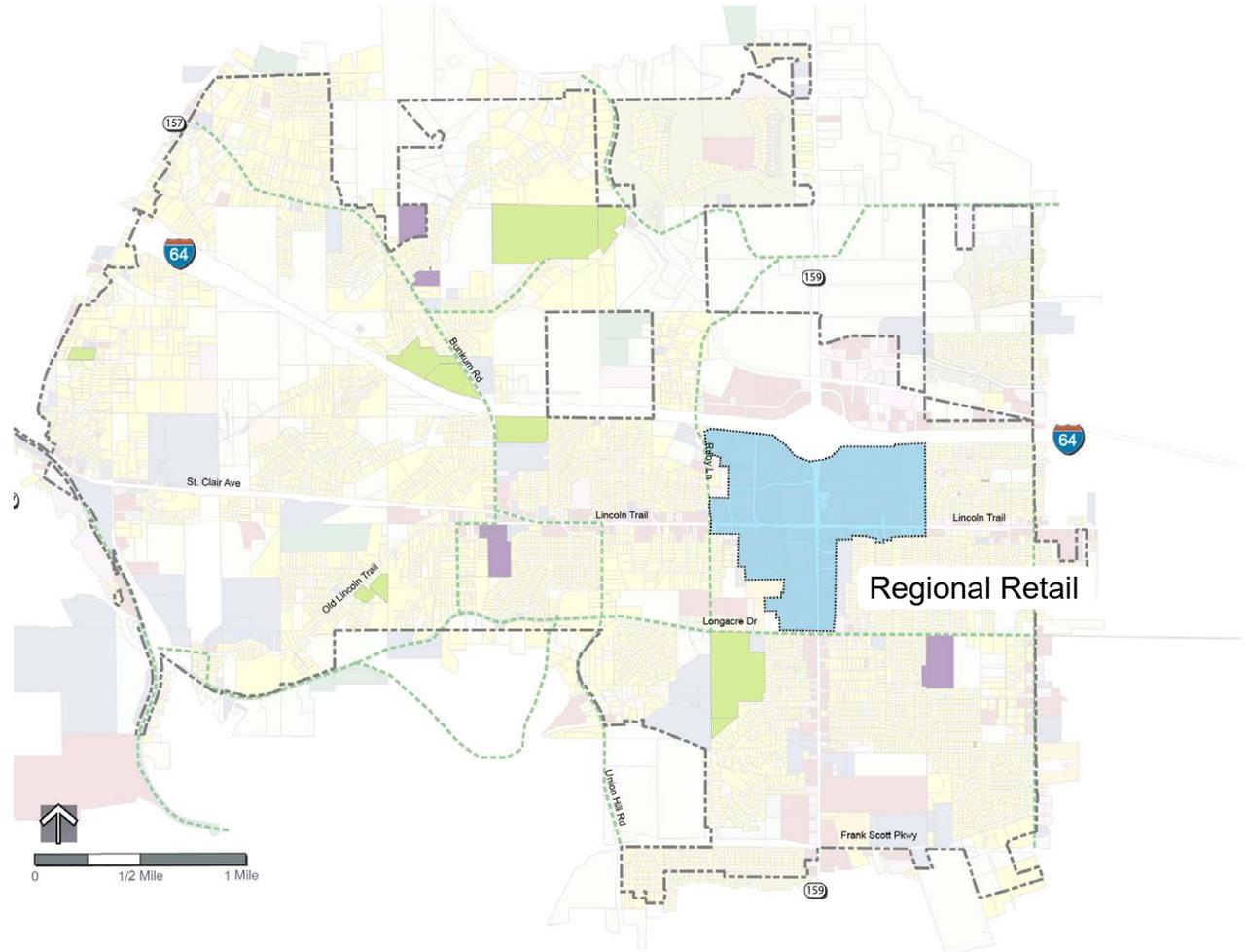


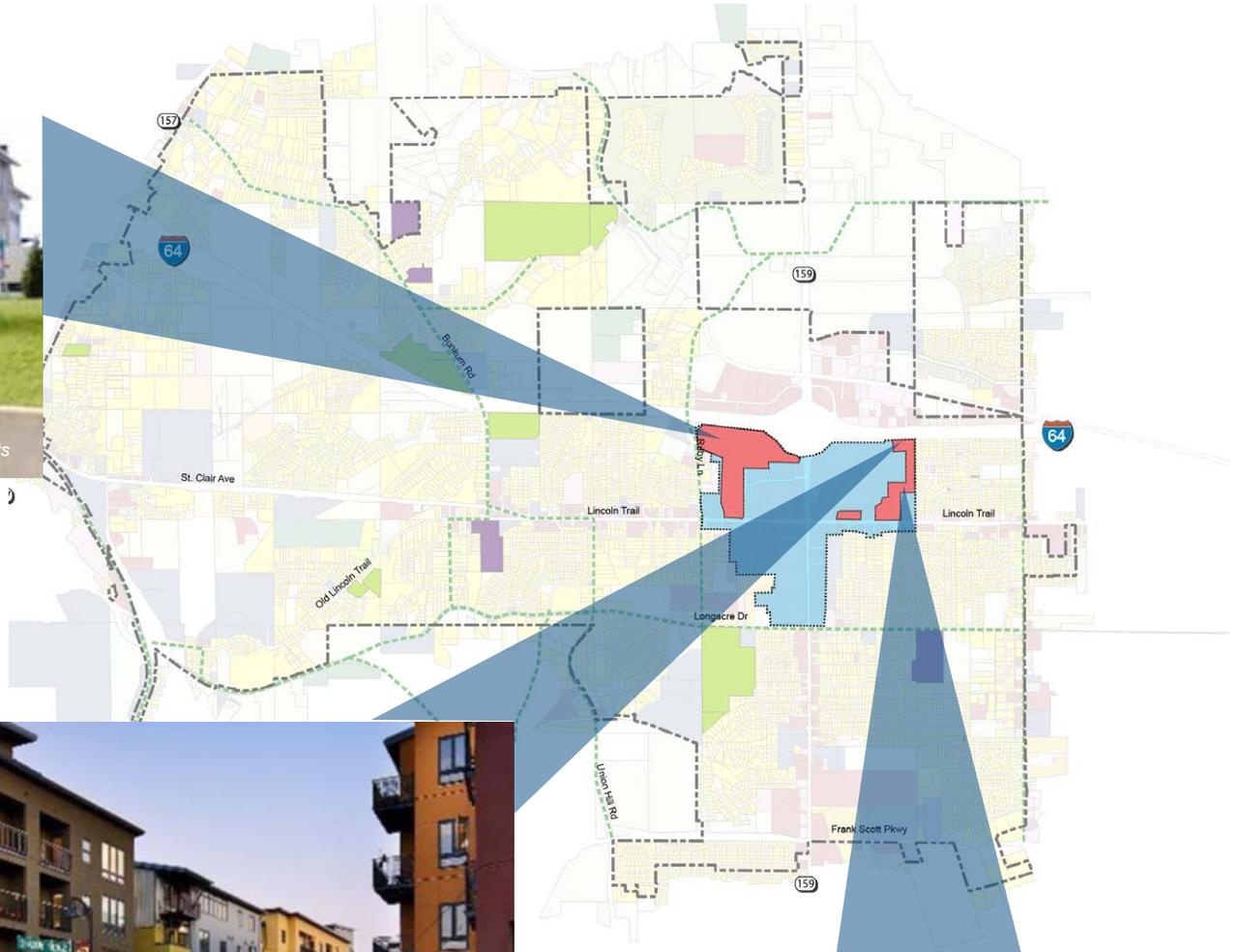


Photo source: Google Streets

Although the Regional Retail District is strong overall in terms of commercial uses, areas that are not as readily accessible have shown challenges with vacancies. Redevelopment in select locations with senior housing and multi-family housing is an opportunity to right-size the retail market and have highly visible new development along I-64.

Key Recommendations:

- Re-purpose excess parking capacity at St. Clair Square for multi-family residential development or flexible outdoor event space.
- Evaluate potential for re-positioning portions of the Marketplace Shopping Center as multi-family or affordable active, mature adult/senior living development (non-profit or for-profit models), with retail and services tailored to residents.

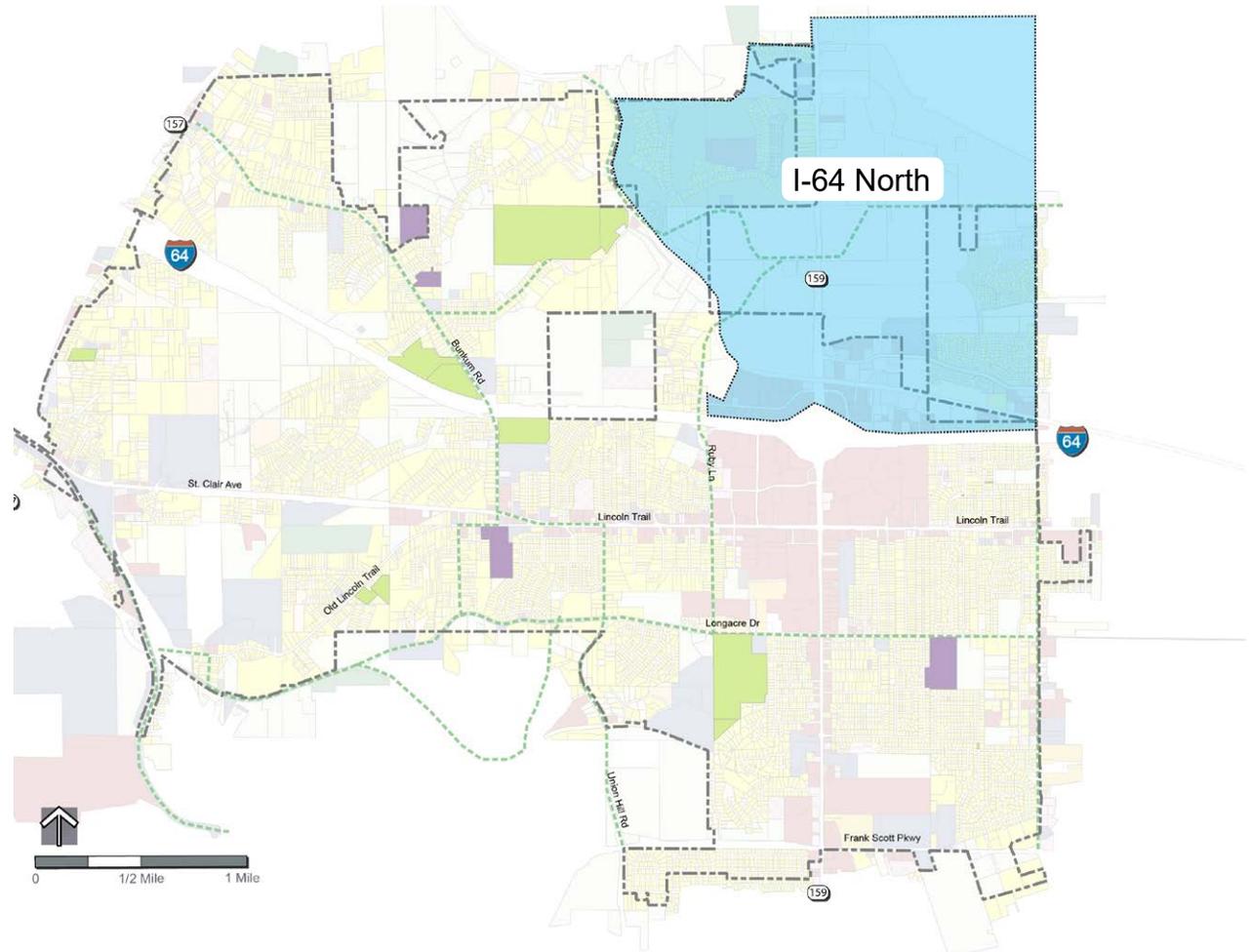


DISTRICT: I-64 NORTH

I-64 North District is the area north of I-64 along IL-159. The area includes both areas within and outside the existing City limits. Just north of I-64 is existing lodging, restaurants, retail, and office. Further north, much of the area is undeveloped and represents one of the largest undeveloped areas near an interstate exit for several exits along this section of I-64. Thus, this area has the potential for future growth for Fairview Heights and the City should plan for this area holistically, both within and outside the City limits.

A key aspect for future growth is the extension of utilities, especially sewer in this area. The City should work with Caseyville Township, Village of Caseyville and City of O'Fallon to address provision of utilities in a manner that supports new development.

The following pages describe additional details.



