

St. Louis/Collinsville Road

Market Analysis & Market Strategy

Collinsville, IL
April 2019
WHITE PAPER



INTRODUCTION

Development Strategies is part of a multi-disciplinary team studying options to improve physical and economic conditions along the St. Louis/Collinsville Road corridor. The study area stretches over 3.5 miles from Cahokia Mounds to Main Street and is incredibly diverse with distinct opportunities and challenges in each district. While the market analysis and strategy focuses on the area from Fairmount Race Track to Main Street, the streetscaping concepts will extend the length of the study area with the goal of linking Uptown Collinsville to Cahokia Mounds.

The study area straddles Route 157, which is a significant dividing line in the region. Most of the growth and wealth in the Metro East lies to the east of this road, above the bluff. To the west, most cities are struggling economically and the bulk of the vacant land is within the floodplain. Collinsville's location on this divide complicates economic development efforts, but the city has still been successful in fostering new development on its perimeter and redevelopment in its core. This plan offers strategies that will build on these successes by attracting more visitors to the City, improving recreational amenities, encouraging redevelopment, supporting local businesses, and enhancing the marketability of the neighborhoods around St. Louis Road.

STUDY AREA MARKETABILITY

Interstate Area

Collinsville has many strengths that can be leveraged to improve the St. Louis /Collinsville Road corridor. On the west side of town, access is excellent with I-55/70, I-255 and Route 157 converging near the study area. Several bus lines serve the city (with #18 running along most of the corridor) and the MCT trail system is nearby. Cahokia Mounds, Fairmount Race Track, and Jaycee Sports Park represent three major anchors that, with improvements, have the potential to draw a large amount of visitors to Collinsville. Nearby shopping center Collinsville Crossing is performing well and contains some of the highest quality commercial space in the City.

The study area faces challenges as well. Excellent automobile access has come at the expense of walkability and the corridor is not pedestrian-friendly. There is potential to improve existing anchors, however, the interstate area is currently most noted for old, unattractive buildings and large unmaintained parking lots. With the amount of commercial competition nearby at Collinsville Crossing and other properties in neighboring communities, it will be extremely challenging to find additional anchor tenants that would catalyze redevelopment of this area. Floodplain issues further complicate any redevelopment efforts.

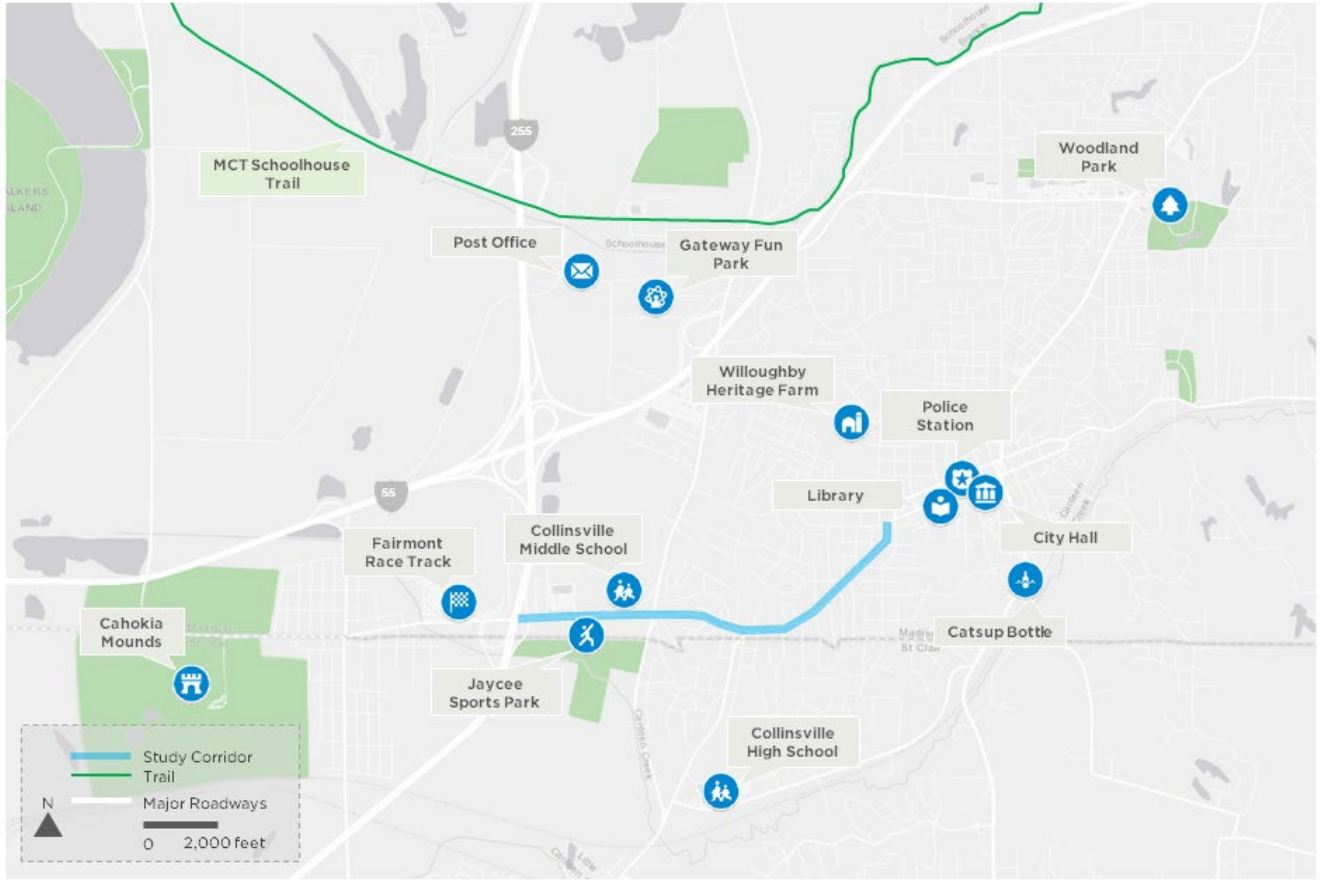


Neighborhood

The St. Louis Road portion of the study area (from Route 157 to Main Street) is unique and has the potential to be a very marketable neighborhood. While the variability in housing stock size/style/age presents a somewhat haphazard appearance and may hamper housing values to some degree, it also allows for this to be a dynamic and diverse neighborhood, one that offers products that are suitable for everyone. Jefferson Elementary, Collinsville Middle School, and Collinsville High School are all nearby. The area is also within walking distance of Uptown Collinsville and commercial properties along the corridor. These factors create the potential for the area to be a charming, walkable neighborhood.

However, the poor condition of St. Louis Road negatively impacts the neighborhood. Sidewalks are physically present in most cases, but the potential walkability of the street is not being maximized. Inadequate lighting and excess pavement width along with the lack of street trees, bicycle infrastructure, and on-street parking are major issues that need to be addressed. In spite of current conditions, residents reported that pedestrian activity is high. In this area, St. Louis Road acts as a spine for a series of residential streets with many dead ends and few interconnections. While this layout typically hampers pedestrian activity and limits marketability in an urban context, in this case it appears to have simply concentrated walking onto St. Louis Road, as there are few other options. This makes the main road seem more lively and active than it otherwise might be, particularly considering the poor condition of the street and sidewalks. With infrastructure improvements and more viable commercial destinations in the future, this walkability can become a major selling point of this neighborhood.

The properties that line St. Louis Road are also in need of major improvements. In many locations, unattractive off-street parking lines the road, reducing curb appeal and walkability. Quite a few of these parking spaces also back out directly onto the street, creating safety issues. As evidenced by the condition of many of the buildings along the street, commercial rents are low enough that it discourages landlords from making major improvements to properties. This lack of investment further deteriorates the image of the neighborhood. Some buildings simply require minor façade improvements and landscaping, while others require a more substantial renovation and changes to parking, access, signs, and outdoor storage. The neighborhood also lacks sufficient public parks or gathering spaces. These improvements need to be made, along with a cohesive branding effort, in order to allow this area to achieve its full potential.



KEY METRICS

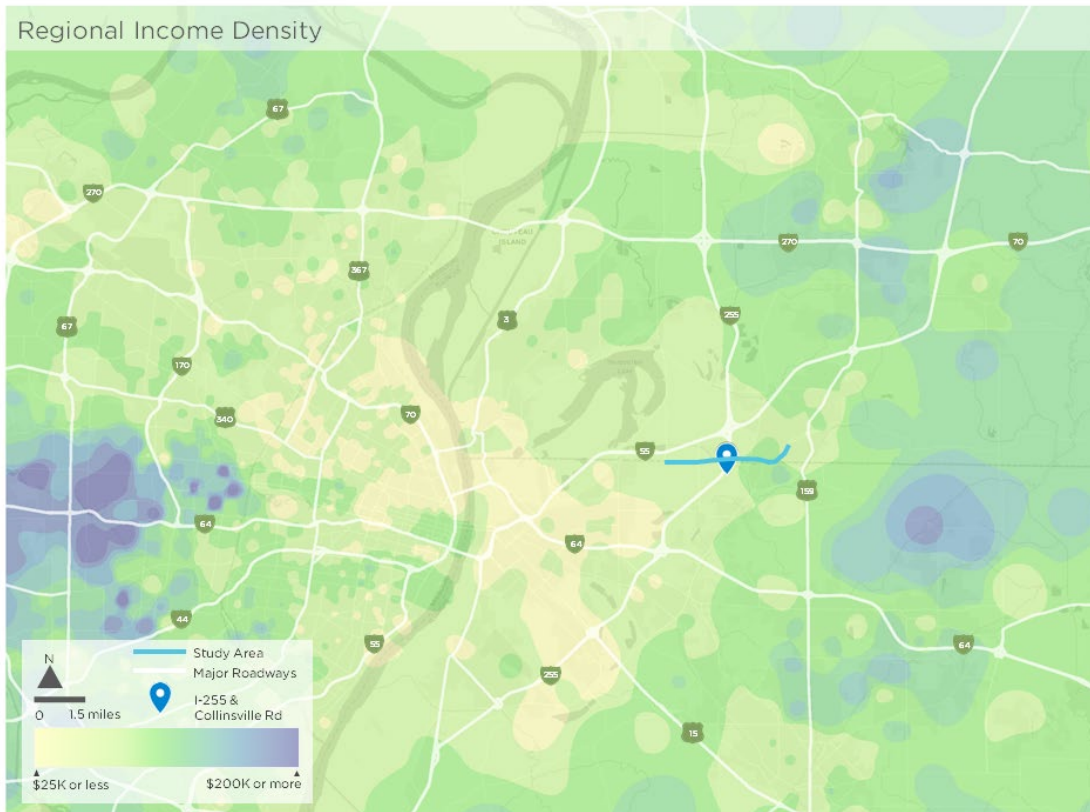
Demographic Information

According to the US Census, between 2000 and 2010, the City of Collinsville increased its population by approximately 3.5% to 25,579. Recent estimates from the 2017 American Community Survey indicate the population has slightly lowered since that time. However, estimates provided by the City¹ based on building permit data show growth of approximately 1% between 2010-2017, raising the population to 25,838. By either standard; the population of Collinsville is relatively stable and is not growing at a rapid pace.