Ludwig Entertainment District

(See additional details on following pages)

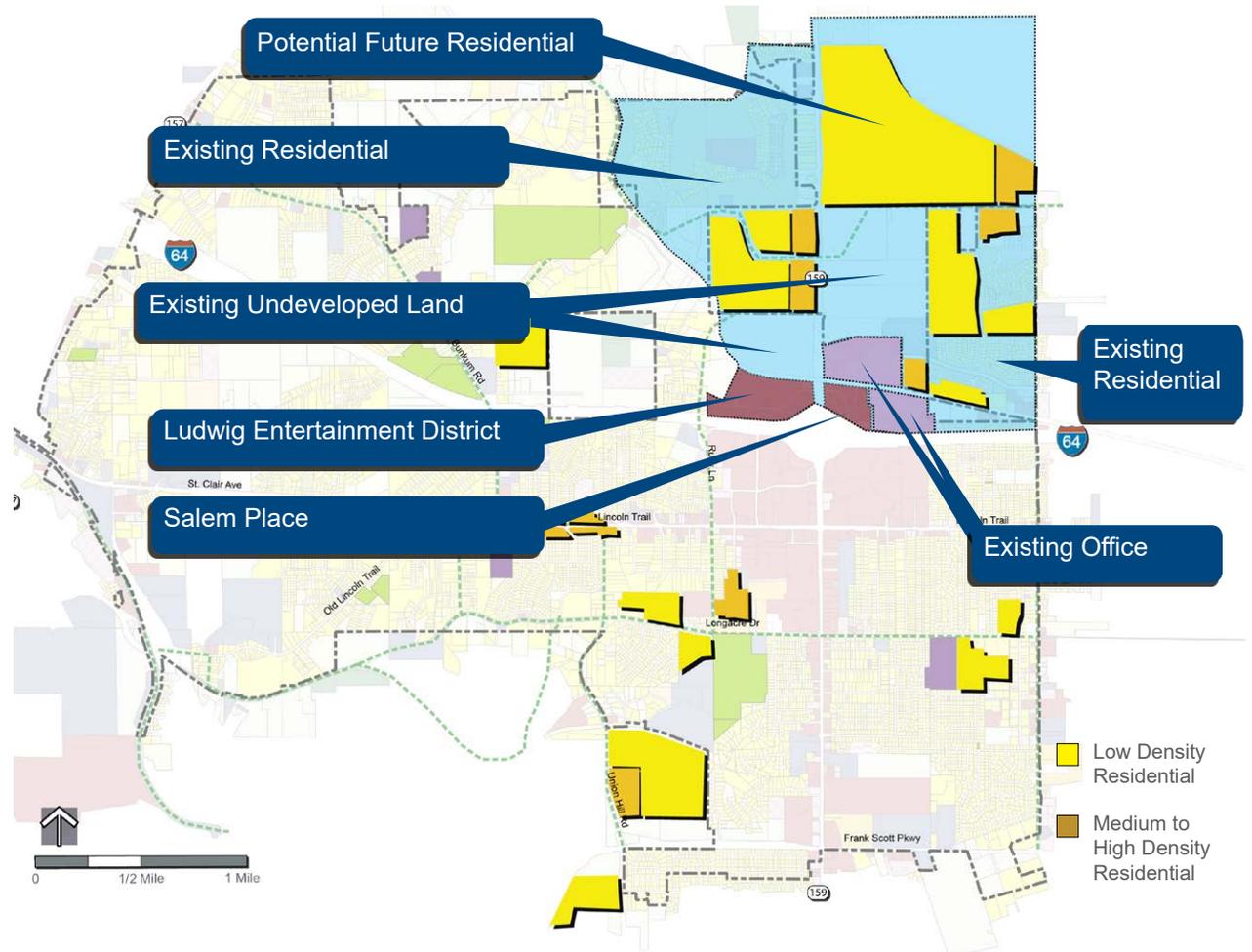
- Encourage and support the addition of complimentary entertainment/recreational aspects.
- Designate the Ludwig retail area as an entertainment district that encompasses Fairview Heights Plaza and offerings east of IL-159 (e.g., Four Points Sheraton St. Louis Conference).
- Create connections between Fairview Executive Plaza/Center development and Fountains and Ludwig entertainment district through streetscape, wayfinding and/ or pedestrian improvements to enhance the appeal of the office building complex.

Existing Office

- Focus attraction efforts for emerging market sector businesses (Professional and Business and Health Care and Social Service Assistance sectors) to help backfill existing office buildings, especially in the Fairview Executive Plaza/Center area.
- Continue to develop Fairview Heights' relationship with Scott Air Force Base (including through active engagement in the Leadership Council) in order to tap into base contractors (primarily IT-professional services firms) that potentially could backfill existing office space and/or construct new facilities in the Fountains.

Future Potential Residential

This area is located in the desirable O'Fallon School District and represents a large area for potential residential development. The City should actively seek to annex this area.



Existing Undeveloped Land

The City should annex this area to ensure City zoning and development standards are applied. The City should ensure that this area is planned for development holistically and not developed with piecemeal.

FAIRVIEW HEIGHTS PLAZA: EXISTING CONDITION



- 1 Existing stores need to respond to contemporary retail trends through repurposing and site and facade improvements.
- 2 Ludwig Drive lacks a sense-of-place with inconsistent building frontage and large expanses of parking.
- 3 Fairview Heights Plaza is disconnected from IL-159 with a lack of wayfinding, signage, and pedestrian accommodations.
- 4 The area has great visibility from Interstate 64.

FAIRVIEW HEIGHTS PLAZA: PROPOSED CONDITION

The graphic represents an example of a potential "long-term" redevelopment scenario. It illustrates one possible scenario for development that expresses the principles and goals of the Economic Development Strategy and past City planning efforts. It is not intended to express action by the City to acquire and redevelop privately held properties.



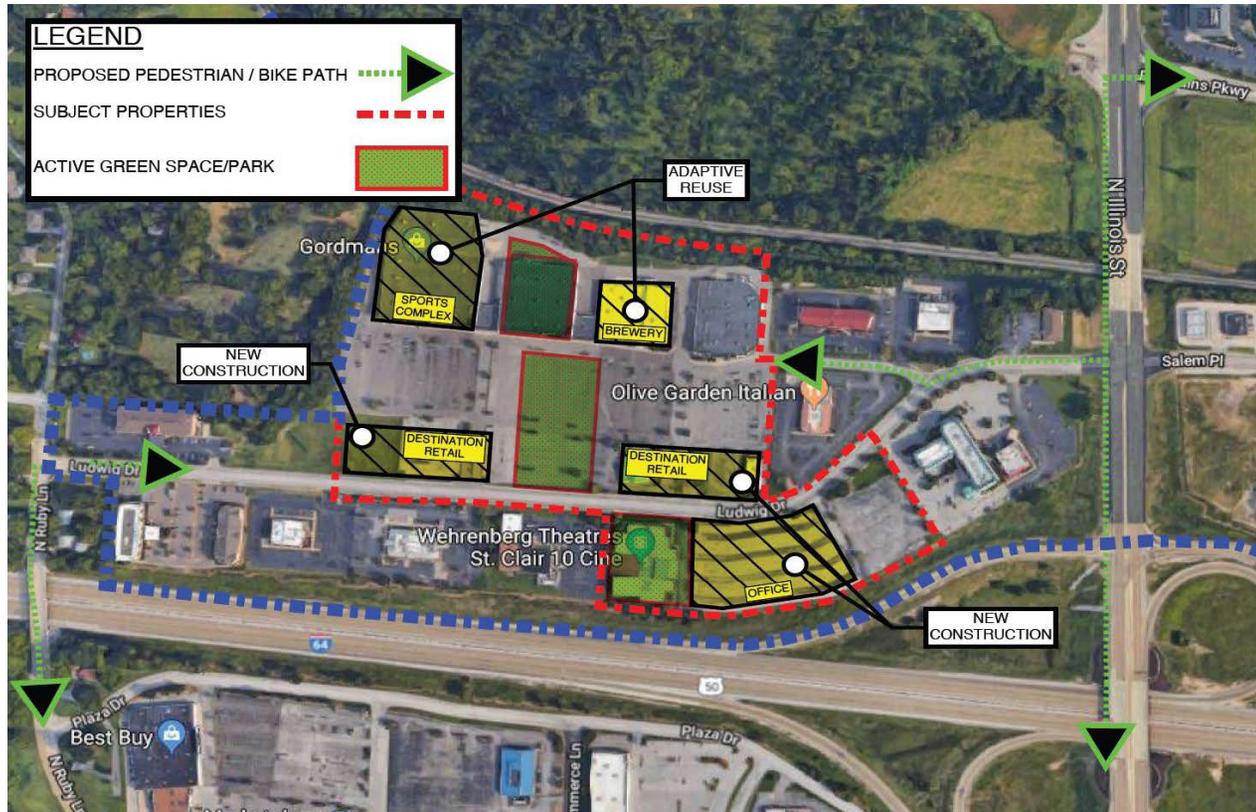
- 1 Encourage destination retail fronting Ludwig Drive and interior road to create walkable zone.
- 2 Encourage new office along I-64 to take advantage of access and high visibility. Office will help strengthen restaurant and hotel demand.
- 3 Multiple open space areas that compliment adjacent uses. Open space should be multi-purpose accomodating outdoor seating, dining, and event space (small concerts, events, etc). Uses may change based on time or day of week. For example, office plaza/open space could be used for event space in the evenings or weekends.
- 4 Streetscape improvements along Ludwig Drive. Ludwig has a constrained right-of-way, so a landscape median, with ornamental lighting and banners, may be one of the best opportunities to enhance the streetscape.
- 5 Pedestrian enhancements at new controlled intersections.
- 6 Infill gaps in the existing sidewalk system. Provide pedestrian crossings across IL-159 to Salem Place.
- 7 Install major entry features / wayfinding at the intersection of IL-159 and Ludwig Drive. Minor wayfinding at interior road split and at the intersection of Ludwig Drive and Ruby Lane.
- 8 Entertainment focused redevelopment such as restaurants, brewery, etc.
- 9 If market demand or phasing precludes a stand alone building adjacent to the open space, a strong vertical edge (decorative wall/fence with landscaping) should buffer the open space from the parking lot.

FAIRVIEW HEIGHTS PLAZA: EXISTING CONDITION (BIRD'S EYE VIEW)



- 1 Large expanses of parking and retail building set far back from Ludwig Drive does not meet current retail trends of a place-based approach.
- 2 There are no pedestrian crossings of Ludwig Drive. Although Ludwig Drive has sidewalks, there are gaps in the sidewalk network. In addition, there are limited streetscape enhancements such as street trees or ornamental lighting.

FAIRVIEW HEIGHTS PLAZA: URBAN LAND INSTITUTE RECOMMENDATIONS



In 2018, an Urban Land Institute TAP (Technical Assistance Panel) made several recommendations for long-term redevelopment along Ludwig Drive. The recommendations included place-making, increase access, and the formation of a business district that will position the area toward a vision as an entertainment district.

Place-making recommendations included increased open space, enhanced walkability, repurposing of existing buildings, and strategic placement of new buildings.

The Urban Land Institute recommendations are well suited to position Fairview Heights Plaza and the Ludwig Drive corridor toward a vision as an entertainment district. While the properties along Ludwig Drive are private, the City can work with property owners and businesses toward a long-term shared vision for redevelopment.

FAIRVIEW HEIGHTS PLAZA: PROPOSED CONDITION (BIRD'S EYE VIEW)



- 1 Open space and plaza areas should be integrated with buildings and be appropriately scaled to accommodate a range of activities including outdoor dining, small concerts, and community events.
- 2 Strategic new buildings fronting Ludwig Drive are an opportunity for destination retail or restaurants. By fronting Ludwig Drive, the buildings can activate the streetscape and create a walkable environment.

- 3 Re-purposing the existing retail frontage can activate this space and position it toward modern entertainment and retail trends.
- 4 Ludwig Drive has limited right-of-way for new streetscape enhancements. A median, with landscaping and ornamental lighting, may be the best opportunity to enhance the streetscape. Turning movements will need to be evaluated to determine the feasibility and final location of medians.

- 5 Key intersections along Ludwig Drive should have stop signs and include pedestrian crosswalks.

The graphics illustrates one possible scenario for redevelopment that expresses the principles and goals of the Economic Development Strategy and other past planning recommendations. It is not intended to express action by the City to acquire and redevelop privately held properties. Final redevelopment will depend on many factors including property ownership and market conditions.



Open Space Edged by Buildings

Future phasing or lack of market demand may preclude a continuous frontage of buildings along the interior drive and open space / plaza area. Future open space is still recommended, however, without a building fronting the space, adjacent parking areas should be screened with a combination of walls, fencing, and landscaping (see graphic on upper right). Careful attention should be paid to these edge conditions to ensure a welcoming entry while maintaining pedestrian flow.