Population Growth	Collinsville	O'Fallon	Fairview Heights	St. Louis MSA	Illinois
<i>Growth 2010-2018</i>	-2.3%	5.9%	-0.6%	2.6%	1.1%
Number of Households					
<i>Growth 2010-2018</i>	-1.7%	5.4%	-0.1%	2.4%	1.5%

Source: ESRI

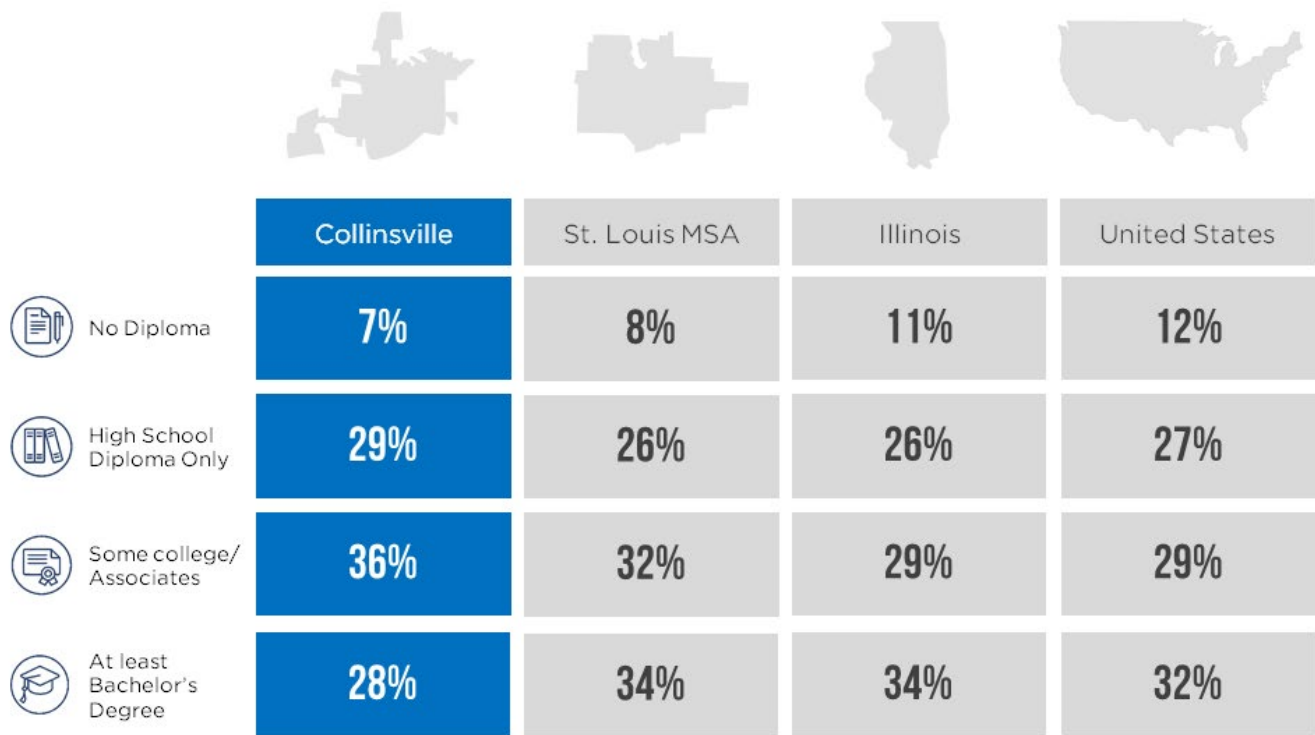
The 2018 estimated median household income in Collinsville is \$51,117, which lags behind regional and state figures. Households incomes are generally lower in the core of the city, with the exception of some residential neighborhoods near the St. Louis Road portion of the study area. As shown on the map below, to the northeast and southeast, Collinsville is surrounded by areas with higher concentrations of wealth. To the west, there are many lower income households.



¹ Who We Are: Collinsville Data Book (2017)

The number of people in Collinsville who do not have a high school diploma is below regional, state, and national figures, indicating that most of the population has at least a basic level of job readiness. The City has a higher proportion of residents who have some additional training beyond high school (such as an associate's degree), but is not keeping pace with the region or peer cities such as O'Fallon, Fairview Heights, or Edwardsville at attracting/retaining those with a college degree.

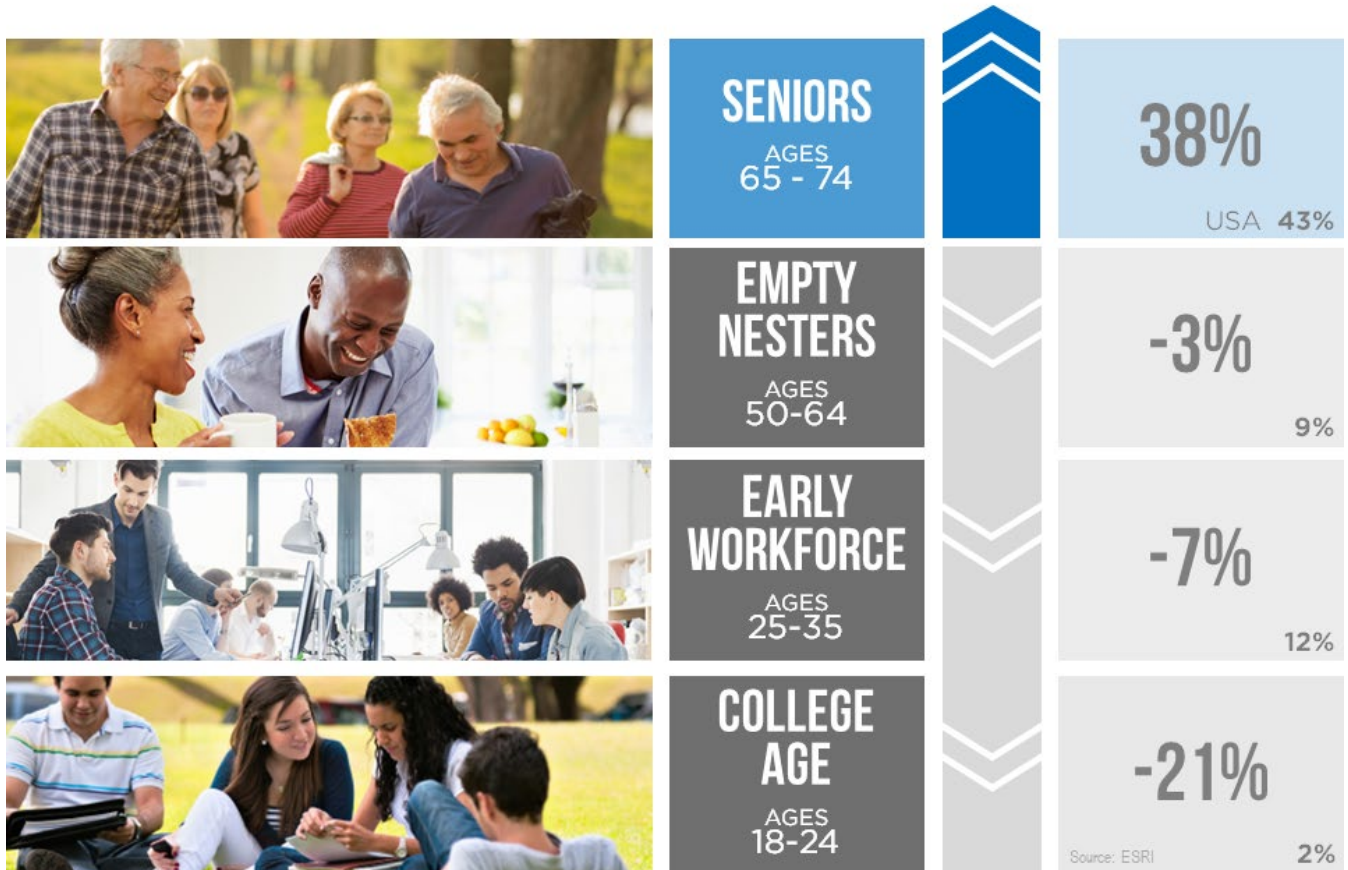
EDUCATIONAL ATTAINMENT, 2018



Source: ESRI

From 2010 to 2018, ESRI estimates show that the City of Collinsville grew most rapidly in the senior population (65-74 years old) and lost college (18-24 years old), early workforce (25-35 years old), and empty nester (50-64 years old) age groups, all of which are growing at the national level. While the country as a whole is aging, this data underscores how important it will be for the City of Collinsville to attract younger generations to maintain a stable population over time.

CITY POPULATION CHANGE
BY AGE, 2010-2018

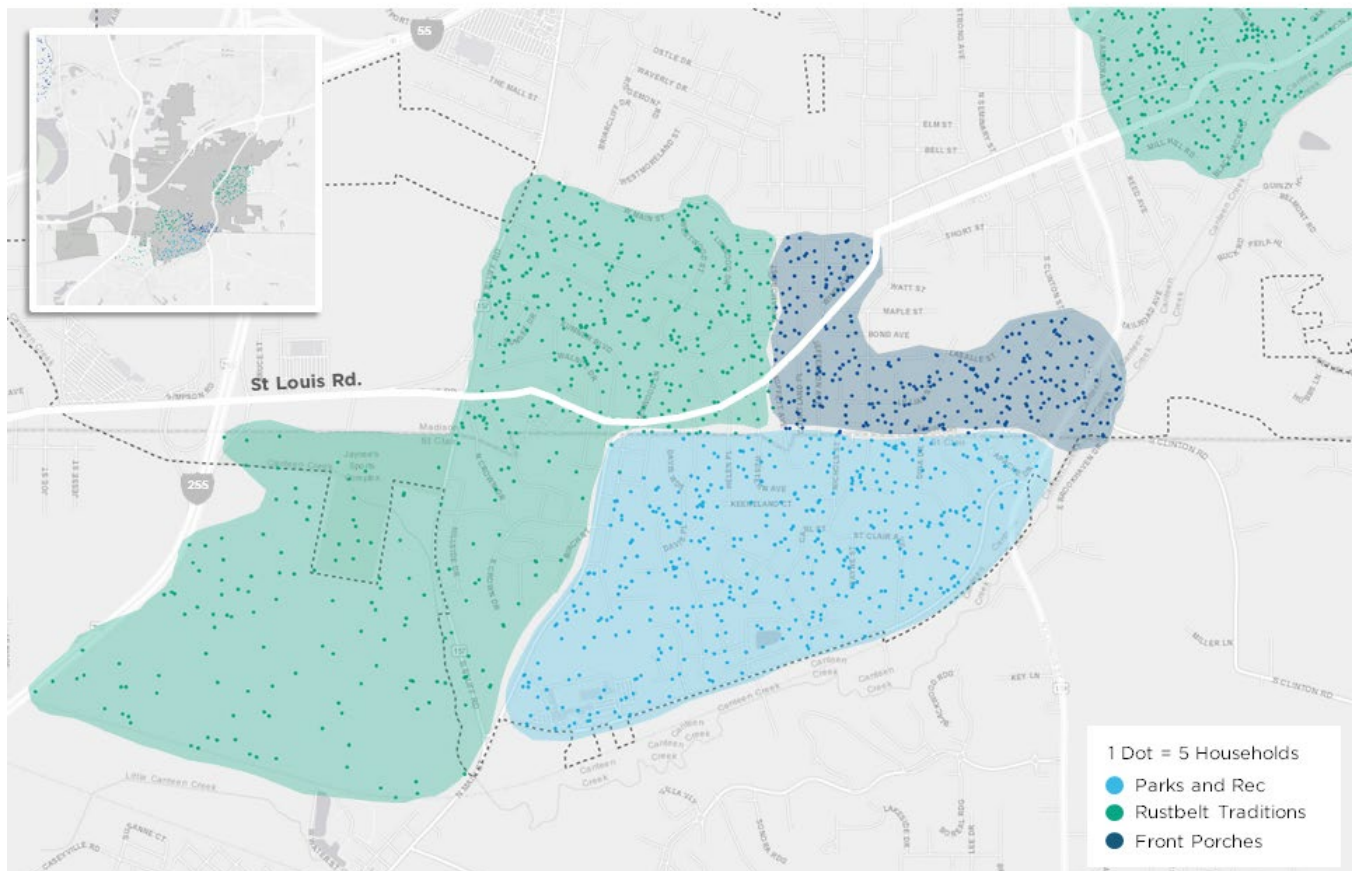


Tapestry Segmentation

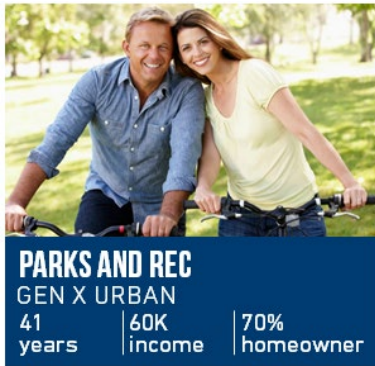
Tapestry segmentation is used to help gain a broader understanding of people that live in a particular area. It goes beyond basic demographics (such as age or income) to consider psychographics (such as preferences or aspirations) and classifies consumers based on common characteristics and lifestyle choices. For this study, we will examine the dominant tapestry groups in the neighborhoods surrounding St. Louis Road.

Six different segmentation groups are within the vicinity of St. Louis Road. These groups represent a broad range of ages, incomes, and tenures (owner vs. renter), which is not surprising considering the wide variety of housing stock in the area. As shown on the map below, the three groups closest to St. Louis Road include: Parks & Rec, Rustbelt Traditions, and Front Porches. Both Parks & Rec and Rustbelt Traditions tend to be homeowners and represent stable populations with a median household income that is generally on par with the country as a whole. A brief summary of each group and some key data points are provided below.²

MARKET SEGMENTATION EXISTING



² <https://doc.arcgis.com/en/esri-demographics/data/tapestry-segmentation.htm>



Parks & Rec

These practical suburbanites have achieved the dream of home ownership. They have purchased homes that are within their means. Their homes are older, and town homes and duplexes are not uncommon. Many of these families are two-income married couples approaching retirement age; they are comfortable in their jobs and their homes, budget wisely, but do not plan on retiring anytime soon or moving. Neighborhoods are well established, as are the amenities and programs that supported their now independent children through school and college. The appeal of these kid-friendly neighborhoods is now attracting a new generation of young couples.



Rustbelt Traditions

The backbone of older industrial cities in states surrounding the Great Lakes, *Rustbelt Traditions* residents are a mix of married-couple families and singles living in older developments of single-family homes. While varied, the work force is primarily white collar, with a higher concentration of skilled workers in manufacturing, retail trade, and health care. Rustbelt Traditions represents a large market of stable, hard-working consumers with modest incomes but an average net worth of nearly \$400,000. Family oriented, they value time spent at home. Most have lived, worked, and played in the same area for years.

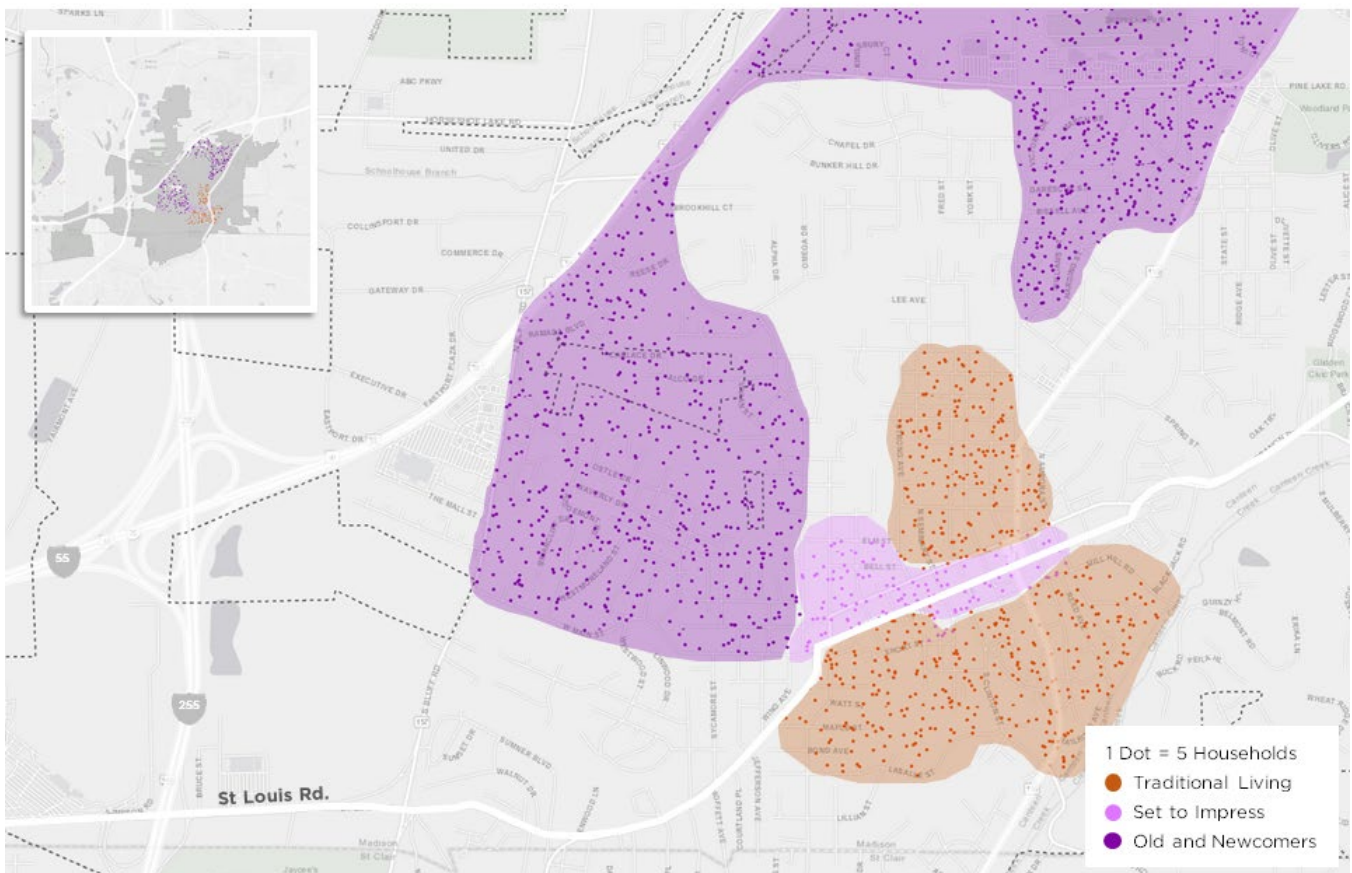


Front Porches

Front Porches blends household types, with more young families with children or single households than average. This group is also more diverse than the US. More than half of householders are renters, and many of the homes are older townhomes or duplexes. Friends and family are central to Front Porches residents and help to influence household buying decisions. Households tend to own just one vehicle but used only when needed. Income and net worth of these residents are well below the US average.

The three remaining segmentation groups are Traditional Living, Old & Newcomers, and Set to Impress. Even though these residents are slightly more removed from the study area, they are an important part of the customer base for any commercial activity downtown or along St. Louis Road. Incomes are generally more modest and the homeownership rate is lower. However, the presence of a group of young adults such as Set to Impress in the downtown area is a very positive sign. A brief summary of each group and some key data points are provided below.³

MARKET SEGMENTATION EXISTING



³ <https://doc.arcgis.com/en/esri-demographics/data/tapestry-segmentation.htm>



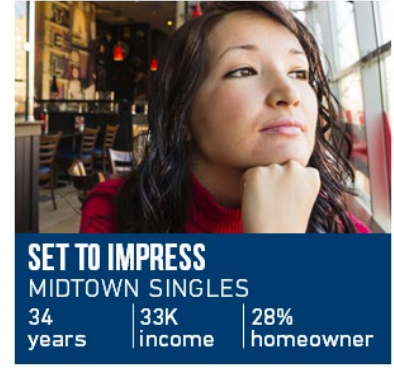
Traditional Living

Residents in this segment live primarily in low-density, settled neighborhoods in the Midwest. The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit. The manufacturing, retail trade, and health care sectors are the primary sources of employment for these residents. This is a younger market—beginning householders who are juggling the responsibilities of living on their own or a new marriage, while retaining their youthful interests in style and fun.



Old & Newcomers

This market features singles' lifestyles, on a budget. The focus is more on convenience than consumerism, economy over acquisition. *Old and Newcomers* is composed of neighborhoods in transition, populated by renters who are just beginning their careers or retiring. Some are still in college; some are taking adult education classes. They support charity causes and are environmentally conscious. Age is not always obvious from their choices.



Set to Impress

Set to Impress is depicted by medium to large multiunit apartments with lower than average rents. These apartments are often nestled into neighborhoods with other businesses or single-family housing. Nearly one in three residents is 20 to 34 years old, and over half of the homes are single person and nonfamily households. Although many residents live alone, they preserve close connections with their family. Income levels are low; many work in food service while they are attending college. This group is always looking for a deal. They are very conscious of their image and seek to bolster their status with the latest fashion. *Set to Impress* residents are tapped into popular music and the local music scene.

State Park Place is an unincorporated area west of Fairmount Race Track that is very distinct from the City of Collinsville. The median household income is approximately \$32,000 and the housing stock is modest, with approximately 40% consisting of mobile homes. One main tapestry segment is present in this neighborhood, a group called Down the Road. This group values home ownership and tends to buy affordable properties such as those found in State Park Place.



Down the Road

Down the Road is a mix of low-density, semirural neighborhoods in large metropolitan areas. Almost half of householders live in mobile homes; more than two-fifths live in single-family homes. These are younger, diverse communities, with the highest proportion of American Indians of any segment. These family-oriented consumers value their traditions. Workers are in service, retail trade, manufacturing, and construction industries, with higher proportions in agriculture and mining, compared to the US. This market has higher unemployment, much lower median household income and home value, and more than a fifth of households with income below poverty level.

MARKET ANALYSIS

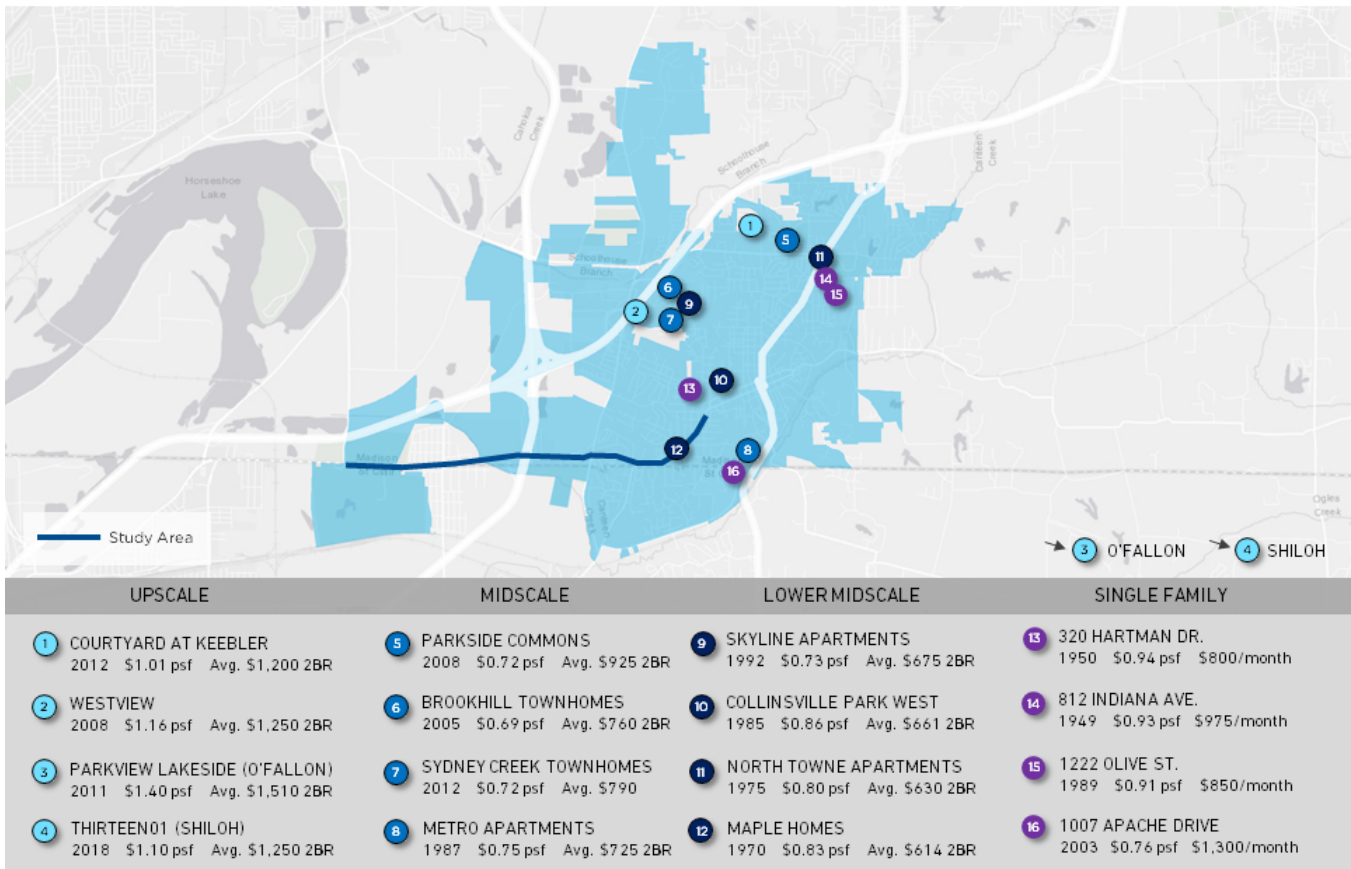
Residential Supply

Development Strategies conducted a high-level scan of the housing supply in and around Collinsville for both rental and for-sale properties. Rental apartments and townhomes were placed into three general categories based on price, age, and amenities provided.