Open Space Edged by Walls and Landscaping

DISTRICT: WEST END

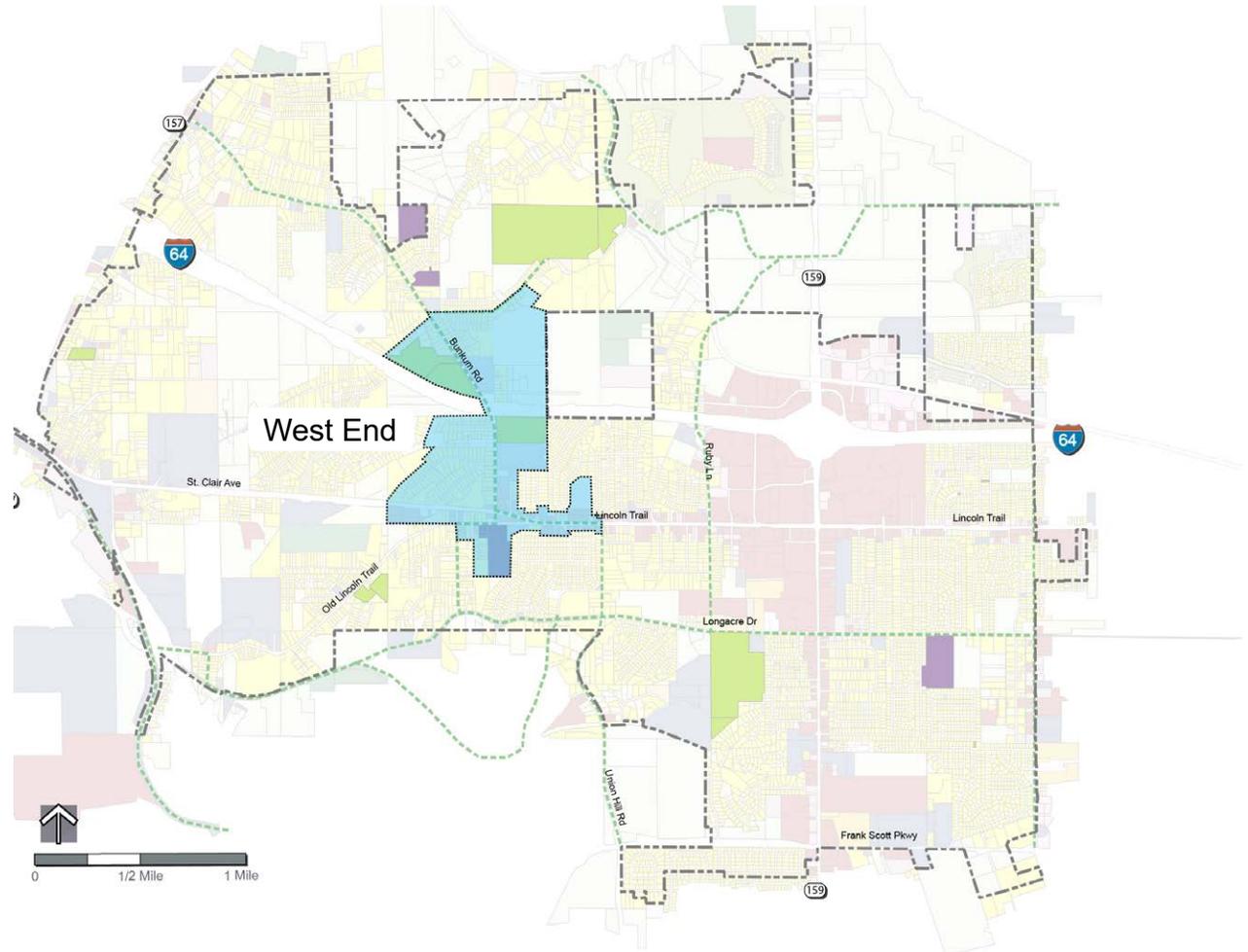
The West End Neighborhood centers around Bunkum Road and Lincoln Trail west of Union Hill. The West End includes multiple community assets including City Hall, the REC, Library, and Grant Middle School. In many ways, the West End is the center of Fairview Heights for residents.

The West End, however, also has several challenges. Distressed commercial along Lincoln Trail has led to vacancies. Although there are many neighborhood destinations, the area is not very walkable or bikable.

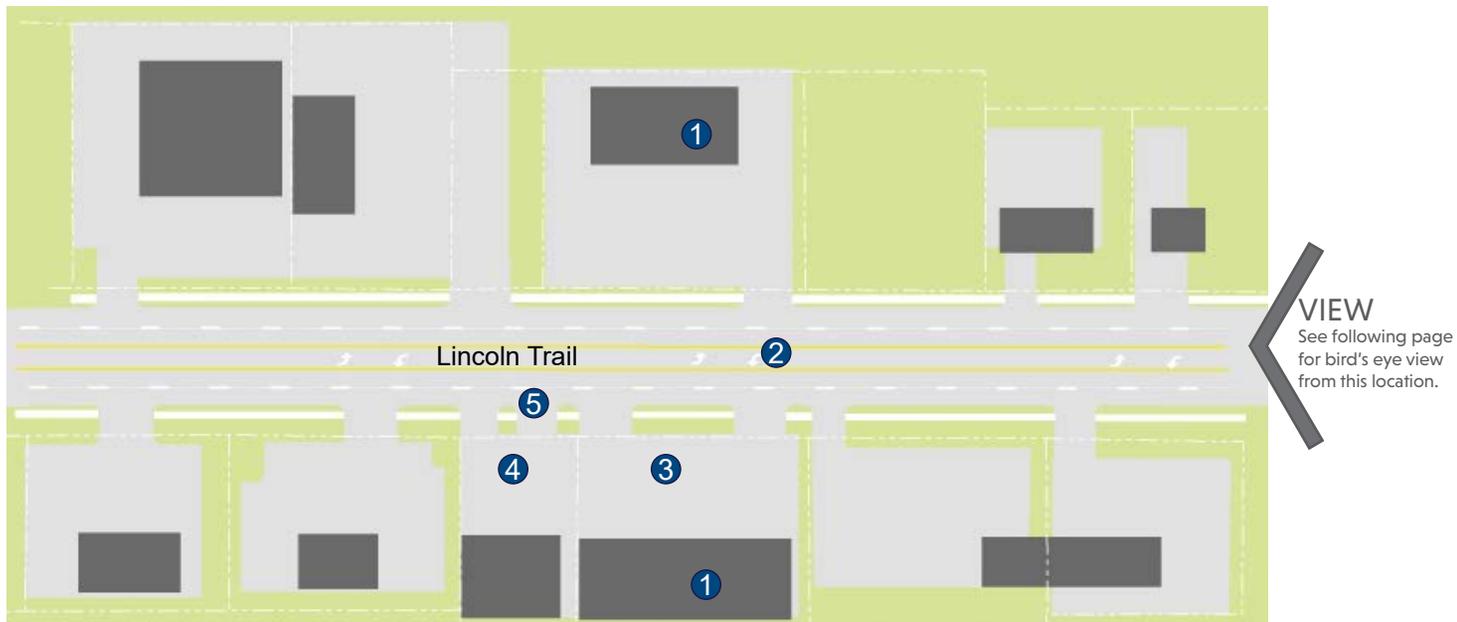
The opportunity for the West End is tremendous. New investment and redevelopment in the West End will provide an important anchor for Lincoln Trail and help strengthen commercial uses between the West End and IL-159. A strong West End will also help future investment further west along St. Clair Avenue and the Valley.

The following pages describe in more detail specific recommendations. The following are highlights:

- Neighborhood stabilization including enhanced code enforcement and proactive property maintenance programs.
- Transition of land-uses from commercial to high density residential and mixed-use.
- Streetscape enhancements and a road diet of Lincoln Trail.
- Targeted site improvement programs.
- Priority location for bike/pedestrian network (connection from Moody Park to the REC).



WEST END DISTRICT: EXISTING CONDITION



The above graphic is a prototypical representation of Lincoln Trail. These are not specific sites or parcels, but represents typical size and qualities of existing development.

- 1 Many existing retail and commercial sites along Lincoln Trail in the West End have struggled. Increased vacancies and decreased investments are key issues. Because of these issues, the 2011 Comprehensive Plan recommended a transition from commercial to higher density residential uses along Lincoln Trail.
- 2 Existing Lincoln Trail is a four-lane roadway with a turn lane. Based on existing traffic volumes, there is excess capacity. The four-lane roadway promotes higher traffic speeds which can be a detriment to neighborhood commercial. The higher speed roadway also discourages pedestrian and bicycle usage.
- 3 Large expanses of parking in front of buildings detracts from the overall streetscape experience.
- 4 Small parcels can be difficult to redevelopment or attract new investments.
- 5 Multiple access points can be a safety issue by creating multiple conflict points with traffic.

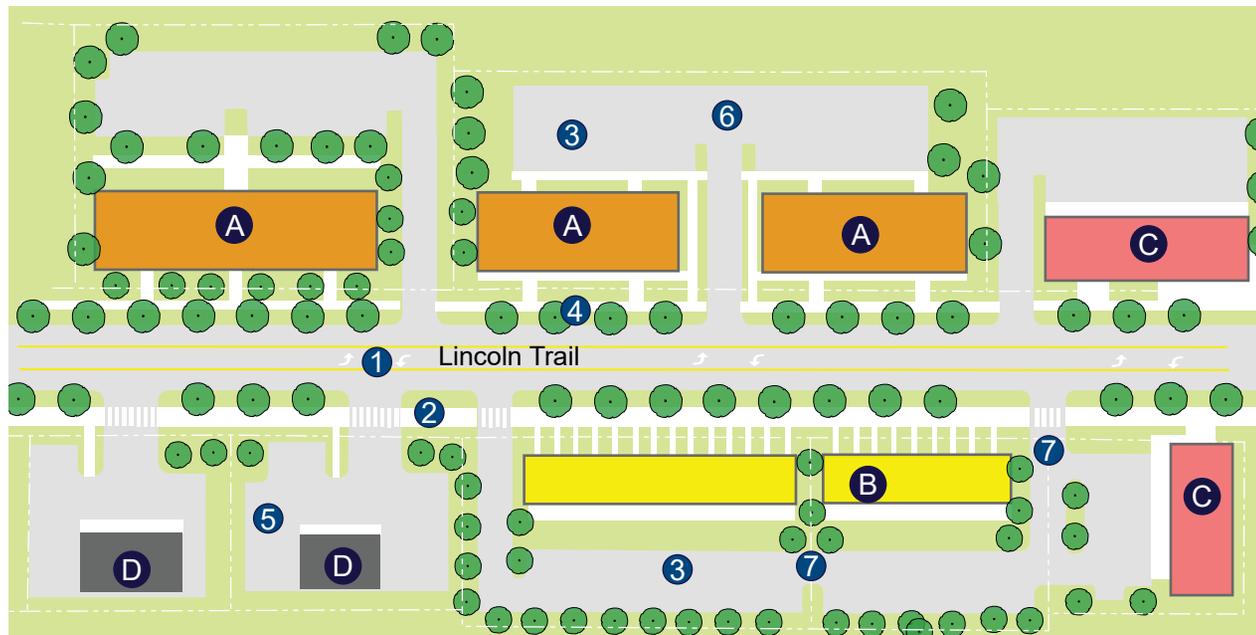
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WEST END DISTRICT: PROPOSED CONDITION



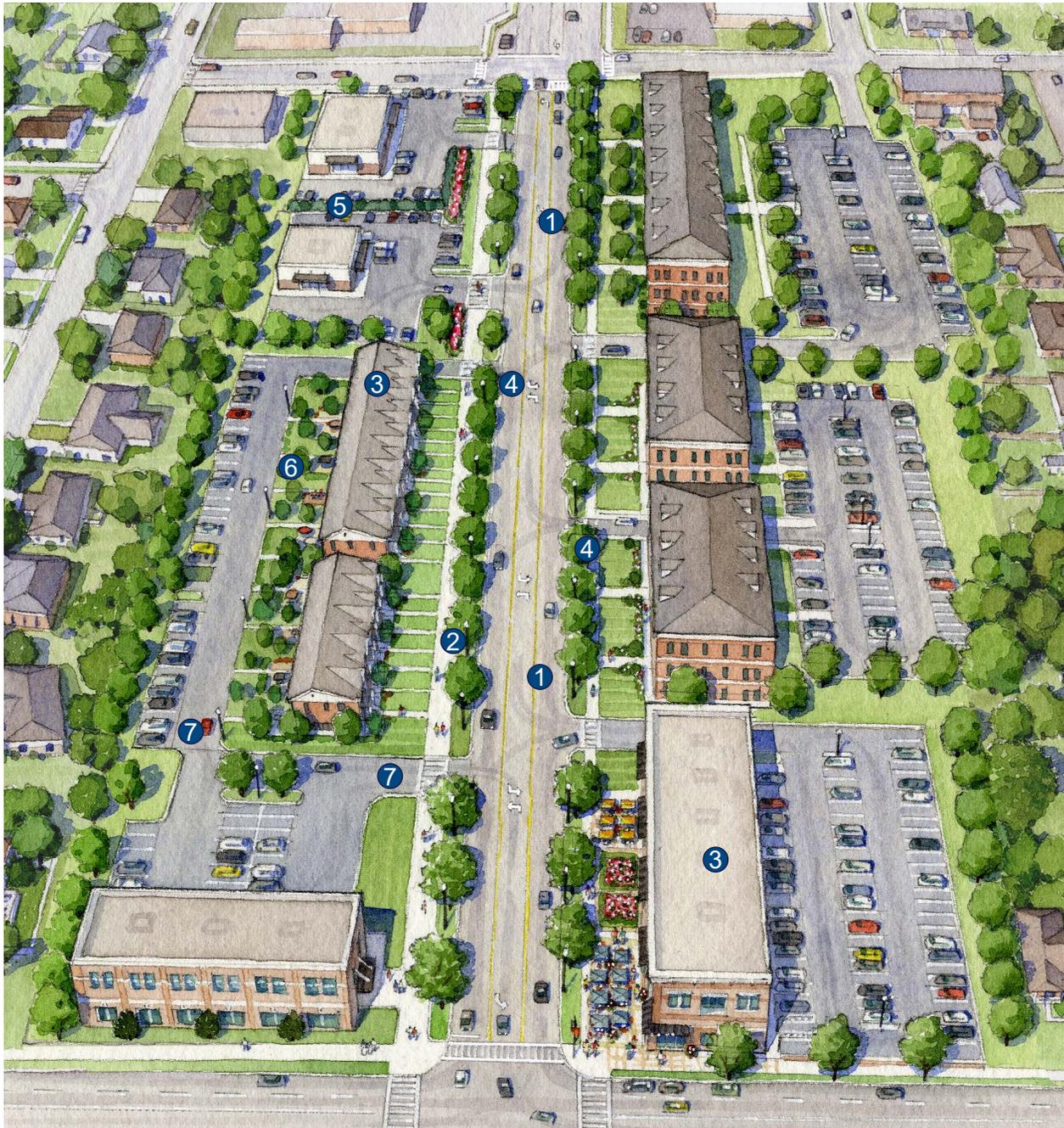
- A Apartments / Condominiums (3-story)**
- B Townhomes (2-story)**
- C Live-Work (2-story). Office or neighborhood retail on first floor, residential on second floor.**
- D Existing Commercial Buildings**

The above graphic represents an example of a potential “long-term” redevelopment scenario. It is a prototypical representation of Lincoln Trail. These are not specific sites or parcels.