Upscale Rental

Locating true upscale apartments in Collinsville was challenging, with the closest options being Courtyard at Keebler and The Westview, both of which are approximately 10 years old. The Westview is an interesting mixed-use project which consists of 18,000 square feet of office space and 16,000 square feet of multi-family space adjacent to I-55/70. The multi-family portion was originally intended to be owner-occupied condos, but like many projects constructed during the recession, reverted to primarily a rental property. On a per square foot basis, these units are renting at a higher price point (\$1.16) than anything else in the city, although the rate is still lower than expected for a true upscale product. The best local example of an upscale rental product was found in O'Fallon, Illinois at Parkview Lakeside, where the per square foot rents (\$1.40) are approximately 20% higher than the best product in Collinsville.

SUPPLY: RENTAL HOUSING



Midscale, Lower Midscale & Single Family Rental

There is an ample supply of midscale and lower midscale rental apartments in Collinsville. Per square foot rents generally range from \$0.72-\$0.86. One of the most recently constructed products is Sydney Creek Townhomes, which was built in 2012 and charges an average rent of \$790 per month (\$0.72 per square foot). A substantial amount of single-family homes are also being leased in Collinsville. These homes vary considerably in age, size, and overall quality and the average rent per square foot is currently between \$0.74-\$0.97. The rental rates are lower than upscale apartment products, but typically higher than the mid-scale and lower scale apartments found in Collinsville.

To the west in State Park Place, there is no commercially available data on residential rentals, a majority of which will be single family homes and mobile homes. None of these properties are professionally managed and given the quality of the stock, the rents are not indicative of market rents for the area as a whole.

For-Sale

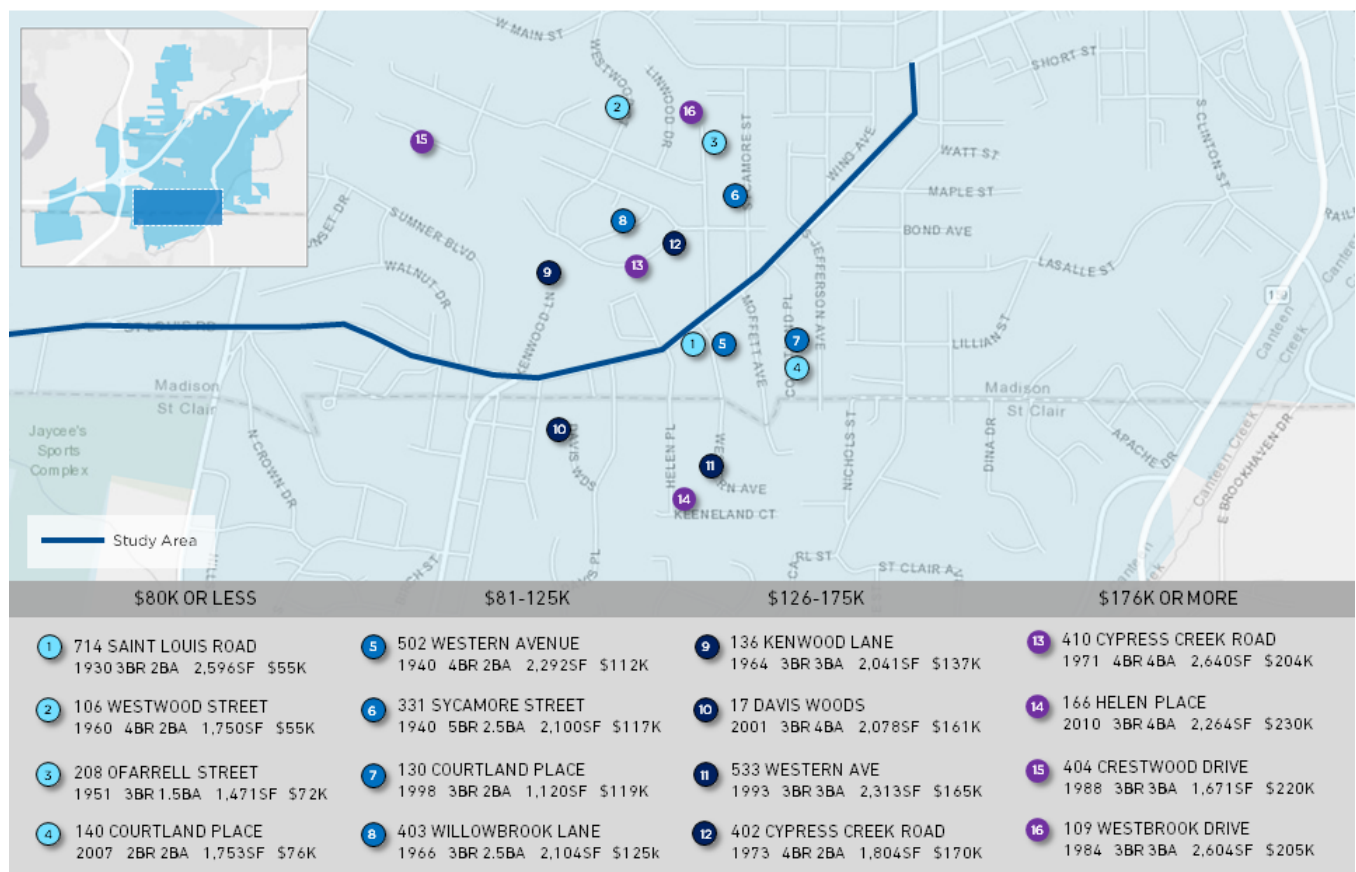
As a whole, Collinsville offers a wide variety of single-family homes. These homes include almost every conceivable style and size: tiny utilitarian cottages, sturdy bungalows, historic architectural gems, 1950s ranches, and new construction. Accordingly, recent sale prices also cover an extremely wide range from about \$15,000 to \$500,000. In 2018, the median sales price in Collinsville was \$116,000, which is on par with Madison County as a whole, but below the St. Louis MSA. In State Park Place, most homes sell in the range of \$20,000-\$40,000.

Median Sales Price	Collinsville	Belleville	Edwardsville	Madison County	St. Louis MSA
2018	\$116,000	\$84,000	\$190,000	\$117,000	\$158,300

Source: Zillow

For the purposes of our study, we focused our attention on the housing supply near the study area, from Main Street to Route 157. In an area such as this, there are typically well-defined neighborhoods with similar housing characteristics. However, that pattern did not hold true in this case. The homes along these roads were developed in small clusters over a long period of time and are very inconsistent in appearance. A street might consist of two blocks of historic bungalows, immediately followed by a small section of inexpensive vinyl-wrapped cottages, with high-quality construction nearby. This inconsistent quality somewhat reduces the market value of the homes, but does provide a variety of products to suit many price points. Sales prices over the past year ranged from \$55,000 to \$230,000, and the 2018 median value of owner-occupied housing units is \$132,000. The median year of construction for these homes is 1960.

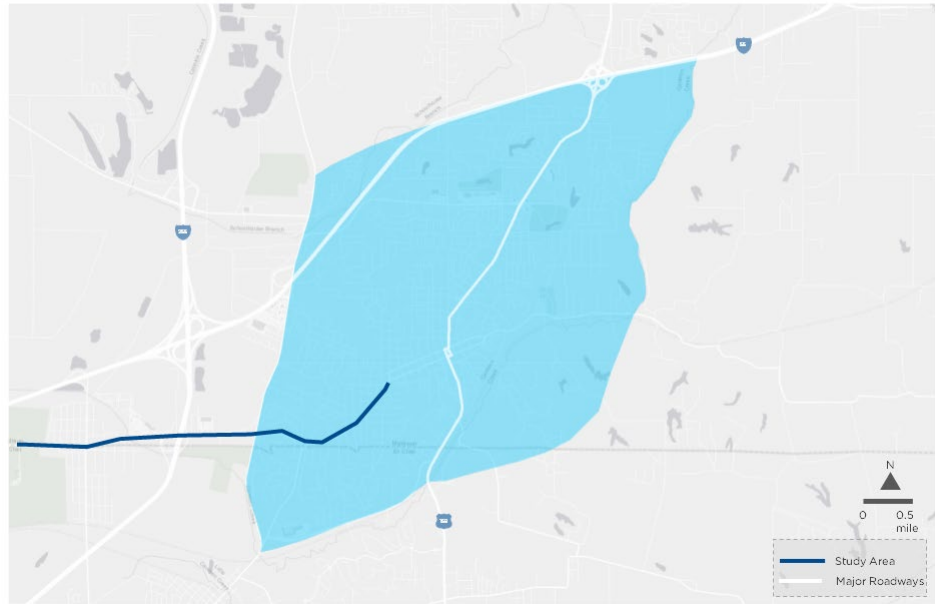
SUPPLY: FOR-SALE SINGLE FAMILY HOUSING



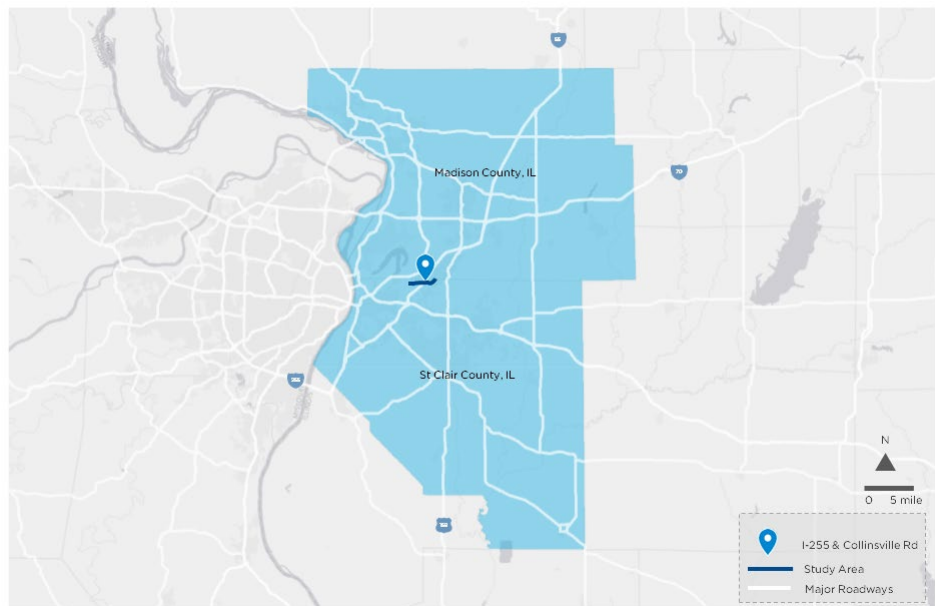
Residential Demand

For this high-level analysis, residential demand was evaluated using a methodology which considers income (and the ability to afford housing at various price points) and compares it to the existing supply to look for mismatches. Two different market areas were used to estimate residential demand for rental and for-sale properties. The core of the City acts as the primary market area and contains approximately 25,000 people. The primary market area is appropriate for estimating demand for the types of products currently found in Collinsville. A much larger secondary market containing all of St. Clair & Madison Counties was used to estimate demand for a more innovative and unique development (e.g. a new urbanist community like New Town, St. Charles) that would be desirable to a much broader market.