The above scenario highlights increased high-density residential (consistent with the 2011 Comprehensive Plan).

- 1 Road-Diet for Lincoln Trail**
Existing traffic volumes suggest that a road-diet (from four-lanes with a turn lane to two-lanes with a turn lane) is feasible. The benefits of a road-diet include traffic calming and the opportunity to utilize the excess right-of-way for streetscape and pedestrian enhancements.
- 2 Multi-Use Trail**
The road-diet will allow right-of-way for a multi-use trail. A multi-use trail along Lincoln Trail is an important segment in a citywide trail network connecting The Rec and Moody Park with neighborhoods in the City.
- 3 Street Frontage Development**
New development should front the street with parking in the rear. When rear parking isn’t possible, parking should be at the side.
- 4 Streetscape Enhancements**
The road-diet will allow right-of-way for streetscape enhancements such as street trees, ornamental lighting, and wider sidewalks.
- 5 Re-Use of Existing Buildings and Sites**
Redevelopment along Lincoln Trail will happen incrementally. Some buildings will remain viable in the long-term. Existing sites should take advantage of existing City grant programs for site enhancements.
- 6 Consolidation of Small Parcels**
Consolidation of smaller parcels should be encouraged to have larger parcels that are more viable for redevelopment and investment.
- 7 Access Management**
Encourage cross access between parcels and shared driveways.

WEST END DISTRICT: PROPOSED CONDITION (BIRD'S EYE VIEW)



- 1 Road-Diet for Lincoln Trail**

Existing traffic volumes suggest that a road-diet (from four-lanes with a turn lane to two-lanes with a turn lane) is feasible. The benefits of a road-diet include traffic calming and the opportunity to utilize the excess right-of-way for streetscape and pedestrian enhancements.
- 2 Multi-Use Trail**

The road-diet will allow right-of-way for a multi-use trail. A multi-use trail along Lincoln Trail is an important segment in a citywide trail network connecting The Rec and Moody Park with neighborhoods in the City.
- 3 Street Frontage Development**

New development should front the street with parking in the rear. When rear parking isn't possible, parking should be at the side.
- 4 Streetscape Enhancements**

The road-diet will allow right-of-way for streetscape enhancements such as street trees, ornamental lighting, and wider sidewalks.
- 5 Re-Use of Existing Buildings and Sites**

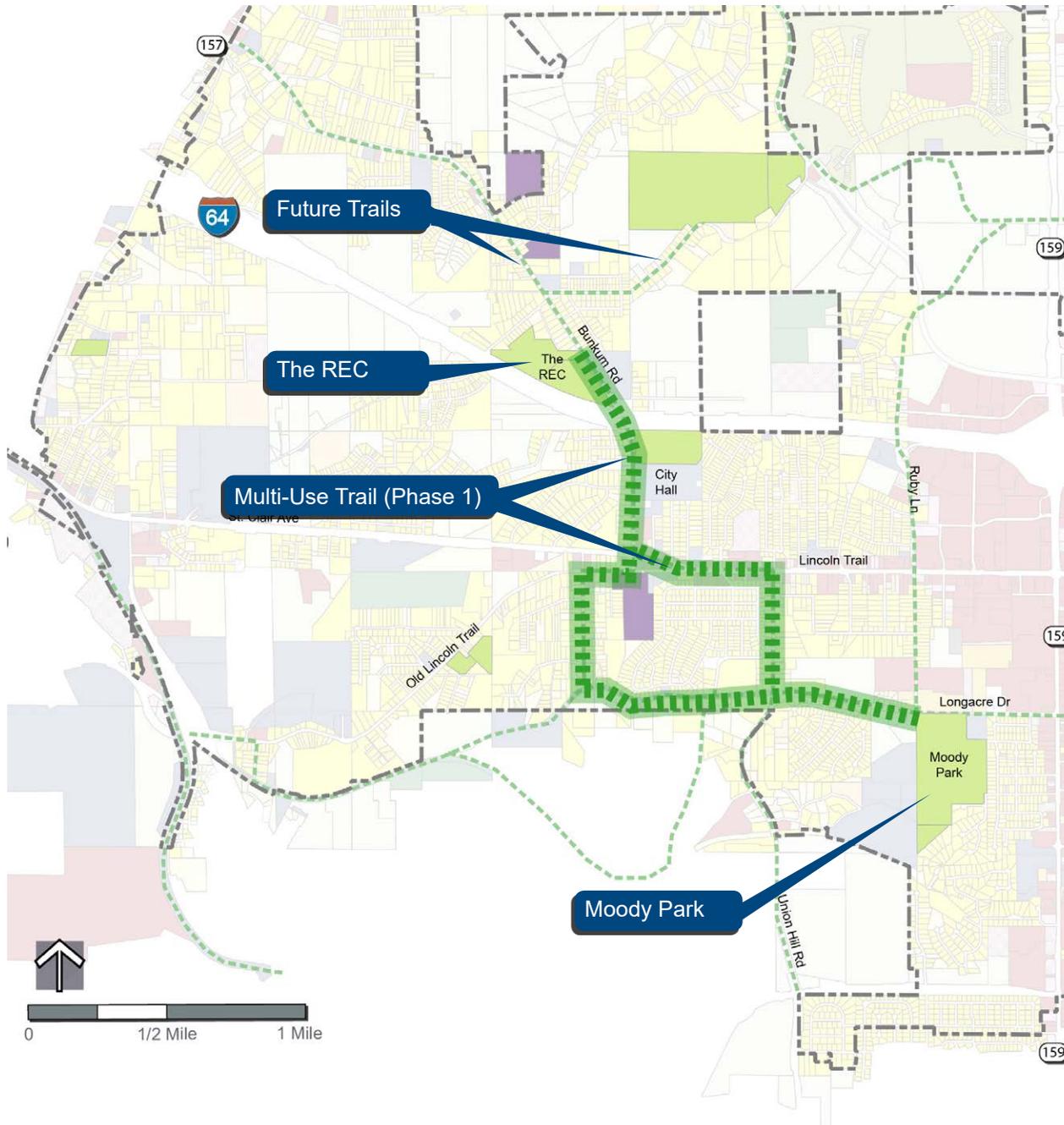
Redevelopment along Lincoln Trail will happen incrementally. Some buildings will remain viable in the long-term. Existing sites should take advantage of existing City grant programs for site enhancements.
- 6 Consolidation of Small Parcels**

Consolidation of smaller parcels should be encouraged to have larger parcels that are more viable for redevelopment and investment.
- 7 Access Management**

Encourage cross access between parcels and shared driveways.

The graphic represents an example of a potential "long-term" redevelopment scenario. It is a prototypical representation of Lincoln Trail. These are not specific sites or parcels. The scenario highlights increased high-density residential (consistent with the 2011 Comprehensive Plan).

MULTI-USE TRAIL PRIORITY LOCATION



Investment in the West End will also help implement the priority location for a multi-use trail in the City. The 2011 Comprehensive Plan recommended a city-wide network of bicycle trails. In ensuing years, additional community interest led to recommendations for Complete Street policies. Biking and walking facilities are one of the top quality-of-life factors, especially for new residents.

The road-diet of Lincoln Trail will allow right-of-way for a multi-use trail. A multi-use trail along Lincoln Trail is an important segment in a citywide trail network connecting The Rec and Moody Park with neighborhoods in the City.

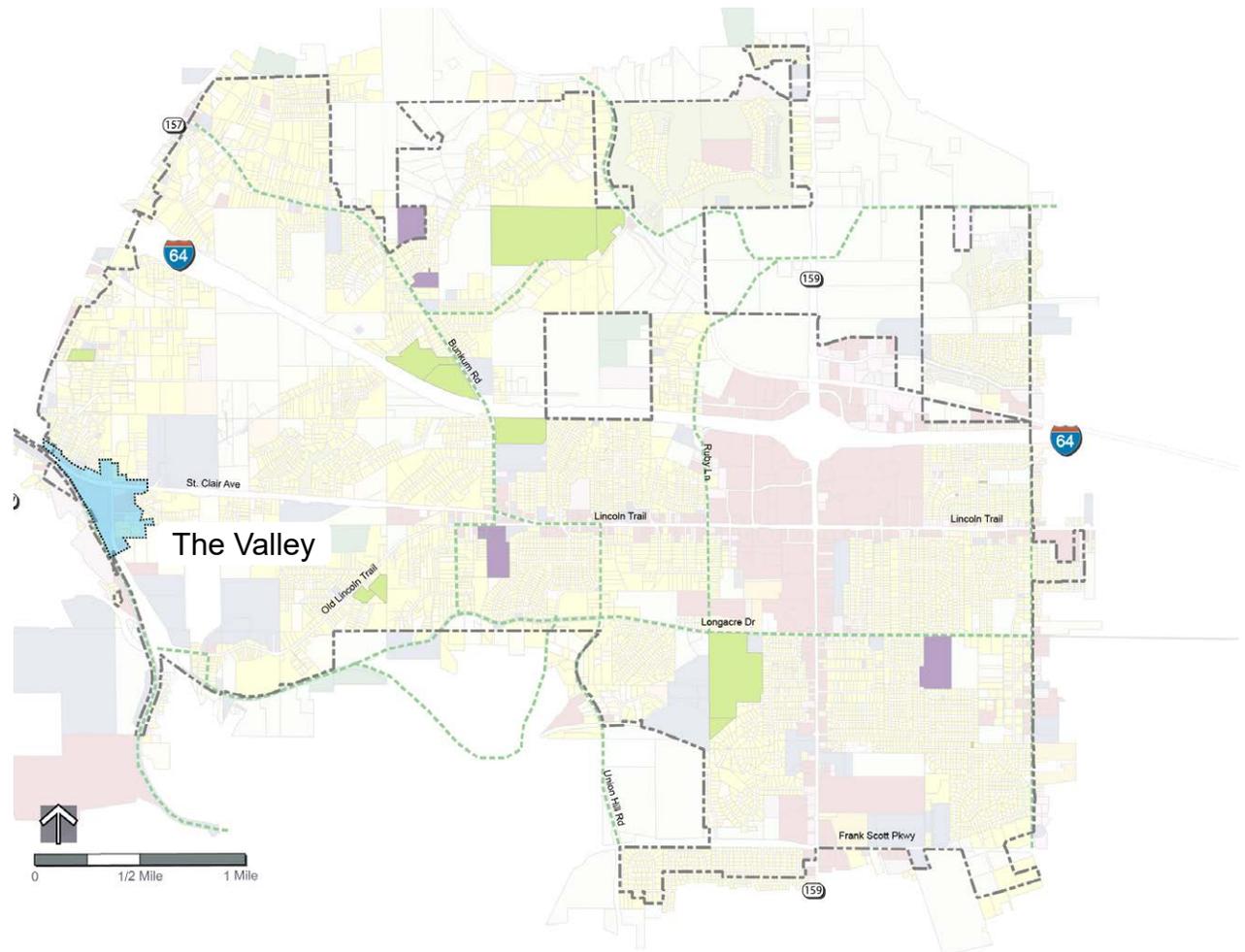
DISTRICT: THE VALLEY

The Valley is the area that is centered around the MetroLink station, St. Clair Avenue, and IL-161. The Valley is home to many long-term businesses such as Jacob Sunrooms and Exteriors and Bobcat of St. Louis.

However, MetroLink, although a popular commuter station, has not spurred associated transit oriented development despite past efforts. Previous efforts have included the East West Gateway Council of Governments Transit Oriented Development (TOD) plan for the Fairview Heights MetroLink Station and a 2015 Request for Proposals issued by the City of Fairview Heights.

Highlights of recommendations include:

- Promote New Markets Tax Credits to encourage new development around the MetroLink station.
- Create an open-air community space at the corner of St. Clair Avenue & IL-161 that could be used for community events or pop-up retail and grocery space.
- Work with MetroLink to invest in additional landscaping or artwork along the station's entry drive to create a more pleasing environment for commuters.
- Support business and residential efforts to adjust school district boundaries to expand higher performing districts footprints within the Valley and the City overall.

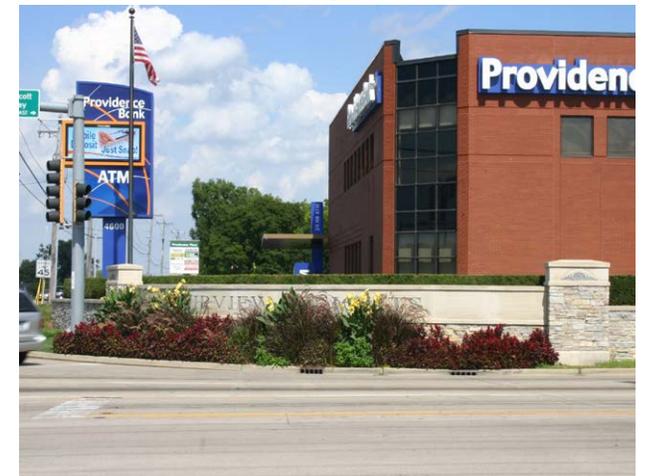
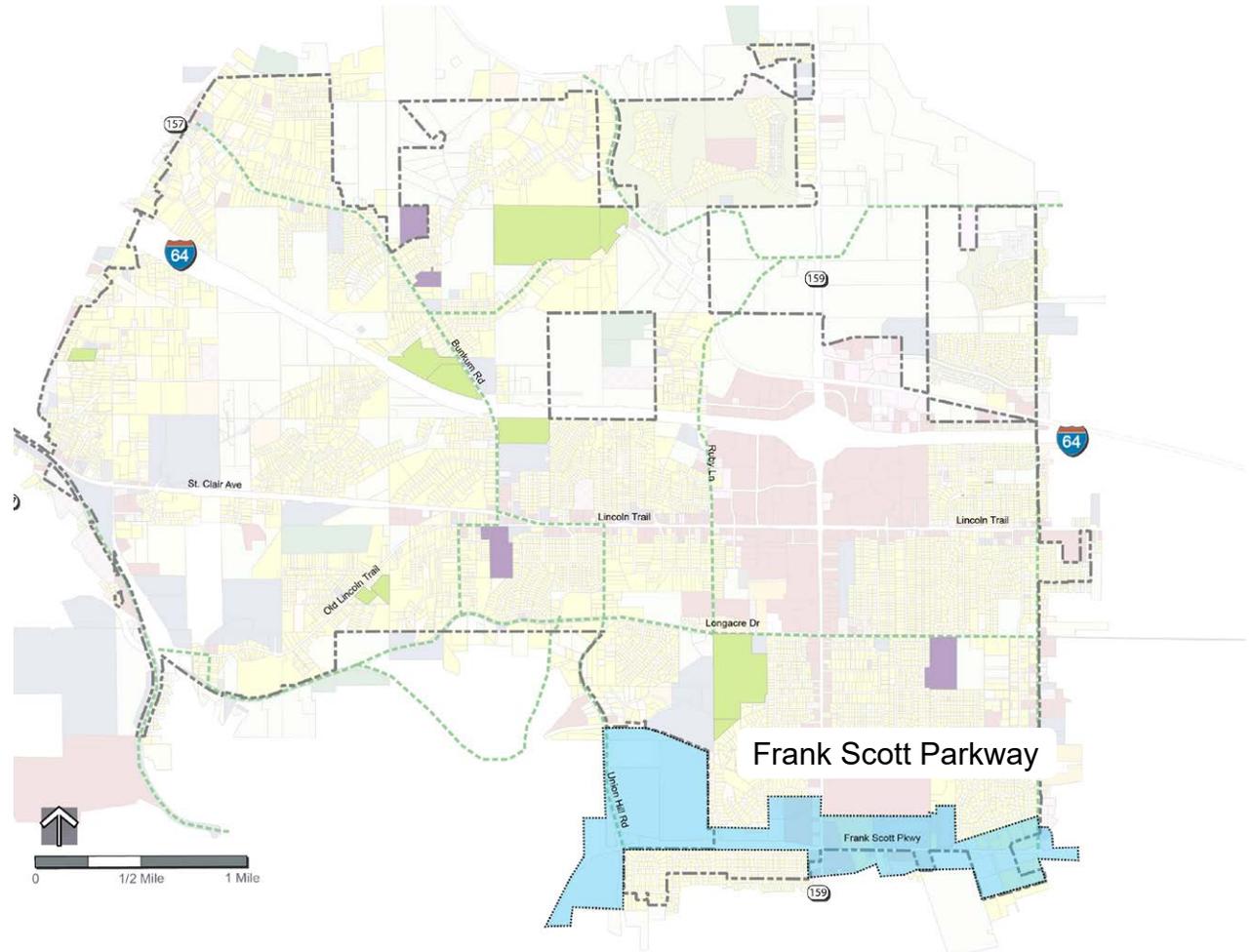


DISTRICT: FRANK SCOTT PARKWAY

Frank Scott Parkway District is the corridor along Frank Scott Parkway. The District has an existing mix of retail (such as Target), office, and residential.

Highlights of recommendations include:

- Promote office development for local businesses (including restaurants and medical buildings) along Frank Scott Parkway in the Frank Scott Neighborhood that builds on extends existing development at IL-159 and Frank Scott Parkway.
- Annex area between the existing City limits and Union Hill Road and just southwest of Union Hill Road. The annexed area land uses should be residential with commercial uses adjacent to Frank Scott Parkway.

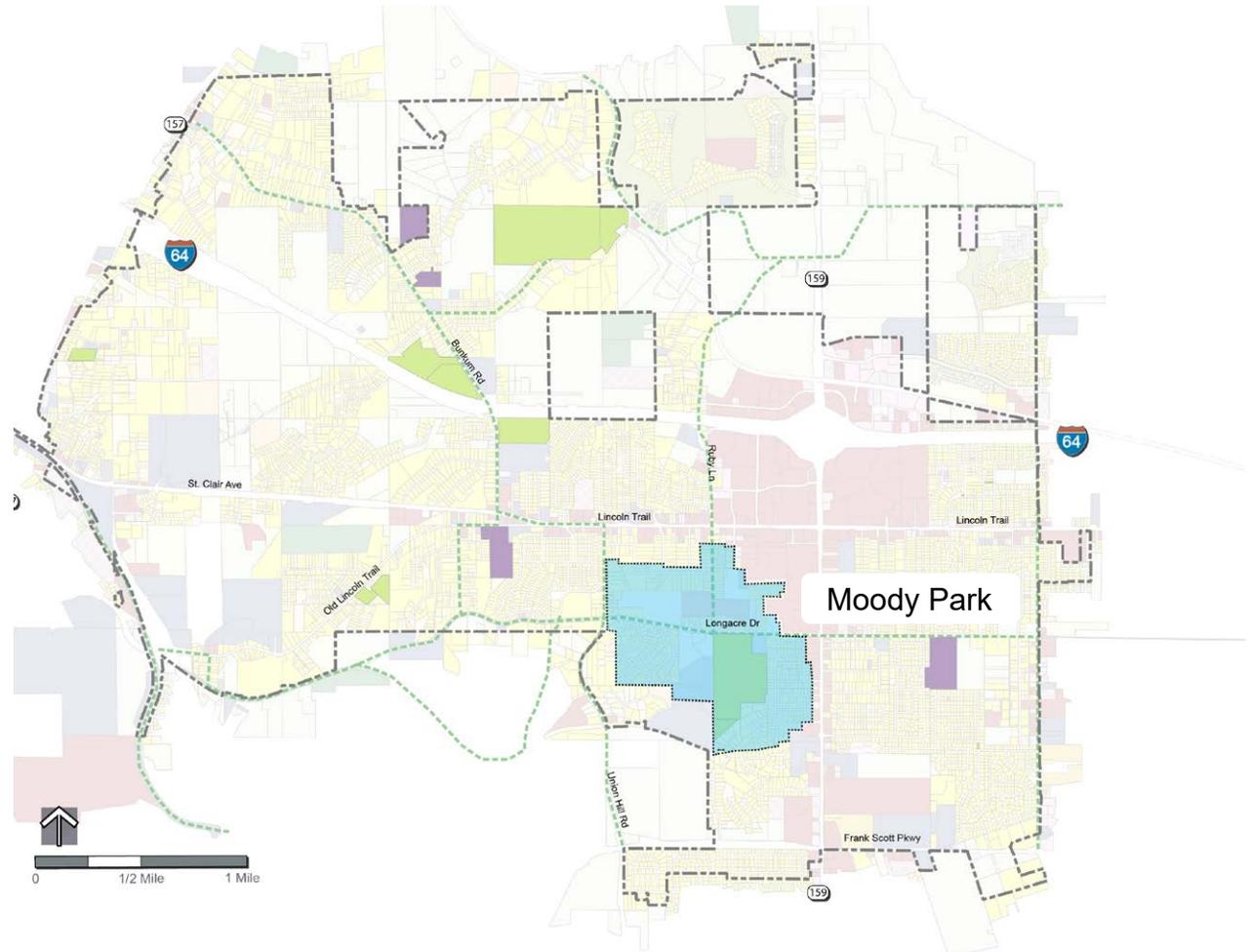


DISTRICT: MOODY PARK

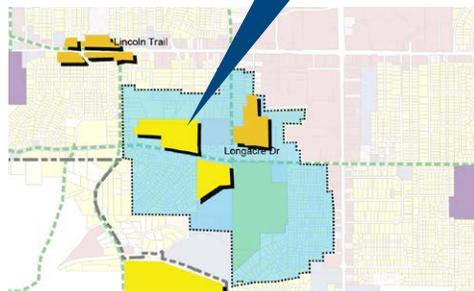
The Moody Park District is the area centered around Moody Park. Moody Park is the premier park in Fairview Heights and is the home to the annual Salute to the Arts, one of the region's premier art fairs.

The area around Moody Park is a mix of single family and multi-family residential. Additional infill residential is recommended, especially higher density residential that can take advantage of the desirable location near Moody Park and the retail and restaurants along IL-159. However, mining subsidence issues may limit development opportunities in this area.

With or without additional development, Moody Park should be considered an anchor for this area of Fairview Heights. A strong bike/pedestrian connection between Moody Park and the REC can be the backbone of a citywide bike/pedestrian network throughout the City.



Opportunity for new residential near Moody Park



Priority location for a bike/pedestrian network between Moody Park and the REC



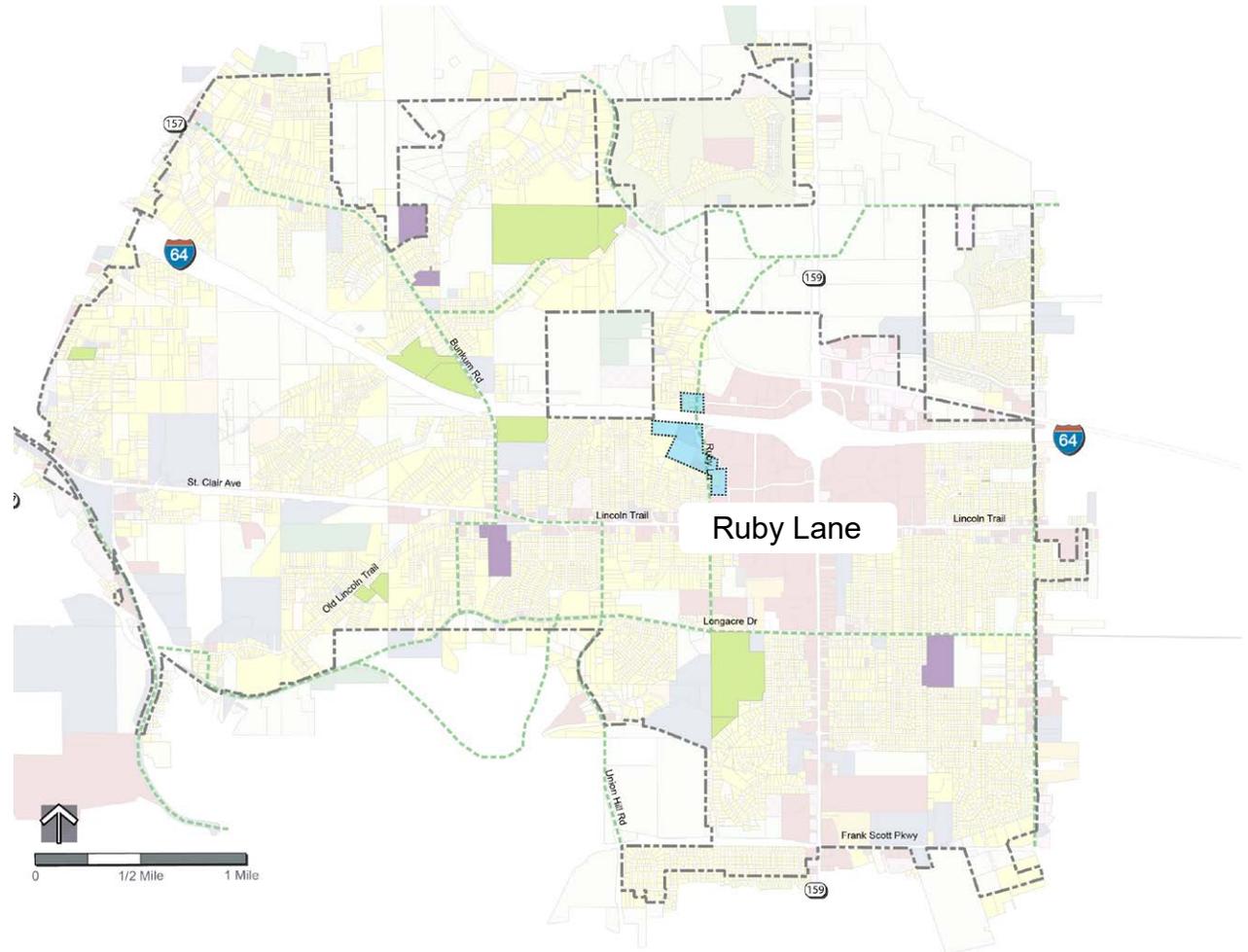
DISTRICT: RUBY LANE

The Ruby Lane District is the area along Ruby Lane just north and south of Interstate 64. In the past, this area has been one of two focus areas for a new interstate access (along with Union Hill Road).

However, the Federal Highway Administration has stringent standards that must be met to secure additional or modified access to the Interstate system, and it must be demonstrated that any new access would improve safety and operational conditions on the freeway. These standards also require that all other options be exhausted, including enhancements to the secondary road system. Because of the stringent standards, access to the Interstate at Ruby Lane or Union Hill Road has not moved toward implementation.

While the City could continue to reserve this area for future interstate access, the City should also consider utilizing this area for targeted development. Any development in this area should be part of a broader vision of development for the Market Place area, including mixed-use and multi-family housing. The Ruby Lane District should not have piecemeal development.

The transportation section of this document recommends conducting a Corridor Planning Study that evaluates both an east-west northern roadway connection and a future additional I-64 interchange. Based on the results of the Corridor Planning Study, the City can then determine the strategic direction for the Ruby Lane District as discussed above.