RESIDENTIAL DEMAND
PRIMARY MARKET AREA

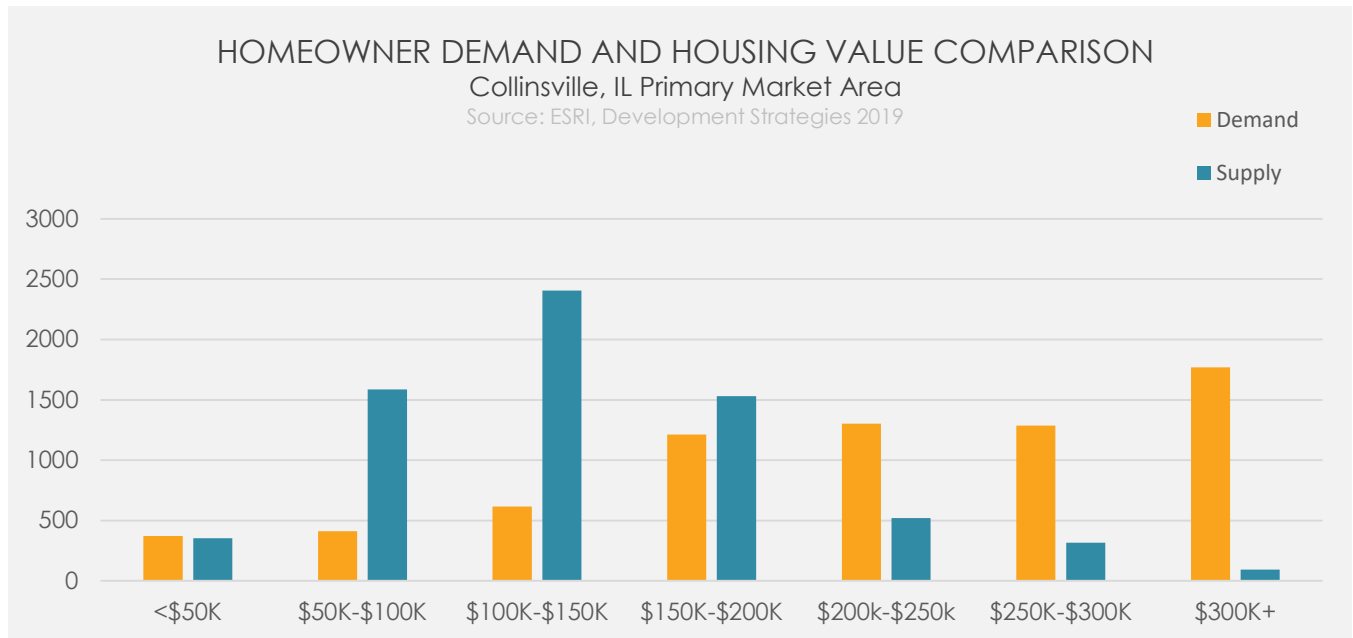


RESIDENTIAL DEMAND
SECONDARY MARKET AREA

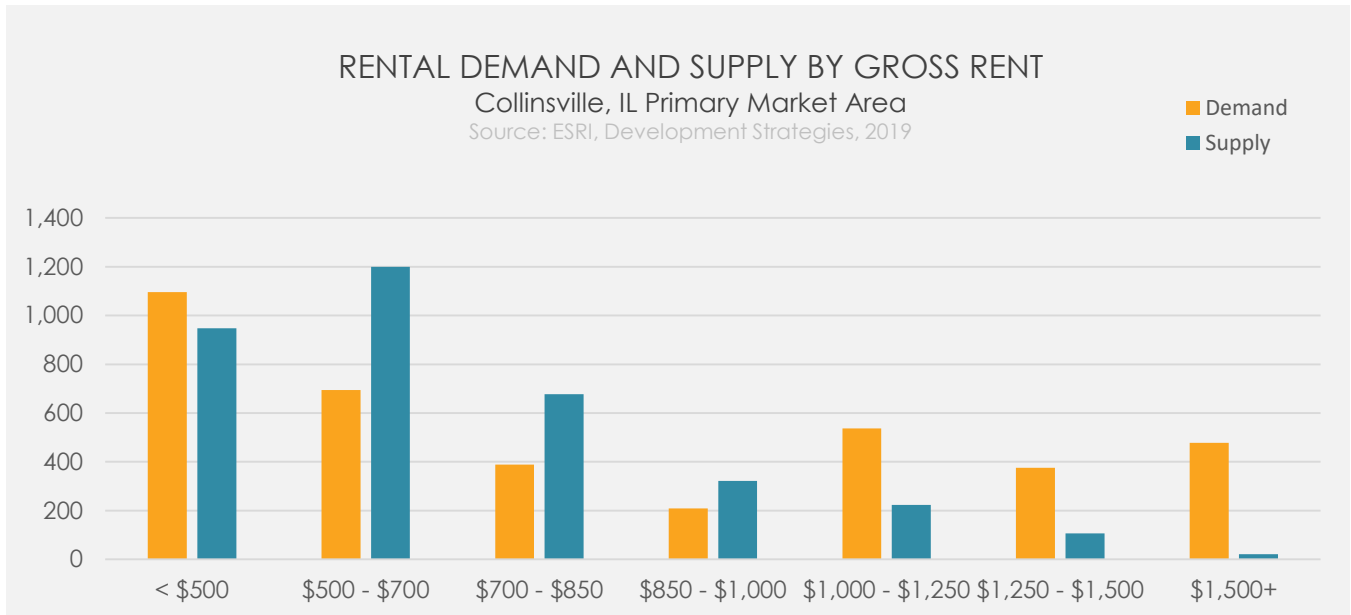


Primary Market Area

In many communities, demand for affordable housing exceeds the supply. However, in the primary market area, that dynamic is not present. The supply of homes \$150,000 or less far exceeds the demand for that product. In this case, most of this housing is likely “naturally occurring” affordable housing. If well-maintained, these older homes can be perfect for modest income households. If poorly maintained, this large stock of housing will slowly decay and present additional challenges for the community. In the \$150,000-200,000 range, supply and demand are more closely matched. Above that price point, the supply is very low considering the large number of people who have the ability to afford these higher quality products.

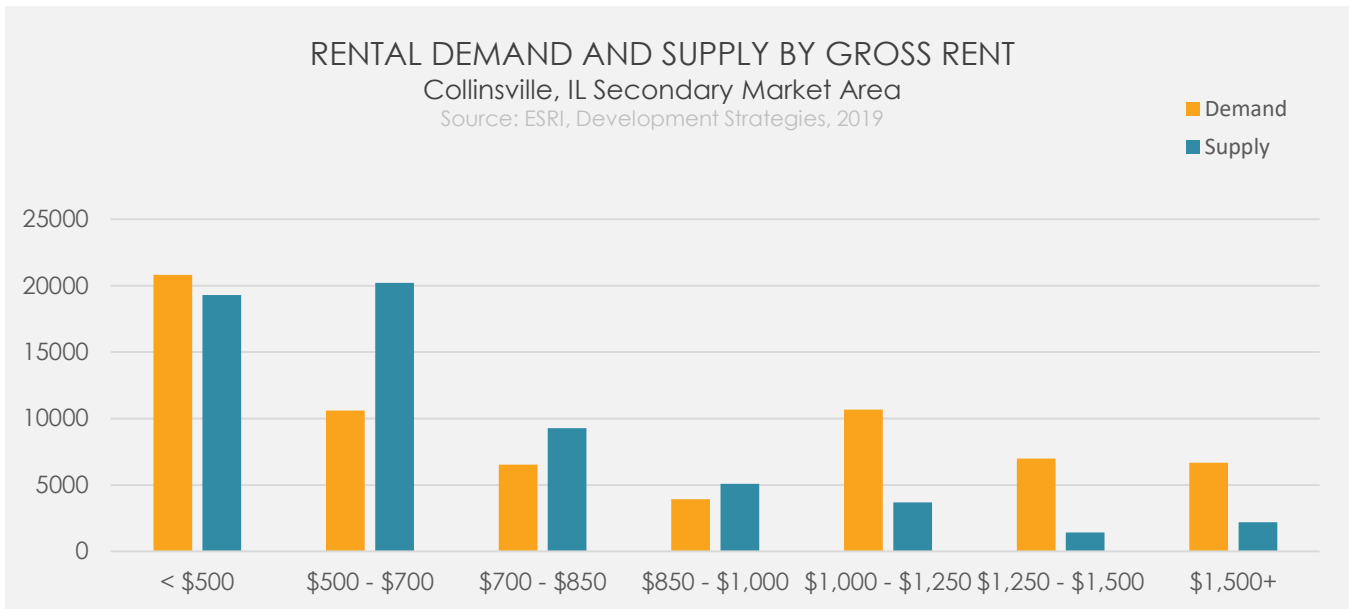
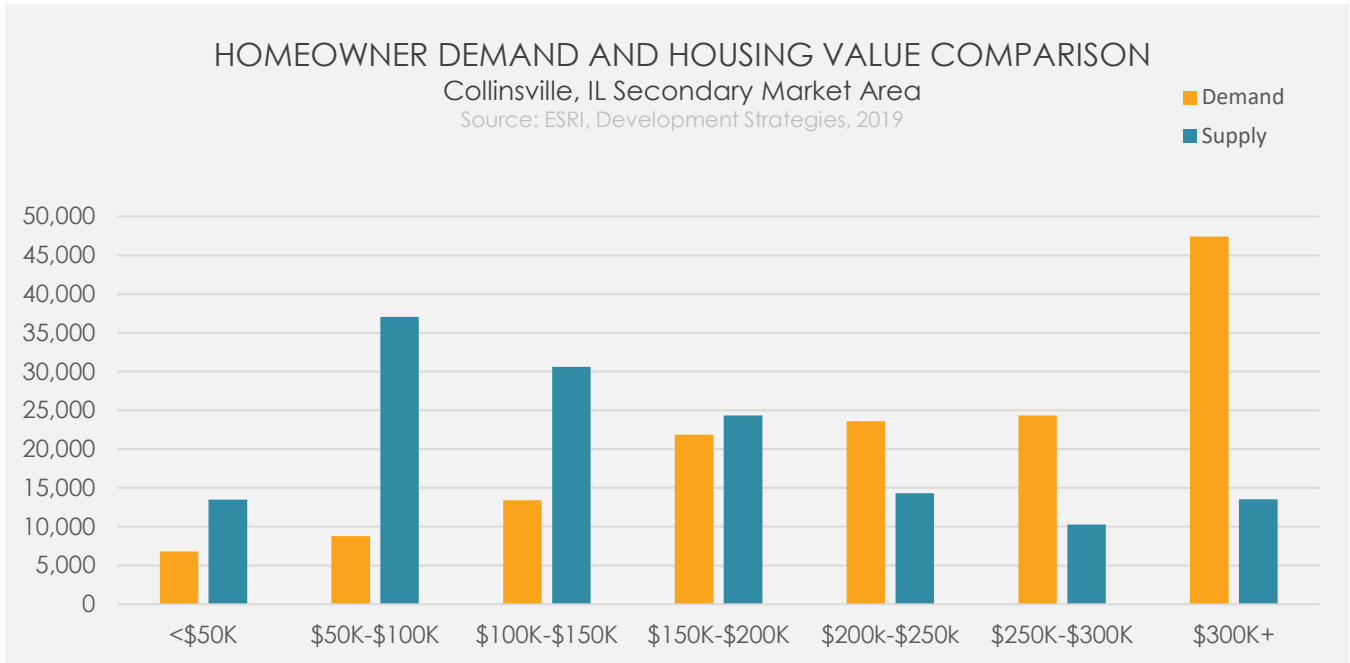


Examination of the rental market shows that approximately 80% of the supply rents for \$850 per month or less. Approximately 350 households can afford \$1,000 or more per month, but are renting more affordable products either due to personal preference, or lack of an appropriate product. Since the supply analysis found very few apartments at these higher price points, most of the supply indicated below is likely larger-units like single family rental homes or duplexes.



Secondary Market Area

The secondary market area (that contains all of St. Clair & Madison Counties) displays the same overall trends as the primary market area. The supply of homes less than \$150,000 far exceeds the demand for this type of product, while the supply of homes above \$200,000 is low considering the large amount of people who have an ability to pay more. In the rental market, the supply of units in the \$500-\$700 range greatly exceeds the demand for this product. This phenomenon is likely due to the relatively low amount of new construction occurring in the Metro East as a whole, with a few notable exceptions.



Housing Conclusions

The multi-family market in Collinsville has not been particularly active over the past decade, with the most sizable project involving the replacement of approximately 80 units of public housing. The only products in the city achieving lease rates above \$1.00 a square foot are Courtyard at Keebler and The Westview (which was originally intended to be condominiums). This level of activity helps inform estimates for the future. Within the primary market area, the pool of renters who can afford rates of at least \$1,000 a month (which would generally support new construction) is approximately 1,400 households. Applying a reasonable capture rate of five to ten percent yields the potential for 70 to 140 units of rental housing over the next five years. Based on the lease rates of the highest quality rental products in Collinsville, and applying a premium for new construction, rates of approximately \$1.25-\$1.35 per square foot could be achievable with a high quality product at an optimal location. However, at that lease rate, a high quality product likely cannot be delivered without public subsidy in some form.

Even though existing homes can be purchased at a wide range of price points, new single family construction is generally only feasible at a minimum of \$200,000, unless otherwise subsidized. Within the primary market area, there are approximately 4,300 households with incomes that could afford homes at and above that price point; however, only a small number of these households will be in the market at any given time. Past construction trends show an average of 17 new homes built each year from 2007-2017, although that rate declined to 10 homes each year in the final five years of that time. Assuming that the City continues in efforts to improve the marketability of the area, that pace of construction could approach or exceed previous levels and reach 25-30 homes per year, capturing just under 1% of the potential market for that product.