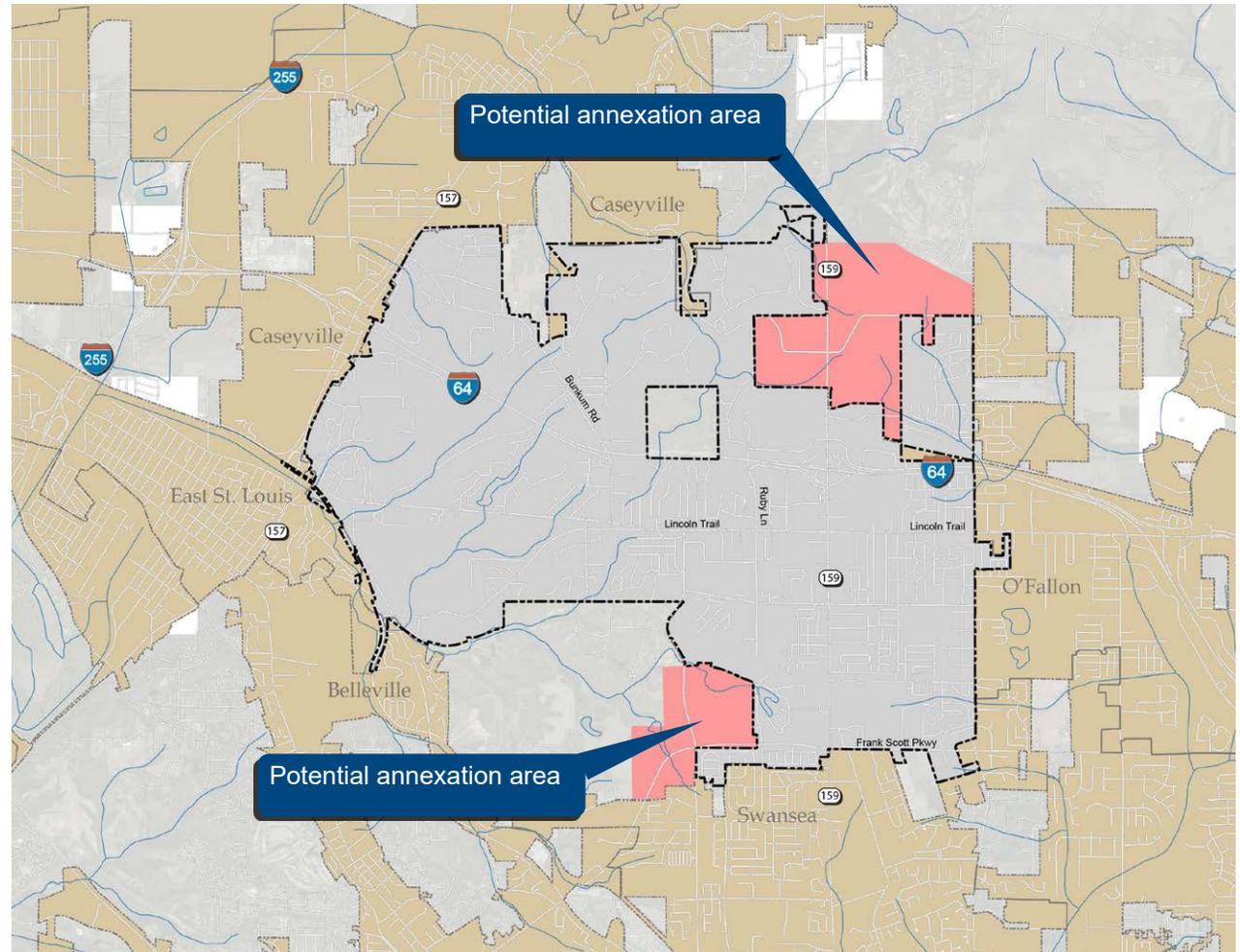
Future Annexation

Future annexation for the City of Fairview Heights will be an important component in achieving the goals of the Economic Development Strategy. Annexation will benefit the City by ensuring future development will follow City zoning and development regulations. Annexation will also allow the City to have greater control over future development. While the City can extend its future land use plan up to a mile and a half from its boundary, the underlying zoning for unincorporated areas is St. Clair County Zoning.

Annexation by municipalities in Illinois must follow state statutes that provide the requirements and path forward for annexation. Annexation by the City of Fairview Heights will likely not be a short-term endeavor, however there are multiple steps the City can take to move the process forward and also have greater control of future development in potential annexation areas.

Recommendations:

- Pursue annexation of the unincorporated areas north of the City along IL-159 and southwest of the City along Frank Scott Parkway and Union Hill Road.
- Work with Caseyville Township Sewer District to extend service to the area north of I-64 beyond the City limits.
- Ensure the City's future land-use plan shows the proposed annexation area and future City boundary. Ensure the future land-use plan for proposed annexation areas align with current goals and recommendations.
- Seek boundary agreements with adjoining communities including O'Fallon, Belleville, Swansea, and Caseyville.



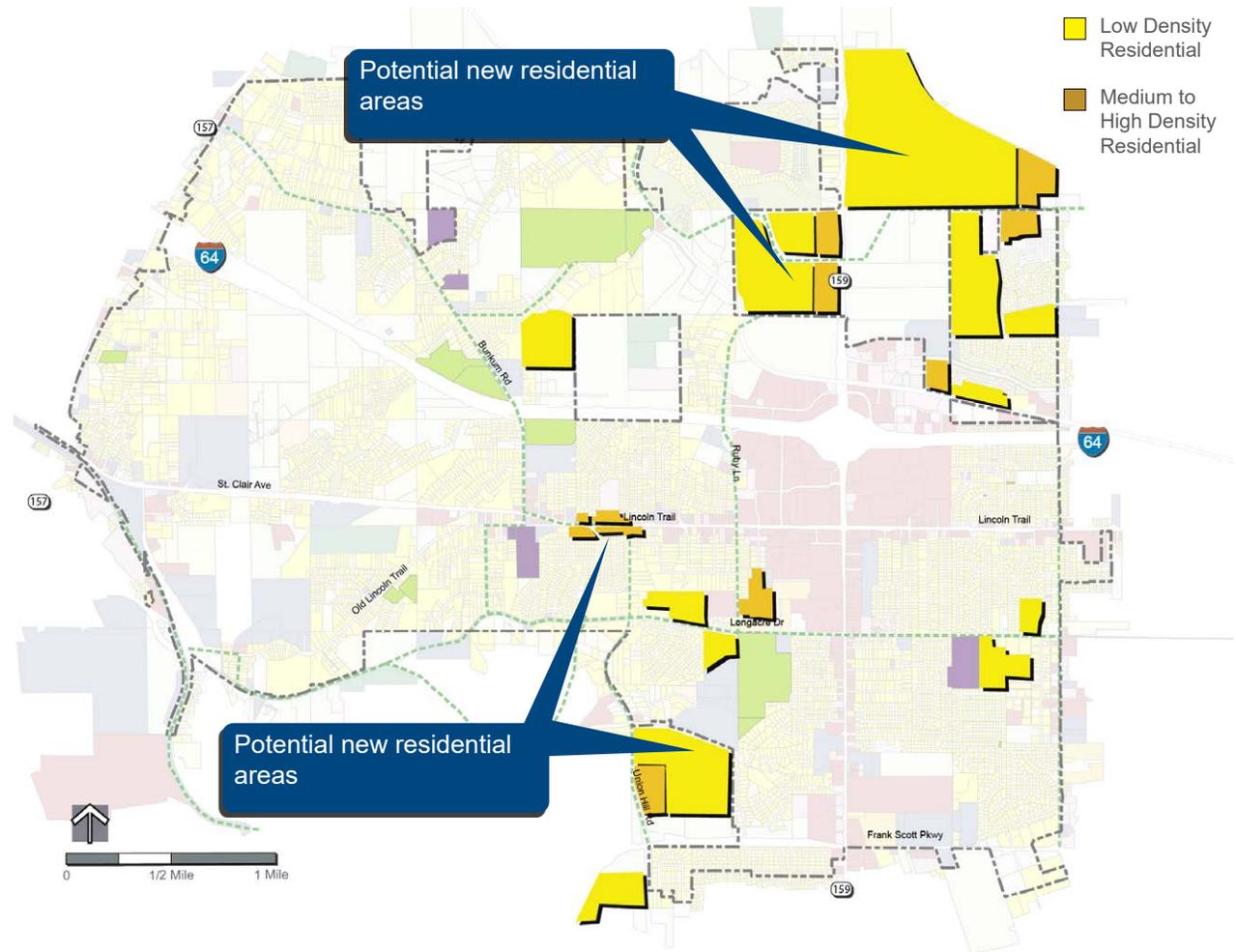
Encourage New Residential

There's an old adage that "retail follows rooftops." While realities are more nuanced than that simple statement, there is also some truths to it. Fairview Heights has had limited new residential growth in recent years. While Fairview Heights is mostly built out, there are still undeveloped areas within and adjacent to the City that could accommodate new residential. In addition, there are existing built areas of the City that have the potential to be redeveloped with residential, especially higher density residential.

New residential will have several benefits for the City including:

- Growing the residential population as a means of growing the City's talent and business base.
- Generating population growth that contributes to the image of Fairview Heights as a vibrant, thriving community.
- Attracting new residents that diversify Fairview Heights' demographic profile.
- Increasing roof tops to support continued retail presence – a variation on the adage "retail follows rooftops".
- Converting languishing retail real estate that detracts from Fairview Heights' image.

The map on this page shows potential areas of new residential. Potential areas may be limited by a number of factors including subsidence risks or lack of available properties.



Priority areas for new residential include:

- Single family development – especially in the O'Fallon school district.
- Annexation of unincorporated, undeveloped areas particularly located in the North I-64 Neighborhood to capture potential residential development area in O'Fallon school district.
- Multi-family/Senior (attract new residents and provides options for aging residents to remain in the community).

Transportation Recommendations

Transportation is one of key reasons for the formation of Fairview Heights. Located at the crossroads of Interstate 64 and IL-159, this location led to the prosperity of Fairview Heights. Today, with over 80,000 vehicles a day on Interstate 64 and over 40,000 vehicles a day on IL-159, transportation is still critical to the success of the City.

Any proposed economic improvements to the City must include an understanding of their proposed impacts to transportation. This section highlights three crucial city-wide recommendations regarding transportation, including:

- Invest in the secondary road network.
- Continue to improve access management.
- Workforce Transportation: Creation of a Transportation Management Association.

INVEST IN SECONDARY ROADWAY NETWORK

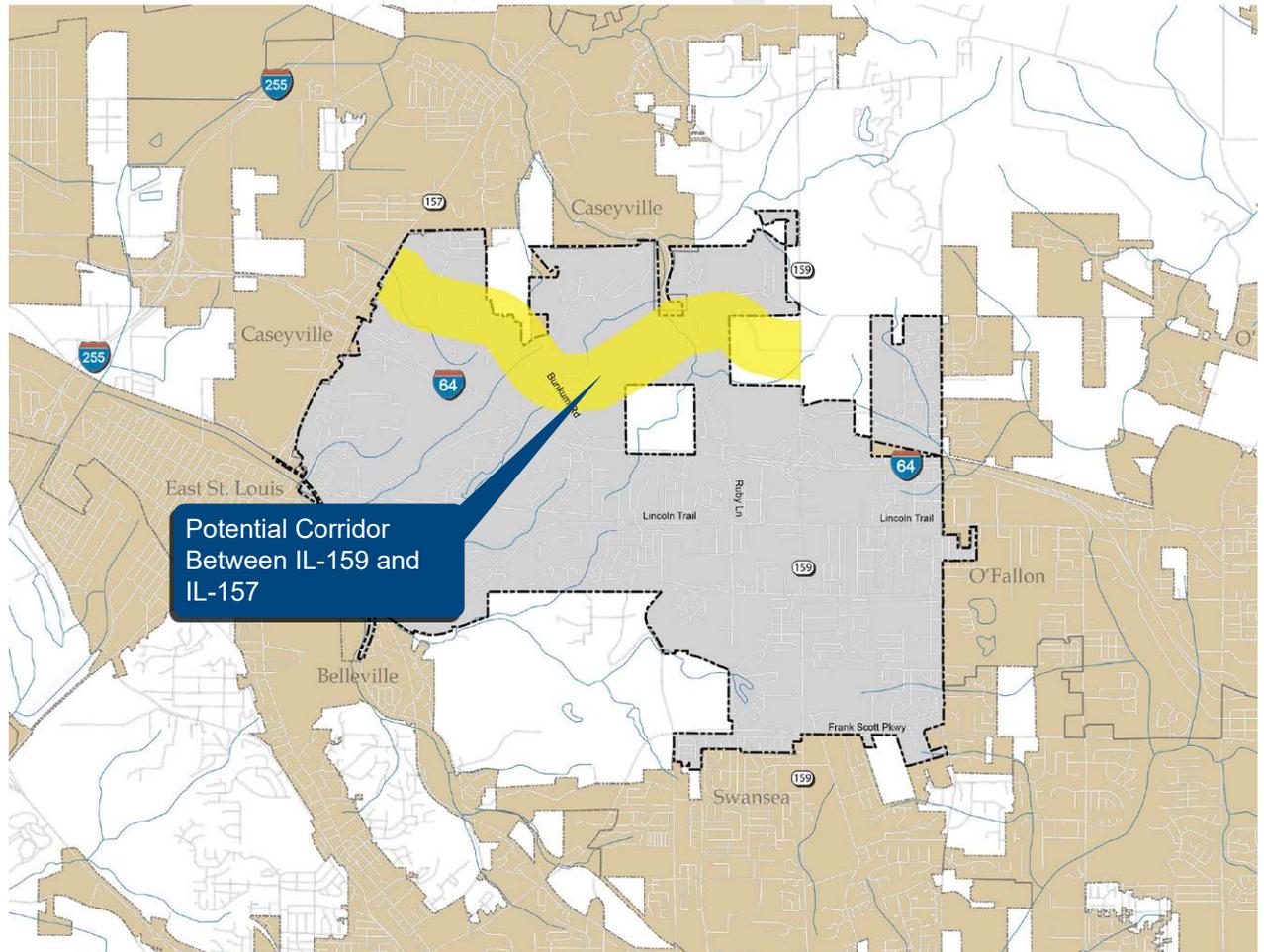
The most pressing broad-based transportation need for the City is the creation/enhancement of a secondary road system, particularly to the north of I-64. While the more developed areas south of I-64 have several east-west routes, the road system to the north of I-64 is not built-out. In particular, there is a lack of roadways connecting Old Collinsville Road, IL-159, Bunkum Road and IL-157 as well as the existing east-west routes, e.g. O'Fallon Drive and Milburn School Road. The need for a complete road system will become more pressing as development occurs within the northern portion of the City.

Past transportation plans have emphasized the need for an additional interchange on I-64 to the west of IL-159. The establishment of a more complete roadway system to the north of I-64 would improve the economic viability of the City even if another interchange is not secured, and the improved secondary roadways would strengthen the case for and utility of a future additional interchange.

Analysis of an Additional I-64 Interchange

In an effort to reduce congestion on IL-159 and improve access to areas west of the corridor, the City has previously pursued additional and/or augmented access to I-64. The primary focus area for new interstate access has been in the vicinity of Ruby Lane or Union Hill Road.

The Federal Highway Administration has stringent standards that must be met to secure additional or modified access to the Interstate system, and it must be demonstrated that any new access would improve safety and operational conditions on the freeway. These standards also require that all other options be exhausted, including enhancements to the secondary road system.



The next step for investing in the secondary road network is conducting a Corridor Planning Study. The Corridor Planning Study should evaluate both an east-west northern roadway connection and a future additional I-64 interchange. It is recommended that the City prioritize the aforementioned development of the secondary road system to improve accessibility to the northern portion of the City, which will both improve the chances of securing another interchange and enhance economic development if a new interchange is not permitted.

CONTINUE TO IMPROVE ACCESS MANAGEMENT

A major contributing factor to the congestion on IL-159 (as well as Lincoln Highway) is a lack of access management. As access points have been permitted over the past several decades, closely-spaced traffic signals have been introduced, which creates constrained operations and traffic spillbacks that at times overlap adjacent intersections. In addition, unsignalized driveways are subject to lengthy delays and blockages during peak traffic times.

Access Management is the proactive management of vehicular access points to adjacent land parcels. It encompasses a set of techniques that state and local governments can use to control access, including:

- **Access Spacing:** increasing the distance between traffic signals improves the flow of traffic on major arterials, reduces congestion, and improves air quality for heavily traveled corridors.
- **Driveway Spacing:** Fewer driveways spaced further apart allows for more orderly merging of traffic and presents fewer challenges to drivers.
- **Safe Turning Lanes:** dedicated left- and right-turn, indirect left-turns and U-turns, and roundabouts keep through-traffic flowing. Roundabouts represent an opportunity to reduce an intersection with many conflict points or a severe crash history (T-bone crashes) to one that operates with fewer conflict points and less severe crashes (sideswipes) if they occur.

- **Median Treatments:** two-way left-turn lanes (TWLTL) and non-traversable, raised medians are examples of some of the most effective means to regulate access and reduce crashes.
- **Consolidated Access:** when adjacent parcels are required to share access and/or provide cross-access connections, fewer driveways are necessary with direct access to the highway.

Access Management provides an important means of maintaining mobility. Federal Highway Administration studies show that implementing access management results in increased roadway capacity, reduced crashes, and shortened travel time for motorists.

It is recommended that the City adopt Access Management Guidelines to create and enforce standards for access spacing and configuration. These Guidelines should outline requirements for both newly developed land as well as redevelopment, which may provide an opportunity to retrofit and correct existing deficiencies.

WORKFORCE TRANSPORTATION: CREATION OF A TRANSPORTATION MANAGEMENT ASSOCIATION

One of the emerging challenges for the City is maintaining an appropriate workforce to serve the growing retail sector. The provision of affordable and reliable transportation for these workers is a primary concern and constraint to growth.

The most efficient means of accommodating the transportation needs of the workforce is a robust transit system. The City is served by MetroLink and several bus routes. However, the Comprehensive Plan highlighted the need to expand the availability of public transit through partnerships with Metro and SCCTD as well as improve transit infrastructure (such as bus shelters).

Another effective means to coordinate workforce transportation is to create one or more Transportation Management Associations (TMA). A TMA is an organized group that focuses on facilitating the movement of people and goods within an area.

TMAs allow businesses to pool their resources to support commuter transportation strategies and can act in an advocacy role with local government on behalf of its membership. TMAs provide a variety of services related to transportation demand management (TDM), usually focused on expanding knowledge of alternatives to commuting in a single-occupant vehicle. These efforts can help to not only reduce peak period traffic congestion, but also increase the availability of alternative transportation options, which could directly address the needs of the local workforce.

The background image shows two construction workers wearing white hard hats and high-visibility safety vests. They are standing on a construction site, looking at a set of blueprints held by one of the workers. The scene is overlaid with a semi-transparent blue filter. The text 'CHAPTER 4' is prominently displayed in the center in a large, white, sans-serif font.

CHAPTER 4

Implementation

Implementation

Fairview Height's economic development strategy lays out multiple recommendations based on the city's economic and market strengths in light of best practices. Achieving the economic resiliency that is the goal of the strategy requires action, tools and resources. It will be particularly important for the City to work with partners to achieve common goals. Fairview Heights is competing with other communities that are newer and better marketed, and they need to work efficiently to continue to grow and expand in the region.

This section addresses considerations that impact strategy implementation and includes implementation grids for top strategy areas.

Economic Development Department

Fairview Heights has highly experienced and professional staff supporting its economic development initiatives, but capacity is limited to one dedicated individual plus the support of the Director of Land Use and Development. Given the range of recommendations in this economic development strategy, prioritizing key recommendation areas, ensuring adequate time frames and leveraging partnerships will be important to realizing implementation. Where financially feasible, budgeting for consulting firms that bring specialized expertise (e.g., marketing/communications or tourism) will increase bandwidth and can provide support as needed.

Additionally, college or graduate school interns can be an important resource for expanding staffing capacity and bring a fresh perspective and new energy to specific projects or on a more extended basis. Areas that would benefit from student support would include aggregating tourism data, helping to develop a tourism BRE survey, attending and/or helping organize and disseminate City information at events around Scott Air Force Base and assisting with website maintenance and updates. An extra pair of hand to help out in any of the BRE efforts and the Metro East Business Incubator programs also would be beneficial to the City and provide a meaningful, hands-on experience for students.

Policy Changes & Economic Development Toolbox

Fairview Heights has demonstrated that it is a community that proactively supports economic growth through available economic development policies and tools. This section identifies some select policy recommendations for strengthening the city's ability to promote business development and economic investment. Additional and existing development tools are addressed in the implementation priorities.

SPECIAL SERVICE AREAS

Fairview Heights has taken important steps to ensuring that appropriate incentive programs are in place to support development and reinvestment in the community. One program that the City may want to consider implementing is a Special Service Area (SSA). An SSA is a defined district in which a municipality levies a special property tax that can then be used to by the municipality to provide enhanced services, infrastructure improvements and land or building improvements. Services can range from enhanced trash removal, parking and maintenance to planning and marketing and special events along with a broad range of public infrastructure from landscaping/ streetscaping to sewers. The funds may also be used for façade improvement as well as interior renovations. The SSA may hold particular promise as a vehicle for financing improvements needed to realize the Ludwig entertainment district.

HOTEL / MOTEL TAX

The City imposes a hotel/motel tax that is to be used to promote tourism and conventions in Fairview Heights. Currently, proceeds from the tax are being used to pay off bonds issued in connection with construction of a conference center, with any excess made available as small grants to organizations hosting community cultural events. Grant funds may be used by the organizations to offset costs of the events, costs of city services, marketing cost and permanent beautification public improvement costs.

The City should consider using a portion of hotel/motel tax revenues to support elements of the tourism recommendations as funds are available.

BUSINESS ASSISTANCE PROGRAM OVERVIEW

Fairview Heights makes available on-line an overview of the various incentives offered by the City and the designated geographic areas in which these incentives are available, including the City's tax increment financing or TIF districts. The document is technical and detailed and probably provides more information than is necessary: most developers will be experienced and familiar enough with TIF and other tools that the detailed explanations is not necessary while local business owners seeking to access funds through the Lincoln Trail Façade and Site Improvement Program are likely to be overwhelmed. The fact that the program is under-utilized suggests that this might be the case. While the overview is a valuable internal reference document, a simpler, more straightforward approach may be more appropriate for the City's public facing incentive information.

As an initial matter, it would be helpful to address each program separately, including the supporting information and application for that program in a single document rather than addressing everything in one document. Indeed, it may be preferable for Fairview

Heights to simply indicate that it is willing to entertain requests for incentives from potential developers, identify the programs with any key details (e.g. goals and objectives for the Enterprise Zone) and the maps for any geographic designations without the detailed application and program descriptions presented publicly. Parties interested in pursuing development in the City could be directed to follow up with Economic Development staff to secure an application and additional detail.

Additionally, the City should consider creating a separate application for the Lincoln Trail TIF Façade and Site Improvement program that requests key information from the property owner but does not go into the level of detail one would require for a large-scale redevelopment. Moreover, simplifying the language for the program description and any application materials will be important. Much of the program description reads like a municipal code. For example, rather than "Projects that have begun principle construction or façade and site alterations before final City Council grant approval will be ineligible for the façade and site improvements program," it may be preferable to state "Owners may not

undertake façade or site improvements prior to final approval of their application by the City Council." Further, while it is important that prospective users of the program appreciate that there are design standards applicable to their projects, it may be more helpful for prospective users to go over the applicable standards once the business or property owner has applied to participate; in many instances, it may be a discussion more relevant to the party responsible for design improvements.

Implementation Priorities

While every proposed recommendation is important and many strategies can be accomplished as part of the daily work of the Economic Development staff, there are many priority initiatives in this document that require special focus. In many cases, these priorities require additional partners beyond Economic Development staff, including internal City resources such as the City Council and other City departments, such as public works and parks and recreation; and external partners, such as the private sector, neighboring communities, and regional agencies.

This section lists the top priorities of the Economic Development Strategy. Many of the strategies overlap multiple categories of the plan recommendations. For each priority, expected partners, time frame, funding, and metrics are included.

It is important to note that the priorities are not listed in any particular order or ranking. However, priorities have been kept to around ten to fifteen to better focus the resources of the City.

Implementation Priorities

- Grow Industry Clusters (Retail, Accommodations & Food and Arts, Entertainment & Recreation)
- Develop Retail Tourism Strategy
- Grow Emerging Sectors
- Encourage New Residential
- Pursue Annexation
- Invest in Secondary Road Network
- Reinvest in West End Neighborhood
- Form I-64 Tourism Collaborative
- Invest in Infrastructure that Improves the Image of Fairview Heights
- Rebrand Fairview Heights
- Establish Metro East Business Incubator
- Grow Relationship with Scott Air Force Base

Grow Industry Clusters (Retail, Accommodations & Food and Arts, Entertainment & Recreation)

Key Action Steps	Economic Development Focus Area	Time Frame	Potential Funding Resource/Toolbox	Partners	Metrics
1. Focus on attracting emerging sector businesses to I-64 North Neighborhood.	Cluster Development Business and Talent Retention and Expansion	On-Going	NA	Commercial property owners/brokers SAFB Leadership Council Chamber	Reduction in vacancy rates
2. Focus on redevelopment of existing commercial/retail real estate.	Cluster Development Incentive Programs and Development Toolbox	Years 1-3	Special Service Area TIF Business District PACE	Commercial property owners CBL	Designation of Ludwig retail area an entertainment district, inclusive of offerings east of IL-159 Reinvestment in St. Clair Square Repurpose excess parking capacity at St. Clair Square Evaluate potential for repositioning portion of Marketplace Shopping Center for multi-family residential use (while continuing to support viable retail and commercial uses) Reduction in vacancy rates # of new venues

Key Action Steps	Economic Development Focus Area	Time Frame	Potential Funding Resource/Toolbox	Partners	Metrics
1. Develop regional and local tourism partnerships to gather tourism market data.	Cluster Development Regional Tourism	Year 1	Partner organizations	St. Louis Convention and Visitors Bureau Illinois Visitors Bureau ILLINOISouth St. Clair County Transit Regional attractions (e.g., Cahokia Mounds) Midwest Salute to the Arts Wingfest	# of partner organizations Regional visitor profile Baseline of festival attendee data
2. Develop and implement Business Retention and Expansion (BRE) survey.	Business and Talent Retention and Expansion	Year 1	NA	ILLINOISouth	# survey responses
3. Conduct focus group of tourism related businesses, hotels, restaurants, St. Clair Square Mall, festival representatives.	Business and Talent Retention and Expansion	Year 1	ILLINOISouth Illinois Tourist Bureau	ILLINOISouth	Local tourism strategy tailored to business opportunities and challenges Additional local visitor profile data

continued...