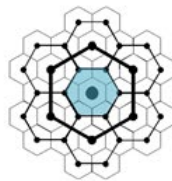
Retail Supply

Retail properties are classified into four broad types. At the highest level is the super regional shopping center, which typically has 3 or more anchors and serves a population of 300,000+ people. They're generally enclosed with inward-facing stores connected by a common walkway. Regional level shopping centers have 1-2 anchors and are typically laid out in a straight line, U- or L-shape. Community centers have a smaller anchor tenant and reduced trade area, while neighborhood shopping centers usually rely on a grocery store to drive regular traffic to adjacent businesses. In general, Collinsville appears to be well-served by all of these retail categories.

MARKET ANALYSIS RETAIL MARKET AREAS

GENERAL CHARACTERISTICS OF SHOPPING CENTERS

Source: Urban Land Institute



NEIGHBORHOOD	COMMUNITY	REGIONAL	SUPER REGIONAL
TYPICAL ANCHOR Drugstore/Supermarket	TYPICAL ANCHOR Junior Dept. Store	TYPICAL ANCHOR 1 - 2 Full-line Dept. Stores	TYPICAL ANCHOR 3 - 4 Full-line Dept. Stores
GROSS LEASABLE AREA 30K - 100K SF	GROSS LEASABLE AREA 100K - 450K	GROSS LEASABLE AREA 300K - 900K SF	GROSS LEASABLE AREA 500K - 2M SF
POPULATION SUPPORT 3K - 40K	POPULATION SUPPORT 40K - 150K	POPULATION SUPPORT > 150K	POPULATION SUPPORT > 300K
TRADE AREA RADIUS 1.5 miles	TRADE AREA RADIUS 3 - 5 miles	TRADE AREA RADIUS 8 miles	TRADE AREA RADIUS 12 miles
DRIVE TIME 5 - 10 minutes	DRIVE TIME 10 - 20 minutes	DRIVE TIME 20 minutes	DRIVE TIME 30 minutes

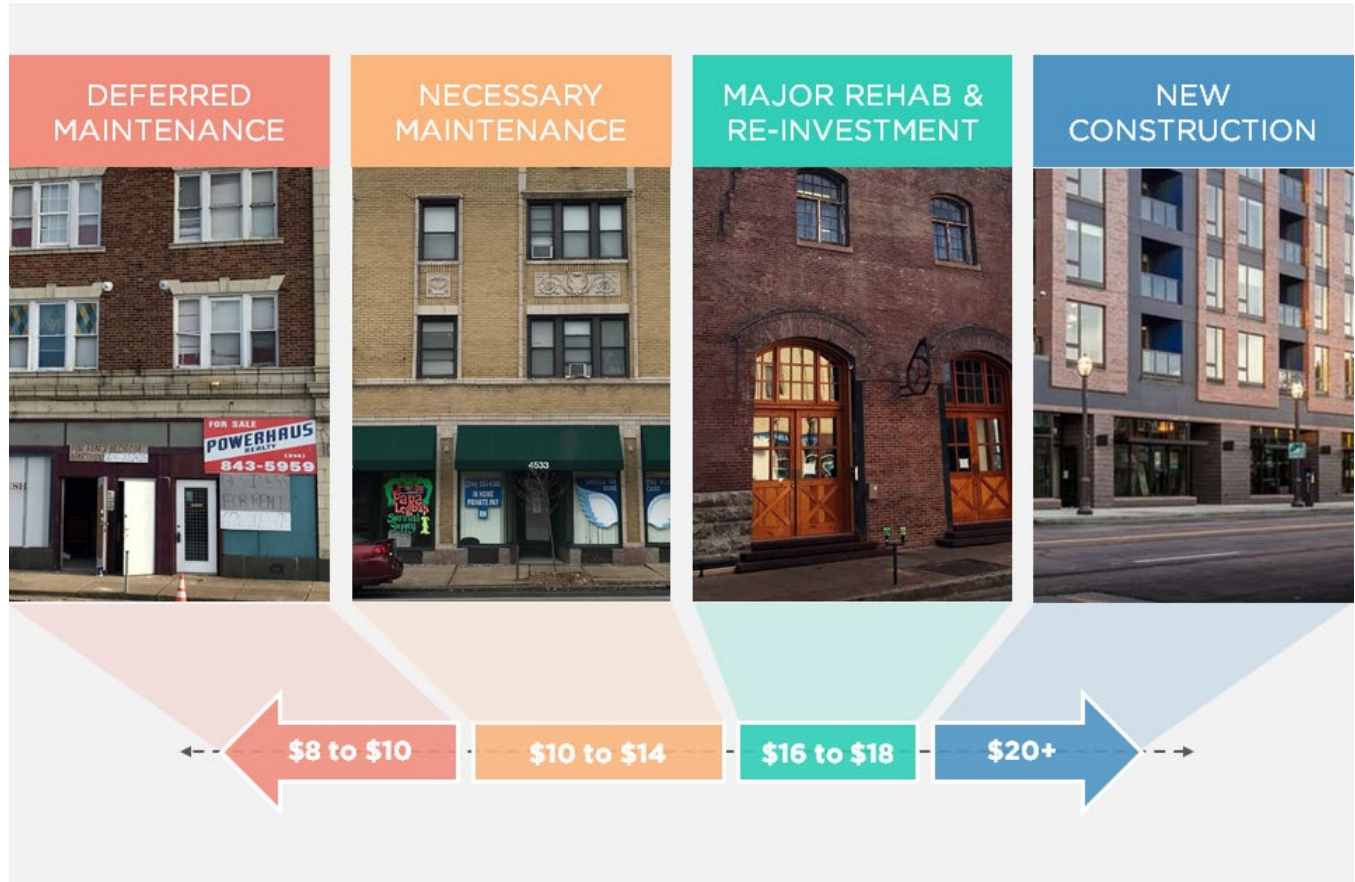
Super Regional

St. Clair Square is a super regional shopping center and is the only shopping mall in the Metro East. Although the story of the struggling enclosed shopping center is common in Fairview Heights the mall is currently stable. St. Clair Square is home to 130 businesses including major anchors such as Macy's, Dillard's, JCPenney, and trendy retailers like H&M and Hollister. The reported vacancy rate of 2.0 percent is low (vacancy levels of 10.0 percent or more would generally raise concern), although the anticipated closure of Sears in March will have a significant impact on that figure. The mall acts as a magnet for other major regional retailers, several of which have their only Metro East location in Fairview Heights, such as Bed Bath and Beyond, Hobby Lobby, DSW, and Dick's Sporting Goods. Newer properties with excellent access and visibility, such as the Shoppes at St. Clair,

have asking rents in the range of \$23 to 40 per square foot (NNN), with most other marketable properties in the \$12 to \$18 per square foot range. The lower end of this range provides enough income for landlords to sustain basic property maintenance, while the high end of this range is due to the presence of the regional mall and are uncommon in the Metro East. Rents in the \$20 to \$25 per square foot range can support new construction and are achievable for other high-quality retail sites in the Metro East.

RETAIL LEASE RATE IMPLICATIONS

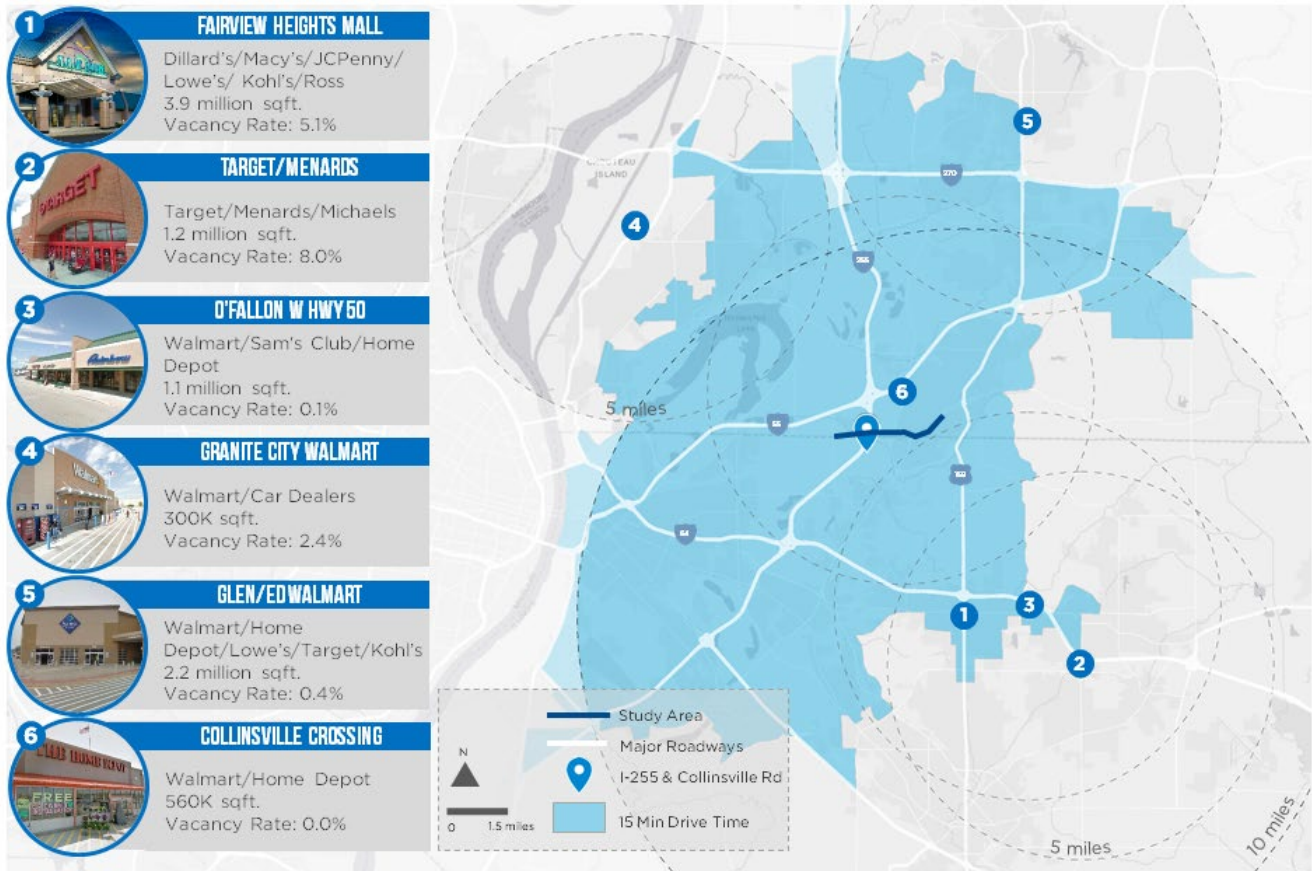
COST AND FEASIBILITY OF CAPITAL INVESTMENT IN COMMERCIAL PROPERTY



Regional

Collinsville Crossing is a regional retail center located near the intersection of I-55/70 and Route 157. Anchored by Walmart Supercenter and Home Depot, the shopping center boasts several high-quality tenants such as Starbucks, Walgreens, Qdoba, and St. Louis Bread Company. There is reportedly no vacancy and rents are estimated to be approximately \$22 per square foot. With a typical trade area radius of approximately 8 miles, this center covers all of Collinsville and beyond. The Metro East has many other competing regional retail centers in surrounding communities including Edwardsville/Glen Carbon, Fairview Heights, O’Fallon/Shiloh, and Granite City.