Develop Retail Tourism Strategy

Key Action Steps	Economic Development Focus Area	Time Frame	Potential Funding Resource/Toolbox	Partners	Metrics
4. Transition focus group to tourism working group strategy development and implementation.	Business and Talent Retention and Expansion	Year 2	NA	ILLINOISouth Local retail and hospitality businesses	Increased visitor population Increase in hotel nights Increase in hotel/motel tax revenues Increase in sales tax Increase in food/beverage tax
5. Develop visitor/tourist-centered website tab or micro-site (separate website).	Marketing and Messaging	Years 2-3	Hotel/Motel Tax	NA	Website visitor analytics

Key Action Steps	Economic Development Focus Area	Time Frame	Potential Funding Resource/Toolbox	Partners	Metrics
1. Focus attraction efforts on retailers that have adapted to modern trends, concentrating on attracting quality/ independent restaurants, destination venues and “eatertainment” operations.	Cluster Development Financial Resiliency Business and Talent Retention and Expansion	On-Going	NA	Commercial property owners and brokers	Reduction in vacancy rates # of new venues
2. Promote office development for local businesses along Frank Scot Parkway.	Cluster Development Small Business and Entrepreneurship	Years 3-5	NA	Chamber Commercial property developers	Total investment in new development
3a. Collaborate with MetroLink to enhance and activate station. 3b. Revisit MetroLink station development plan.	Cluster Development	Year 2 Years 3-5	Bi-State New Markets Tax Credits (federal & state)	Bi-State Development Agency Small businesses Real estate developers	Total investment in enhancements Pop-up retail days Total investment in new development
4. Update and re-issue business survey.	Business and Talent Retention and Expansion	Year 1	NA	NA	NA

Key Action Steps	Economic Development Focus Area	Time Frame	Potential Funding Resource/Toolbox	Partners	Metrics
1. Encourage redevelopment proposals that include multi-family housing that is consistent with the City's Comprehensive Plan and Economic Development Strategy.	Business and Talent Retention and Expansion	On-Going	NA	Developers	# of new multi-family units
2. Encourage new single family housing that is consistent with the City's Comprehensive Plan and Economic Development Strategy.	Business and Talent Retention and Expansion	On-Going	NA	Developers	# of new single-family units

Key Action Steps	Economic Development Focus Area	Time Frame	Potential Funding Resource/Toolbox	Partners	Metrics
1. Pursue annexation via Illinois statutes for municipal annexation.	Business and Talent Retention and Expansion	Years 2-5	NA	NA	Parcel/Acres of annexation
2. Amend the City's Future Land Use Plan to show a proposed future municipal boundary.	Business and Talent Retention and Expansion	Year 1	NA	NA	Update to City's Future Land Use Plan
3. Seek a Boundary Agreement with neighboring communities.	Business and Talent Retention and Expansion	Years 2-3	NA	O'Fallon, Caseyville, Swansea, Belleville	Boundary agreements
4. Pursue a mutual partnership with Caseyville Township Sewer District for future expansion.	Business and Talent Retention and Expansion	On-Going	Caseyville Township Sewer District	Caseyville Township Sewer District	Extension of sewer

Key Action Steps	Economic Development Focus Area	Time Frame	Potential Funding Resource/Toolbox	Partners	Metrics
1. Perform a Corridor Planning Study for the development of an improved secondary road system to the north of I-64 (connection between IL-157 and IL-159). As part of Corridor Planning Study, include analysis of a new I-64 interchange.	Incentive Program and Development Tools Tourism	Years 1-2	Federal Planning Funds St. Clair County Economic Development Funds	EW Gateway IDOT St. Clair County Highway Dep. St. Clair County Economic Development	Completion of Corridor Planning Study
2. Preliminary Design	Incentive Program and Development Tools Tourism	Years 3-4	Federal STP (Surface Transportation Program)	IEW Gateway IDOT St. Clair County Highway Dep.	Completion of Preliminary Design
3. Final Design	Incentive Program and Development Tools Tourism	Years 4-5	Federal STP (Surface Transportation Program)	EW Gateway IDOT St. Clair County Highway Dep.	Completion of Final Design
4. Property and Right-of-way Acquisition and Construction	Incentive Program and Development Tools Tourism	Years 5-10	Federal STP (Surface Transportation Program)	EW Gateway IDOT St. Clair County Highway Dep.	Construction

Key Action Steps	Economic Development Focus Area	Time Frame	Potential Funding Resource/Toolbox	Partners	Metrics
1. Apply for East-West Gateway Council of Government's Great Streets program for planning for Lincoln Trail.	Small Business & Entrepreneurship Programs and Development Tools Business and Talent Retention and Expansion	Year 1	EW Gateway	EW Gateway IDOT	Great Streets plan
1b. Follow-up Great Streets plan (or first step if not selected for Great Streets) with traffic study to gauge feasibility of road diet along Lincoln Trail.	Small Business & Entrepreneurship Programs and Development Tools Business and Talent Retention and Expansion	Year 2	Federal Planning Funds	IDOT	Completion of traffic study
2. Encourage redevelopment with multi-family housing per the principles of the Comprehensive Plan and Economic Development Strategy.	Business and Talent Retention and Expansion	On-Going	NA	Developers	# of multi-family units
3. Enhanced code enforcement.	Business and Talent Retention and Expansion	On-Going	NA	NA	# of code violations
4. Implement rental registry that allows for better monitoring of rental properties and the delivery of educational programs for property owners who lease their properties.	Business and Talent Retention and Expansion	Years 1-2, then On-Going	NA	NA	Rental registry

Key Action Steps	Economic Development Focus Area	Time Frame	Potential Funding Resource/Toolbox	Partners	Metrics
1. Engage I-64 communities (I-255-Rieder Road) to develop coordinated tourism strategy.	Regional Tourism	Years 1 - 2	Partner communities	ILLINOISouth Corridor cities Scott AFB Corridor destinations	ILLINOISouth serving as convener facilitator # of partner communities and organizations participating
2. Develop a set of shared goals/ actions for the I-64 Tourism Corridor Collaborative.	Regional Tourism	Years 2-3	Partner communities	ILLINOISouth Corridor cities Scott AFB Corridor destinations	List of shared goals/actions
3. Highlight collaborative on Fairview Heights visitor/tourist-centered website tab or micro-site (dedicated website).	Regional Tourism	Years 2-3	Hotel/Motel Tax	NA	Website analytics

Key Action Steps	Economic Development Focus Area	Time Frame	Potential Funding Resource/Toolbox	Partners	Metrics
1. Conduct a wayfinding master plan that identifies locations and conceptual costs for a citywide wayfinding system. Master plan should evaluate monument features/wayfinding from I-64 entries/exits and at Ludwig/Salem and IL-159.	Cluster Development Regional Tourism Incentive Programs and Development Tools	Year 2	NA	Chamber IDOT	Completion of wayfinding master plan
2. Streetscape master plan for Ludwig Drive.	Cluster Development Regional Tourism Incentive Programs and Development Tools	Years 2-3	Federal Planning Funds Capital Improvement Program	IDOT	Completion of Ludwig Drive streetscape master plan
3. Lincoln Trail (West End) streetscape master plan (also see 'Apply for East-West Gateway Council of Government's Great Streets program for planning for Lincoln Trail').	Small Business & Entrepreneurship Programs and Development Tools Business and Talent Retention and Expansion	Years 2-3	EW Gateway	EW Gateway IDOT	Great Streets plan
4. Continue phases of Market Place streetscape improvements.	Regional Tourism Incentive Programs and Development Tools	Years 2-6	TIF		Completion of additional streetscape phases
5. Advocate with Ameren to bury utilities especially along IL-159 and Lincoln Trail.	Regional Tourism Incentive Programs and Development Tools	On-going	Ameren	Ameren	Length of streets with buried utilities

Key Action Steps	Economic Development Focus Area	Time Frame	Potential Funding Resource/Toolbox	Partners	Metrics
1. Create modern, visually appealing micro-site (separate website) for economic and community development.	Marketing and Messaging	Year 1	NA	NA	Key website analytics
2. Review external websites to ensure accuracy of Fairview Heights data.	Marketing and Messaging	Year 1	NA	St. Clair County State of Illinois AllianceSTL	Current information on external sites Process for regular review of external websites
3. Targeted military/veteran marketing effort.	Marketing and Messaging SAFB	Years 1-2	NA	SAFB Local retailers, restaurants, entertainment venues	# of visitors using military discounts/specials promotions
4. Develop destination marketing campaign.	Marketing and Messaging	Years 2-3	Hotel/Motel Tax	Local retailers, restaurants, entertainment venues	# of visitors Increase in festival attendance New city tagline # of new events Updated marketing materials

Establish Metro East Business Incubator

Key Action Steps	Economic Development Focus Area	Time Frame	Potential Funding Resource/Toolbox	Partners	Metrics
1. Finalize and implement incubator business plan.	Small Business and Entrepreneurship	Year 1	State of Illinois	Small Business Development Center SIUE Metro East Chamber Urban League CBL (collectively, Incubator Partners)	Incubator occupancy rate # of start-ups served
2. Engage with start-up support organizations to understand best practices.	Small Business and Entrepreneurship	Year 1	NA	Incubator Partners T-Rex StIVentureworks Private incubators	List of lessons learned/best practices
3. Secure NBIA membership.	Small Business and Entrepreneurship	Year 1	NA	Incubator Partners	NBIA network referrals or connections
4. Engage SAFB entrepreneurs.	Small Business and Entrepreneurship SAFB	On-going	NA	Leadership Council SAFB employment program staff	# of SAFB incubator participants

continued...

Establish Metro East Business Incubator

Key Action Steps	Economic Development Focus Area	Time Frame	Potential Funding Resource/Toolbox	Partners	Metrics
5. Consider retail business marketing effort targeting military personnel/retirees.	Small Business and Entrepreneurship	Year 2	NA	Local retailers and hospitality venues Chamber	# of personnel using program
6. Relocate incubator to area with higher community visibility.	Small Business and Entrepreneurship	Years 5-10	Economic Development Administration Grant	Incubator Partners	Amount of investment in new facility

Key Action Steps	Economic Development Focus Area	Time Frame	Potential Funding Resource/Toolbox	Partners	Metrics
1. Enhance collaboration with Leadership Council of Southern Illinois.	SAFB	Ongoing	NA	Leadership Council	Elevation of Fairview Heights economic development opportunities
2. Attraction of SAFB contractors to occupy commercial real estate.	SAFB Cluster Industries	Ongoing	NA	Commercial property owners and brokers SAFB contracting staff	# of contractors locating in Fairview Heights Amount of Scott Air Force Base contract awards to general contractors located in Fairview Heights
3. Engage with SAFB around Base presence in Fairview Heights community and business development.	SAFB	Years 1-2	NA	SAFB operations staff Leadership Council	SAFB operations located in Fairview Heights SAFB patronage of Fairview Heights vendors # of SAFB contracts with Fairview Heights businesses
4. Interface with retiree entrepreneurs.	SAFB Small Business and Entrepreneurship	Years 1-2	NA	SAFB employment program staff	# of SAFB entrepreneurs in Metro East Business Incubator
5. Leverage Base resources to support tourism.	SAFB	Years 2-3	NA	SAFB specialty groups (Color Guard, band etc.)	# of events supported by SAFB resources

Metrics for City Dashboard

The following are key metrics to be regularly updated to the City Council. The preceding metrics listed for each implementation priority should be regularly evaluated to measure the progress of the plan. The below list is taken from the larger set of metrics to be a quick “dashboard” reference and should be the initial focus of on-going evaluation.

Metric	Implementation Priorities	Frequency of Measurement	Data Source	Notes
Local taxes: <ul style="list-style-type: none"> ■ Sales Tax ■ Hotel/Motel Tax ■ Food/Beverage Tax 	Grow Industry Clusters Grow Emerging Sectors Retail Tourism	Monthly for sales tax / Quarterly / Yearly	City	
Website visitors	Rebrand Fairview Heights Retail Tourism I-64 Tourism Collaborative	Quarterly / Yearly	Website analytics	Measure separately for economic development, tourists, and prospective residents if separate web pages for each category are created.
Commercial vacancy rates	Grow Emerging Sectors	Quarterly / Yearly	CoStar or Real Estate firm (on-call basis)	
New housing units (single family and multi-family units)	Encourage New Residential	Yearly	City	
Incubator <ul style="list-style-type: none"> ■ Revenues – annual gross sales ■ Jobs created ■ Jobs supported ■ Jobs retained ■ Expansions ■ Clients served ■ Clients from Underserved Communities ■ Certifications awarded ■ Stakeholder events sponsored 	Establish Metro East Business Incubator	Yearly	Incubator	

Metrics for City Dashboard, cont.

Metric	Implementation Priorities	Frequency of Measurement	Data Source	Notes
Number of businesses offering discounts / special promotions for Scott Air Force Base, their families, and all veterans.	Grow Relationship with Scott Air Force Base	Quarterly first year / Yearly following years.	City or existing Patriot Program (www.scottpatriot.com)	Utilize existing "Patriot" program, unless City creates own specialized program.
Amount of Scott Air Force Base contract awards to general contractors located in Fairview Heights.	Grow Relationship with Scott Air Force Base	Yearly	Scott Air Force Base	Data generally limited to general contractors and may not include sub-contractors located in Fairview Heights.
Number of new businesses / venues.	Grow Industry Clusters	Quarterly / Yearly	City business licenses	
Labor statistics: <ul style="list-style-type: none"> ■ Trade, Transportation, and Utilities ■ Professional and Business Services ■ Education and Health Services ■ Leisure and Hospitality 	Grow Industry Clusters	Quarterly / Yearly	U.S. Bureau of Labor Statistics	

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