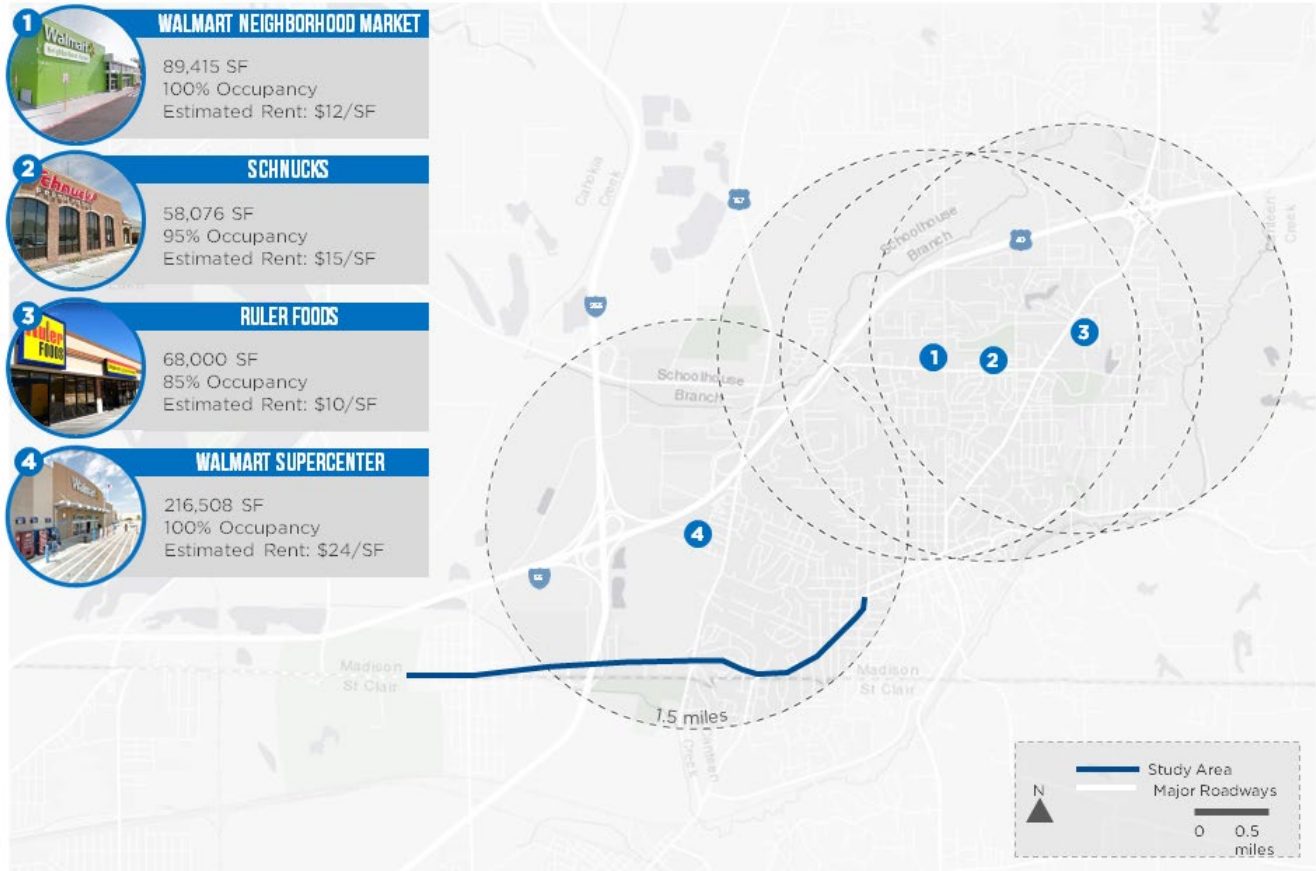
MAJOR RETAIL CENTERS
REGIONAL AND SUPERREGIONAL CENTERS



Community

Collinsville's community level retail concentration is along Beltline Road and is anchored by Schnucks, Kohl's, and Walmart Neighborhood Market. At almost 50 acres, this area contains many individual buildings of varying quality. Overall, the area appears to be performing well and some new construction and reinvestment is occurring. Higher quality properties have asking rents in the range of \$15-20 per square foot.

MAJOR RETAIL CENTERS GROCERY-ANCHORED RETAIL CENTERS



Neighborhood

The most substantial suburban-style neighborhood shopping center is The Orchards on Route 159, anchored by Ruler Foods. This center is aging and has a vacancy of approximately 15% and estimated rents of \$10 per square foot, both of which are concerning and indicate a potential downward trajectory without intervention.

Uptown Collinsville and the St. Louis Road corridor are two important urban-style neighborhood retail districts. Uptown Collinsville is experiencing a renaissance after major city infrastructure investments. While many properties are still in a state of disrepair, several have undergone significant renovation and the potential for this historic commercial stock is evident. Several new high-quality businesses have opened and some renovated apartments are available, but much work remains to be done. Along St. Louis Road, the conditions are less favorable. Streets and sidewalks need to be replaced and the building stock is generally less historic. Existing commercial uses cover a wide range and include automobile repair, used car sales, a gas station, restaurants, and office space. With the exception of a few owner-occupied properties, many buildings are not experiencing much reinvestment. The few rental comps available indicate that most of the properties along the strip are likely renting for rates in the range of \$8-10 per square foot, which (as shown in the diagram on page 20) does not provide enough income for landlords to invest in basic maintenance, nonetheless major improvements. City intervention is needed to improve the marketability of this area spur economic activity.

Retail Demand

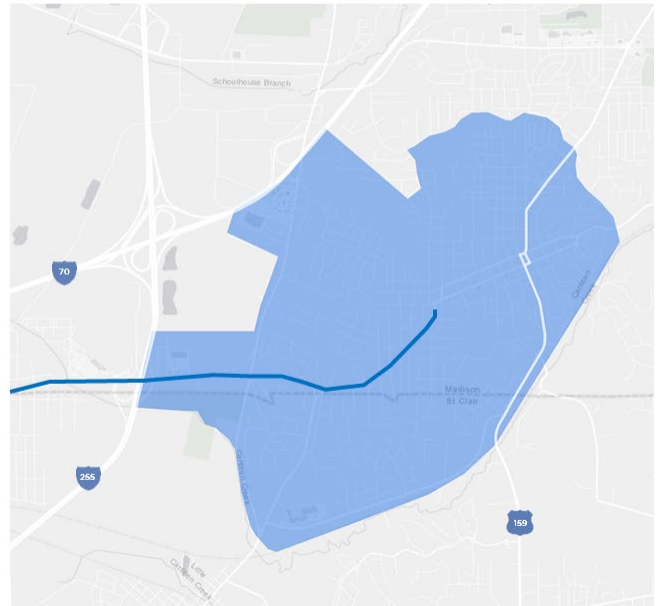
Retail gap analysis looks for mismatches between supply and demand for various types of stores (e.g. grocery, hardware, electronics). This analysis can identify opportunities to provide a product or service that isn't currently being supplied in the marketplace. For the purposes of this project, we examined two different market areas. For the neighborhood commercial corridor on St. Louis Road, a primary market that includes the core of the city was utilized, as most of the support for these small shops will come from customers within the immediate area. Near the interstate, on the other hand, the market area could be quite large, as customers are willing to travel a longer distance in order to reach a wider offering of products.

*Primary Market Area—
Neighborhood Level*

The primary retail market area is home to the customers that are the primary support for smaller-scale neighborhood retail that is found along St. Louis Road from Main Street to Route 157. Within this approximate 5-minute drive, there are about 13,800 people with a median household income of \$50,000. The retail gap analysis showed a small overall surplus of retail in the area. Sector-specific data showed some small opportunities, but primarily in sectors (such as sporting goods, pharmacies, and electronics) that are unlikely to be provided within the St. Louis Road portion of the study area. Small-scale apparel and home furnishings stores might represent opportunities, but would be more likely drawn to the more retail-oriented Uptown district. Overall, this data indicates competition will be tight and any new retail will need to distinguish itself by providing high-quality products and services in order to succeed.

RETAIL DEMAND
PRIMARY MARKET AREA

- POPULATION
13,800
- HOUSEHOLDS
5,800
- AVG HOUSEHOLD SIZE
2.4
- MEDIAN
HOUSEHOLD INCOME
\$50,000
- TOTAL DEMAND
505K SF
- TOTAL SUPPLY
553K SF
- RETAIL GAP/SURPLUS
48K SF SURPLUS







PRIMARY MARKET AREA
OPPORTUNITY SUMMARY





BIG BOX

	Sporting Goods 7,737 s.f.
	Home Furnishings 5,834 s.f.

	Building Materials -23,625 s.f.
	General Merchandise -154,348 s.f.

NEIGHBORHOOD SCALE

	Apparel 17,309 s.f.
	Pharmacies 12,343 s.f.
	Auto Parts 11,006 s.f.
	Electronics 847 s.f.

	Gas Stations -612 s.f.
	Restaurants -616 s.f.
	Specialty Food/Liquor -9,811 s.f.
	Grocery -13,438 s.f.

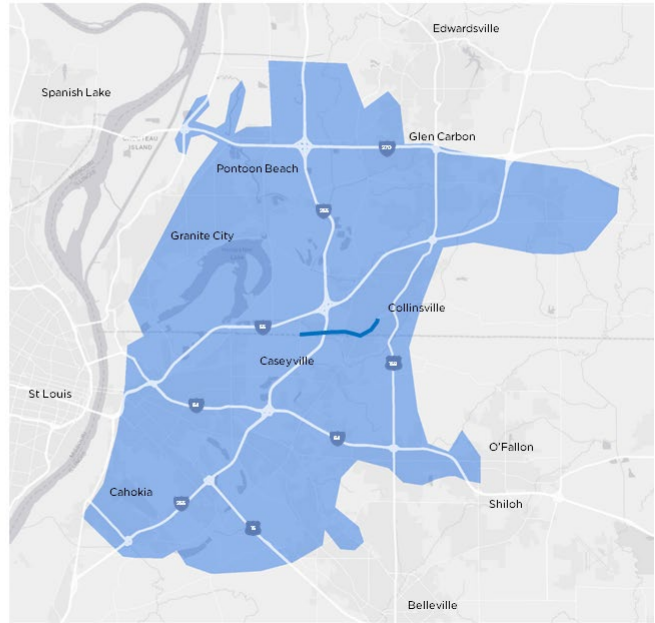
Source: ESRI

**Secondary Market Area—
Regional Level**

The secondary market area represents the customer base for large-scale interstate retail, which could eventually be found at I-255 & Collinsville Road. This market area is based on a 20-minute drive time and contains about 181,000 people with a median household income of \$47,000. The retail gap analysis showed an overall surplus of retail in the area, partially due the presence of Collinsville Crossing and other major shopping destinations in the market area within Fairview Heights and O’Fallon. The gap analysis also revealed a potentially strong opportunity for a grocery store, which likely to take on a smaller format such as an Aldi at this location. The closure of two Shop ‘n Saves in Collinsville has made this mismatch between supply and demand even more apparent. Gaps in building materials and pharmacies are small, but it might be possible to attract chains not already in the vicinity such as Menards or CVS.

**RETAIL DEMAND
SECONDARY MARKET AREA**

- POPULATION**
181,000
- HOUSEHOLDS**
71,000
- AVG HOUSEHOLD SIZE**
2.5
- MEDIAN HOUSEHOLD INCOME**
\$47,000
- TOTAL DEMAND**
6.3M SF
- TOTAL SUPPLY**
7.7M SF
- RETAIL GAP/SURPLUS**
1.4M SF **SURPLUS**



**SECONDARY MARKET AREA
OPPORTUNITY SUMMARY**

BIG BOX

	Building Materials 2,092 s.f.
	Sporting Goods -46,392 s.f.

	Home Furnishings -74,697 s.f.
	General Merchandise -834,585 s.f.

NEIGHBORHOOD SCALE

	Grocery* 183,453 s.f.
	Electronics 41,592 s.f.
	Auto Parts 37,468 s.f.
	Specialty Food/Liquor 32,980 s.f.

	Pharmacies 3,871 s.f.
	Apparel -160,505 s.f.
	Gas Stations -183,703 s.f.
	Restaurants & Bars -188,685 s.f.

Source: ESRI, Development Strategies*

Generally speaking, electronics sales are moving online, are provided at general merchandise big-box retailers (like Walmart) that are already present in Collinsville, or are within brands that are unlikely to create new stores (like Best Buy).

Office Supply

Office properties are often categorized based on quality of the building and characteristics of the site. Generally speaking, Class A properties represent the highest quality buildings in a region. They are optimally located, and command premium rents. Class B structures are a little older, but are well maintained and still have professional management and high-quality tenants. Class C is the lowest classification of buildings typically used. These buildings are often more than 20 years old and located in less desirable areas and/or need extensive renovation. Consequently, Class C buildings have the lowest rental rates.

Most office properties along the St. Louis/Collinsville Road study area would be considered Class C buildings. However, higher quality buildings are present elsewhere in the City. Class B properties near the interstate are asking \$15-\$18 per square foot in rent, with the highest quality example at 1500 Eastport Plaza achieving approximately \$21 per square foot. Some of the most recent construction has been flex space, where typically a small percentage of the space is modestly finished for office use and the remainder is used for storage or light industrial uses. These types of properties, such as 1505, 1604, and 1606 Eastport Plaza Drive have lease rates in the range of \$12-\$15 per square foot. Older properties with less prominent locations are listed at \$8-14 per square foot in rent.

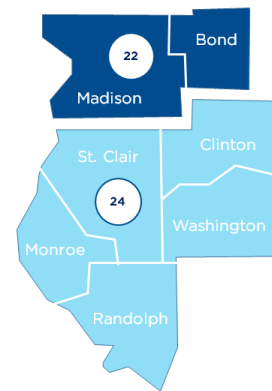
The St. Louis office market is not particularly robust, especially on the Illinois side of the region. According to CoStar Data, Collinsville has not experienced any new office construction since 2010, while 30 new structures totaling 399,000 square feet of space have been built within Madison and St. Clair Counties during the same time period.

Office Demand

Employment projections from the Illinois Department of Employment Security were used to estimate the amount of demand for office space in the region. Since Collinsville straddles St. Clair and Madison Counties, the seven county area of Local Workforce Investment Areas (LWIA) 22 and 24 were used to gather data. This office demand analysis considers the types and quantity of space required by industries that are expected to be growing in the region.

Over the next 10 years, this seven-county area is expected to generate jobs that will create 780,000 square feet of office space. Based on past performance, about 80% of this potential long-term growth will take place in Madison & St. Clair Counties. Based on CoStar data, over the past ten years, none of this growth has occurred in Collinsville. Assuming this improves incrementally and the City is able to raise the capture rate to 5%, this would yield approximately 39,000 square feet of space over a decade. To put that number into perspective, that is the equivalent of about one 2-story office building like 1500 Eastport Plaza. Therefore, the prospects for office development are not strong overall, with a majority of the growth expected in medical office space.

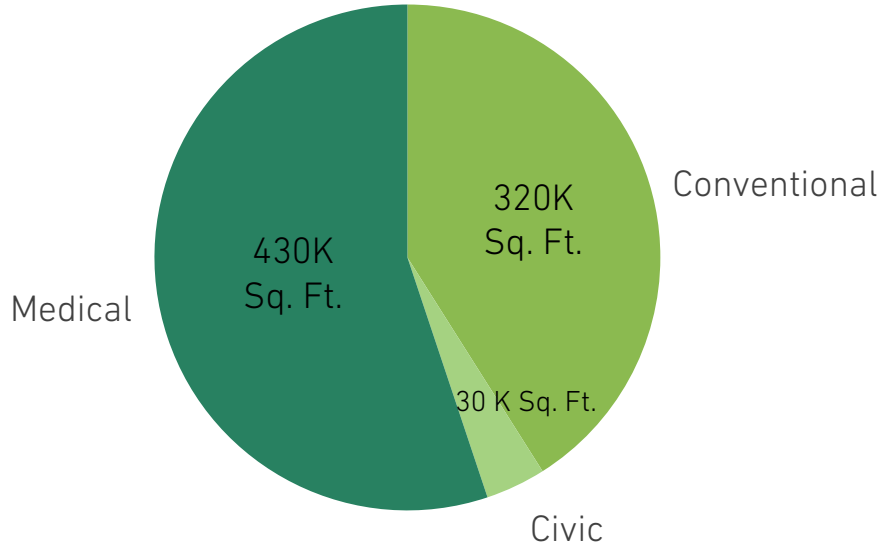
OFFICE DEMAND
LOCAL WORKFORCE INVESTMENT AREAS



Projected 10 Year Office Demand by Occupation Category

St. Louis Metro East (LWIA 22 & 24)

Source: Illinois Dept. of Employment Security, CoStar, Development Strategies, 2019



Feasibility Indicators

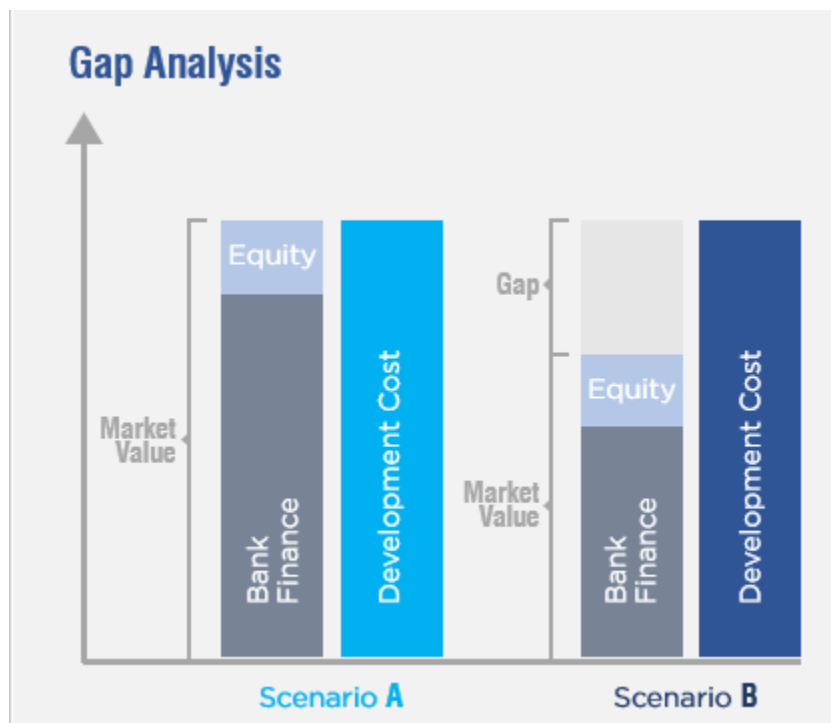
Market analysis provides information critical to understanding the feasibility of real estate developments. Economically feasible developments have a market value that is higher than their development and operational costs.

Key feasibility indicators that are derived from market analysis include:

- market rental rates
- sale prices
- occupancy rates
- operating expenses
- capitalization rates
- discount rates
- carrying costs

A project that is likely to be viable and attractive to private investment is one where value exceeds cost. Developments where cost exceed value can be made feasible through incentives and other tools that provide funds that fill the gap between cost and value. Incentives can be applied to projects in a strategic way, focusing on those that will catalyze a site, district, neighborhood, or corridor, or attract an anchor that can change the trajectory of the place.

Scenario A in the following graphic represents an economically feasible projects, while Scenario B represents a project where incentives are needed to make it feasible.

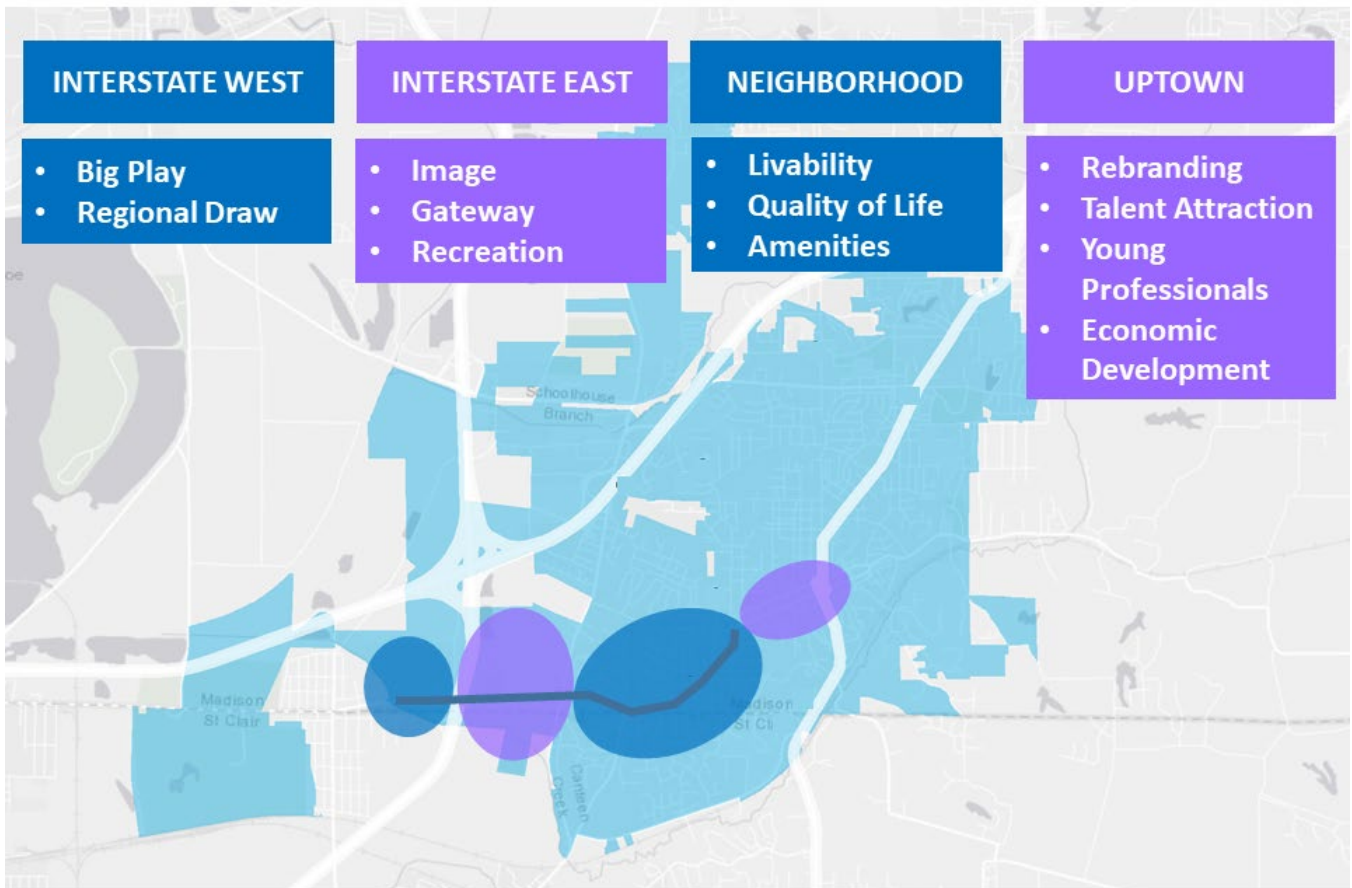


MARKET STRATEGY

A market strategy pairs the goals and objectives of a community with market-based opportunities to develop a path forward. A market strategy can include identification of districts, target demographics, product types, tenants, opportunity sites, and public improvements. Along the St. Louis/Collinsville Road corridor, four unique districts were identified: Uptown Collinsville, St. Louis Road Neighborhood, Interstate East, and Interstate West.

Uptown Collinsville plays an important role in developing the brand of the community, enhancing entrepreneurial activity, and attracting young professionals to the city. A thriving downtown will increase the desirability of nearby areas, many of which have properties in need of reinvestment. The St. Louis Road neighborhood has the potential to be an incredibly diverse and walkable place. The neighborhood will need to embrace its eclectic residential and commercial building stock, and work vigorously to enhance it. Improvements in private properties paired with public investments in streets and parks can have a dramatic effect and make the neighborhood much more appealing. The interstate east/west district is the first impression of Collinsville and needs major redevelopment to eliminate low-quality buildings and generate economic activity that will benefit the city. This district can develop a unique brand by building upon the success of the private and public sports facilities currently in place.

MARKET STRATEGY



Uptown

Strategy Overview

While outside of the official study area, Uptown Collinsville is an essential part of the market strategy for St. Louis Road and the City as a whole. A healthy downtown is a point of pride for residents—the first place to bring out of town visitors to experience unique shops and restaurants. A healthy downtown is a place where residents build memories—the epicenter for community events and chance meetings with neighbors. A healthy downtown is a magnet for younger generations—a chance to provide a walkable urban experience in the suburbs.

The amount of investment the City has made downtown is truly impressive. The streetscaping improvements have been transformative and have encouraged reinvestment in private properties. While much of the work on the streets is complete, the community should not lose focus on the importance of continuing to strengthen this district. The City will likely need to take the lead on district-wide marketing, tenant recruitment efforts, programs to encourage entrepreneurial activity, and in some cases, facilitation of redevelopment of key properties.

To ensure the long-term viability of the community, it is essential that the City actively work to attract young adults to Collinsville. Uptown represents one of the best opportunities to lure this demographic, but it will require continued improvements to the building stock and enhanced shopping, dining, and entertainment options. Equally as important will be providing desirable rental units downtown. The vast majority of young adults are renters, not owners, and without the appropriate product, they will go elsewhere. While the city as a whole seems to be averse to more rental properties, the underlying concern is with the *quality* of the units, an issue that can be addressed through zoning and architectural controls during construction, and code enforcement during the product's lifetime. If Uptown successfully attracts young adults, and they have a good experience while living there, they will be more likely to stay in Collinsville as they grow older and become ready for a single-family home. In this way, Uptown Collinsville can act as a conduit for surrounding neighborhoods which provide “step up” housing while keeping people close to the amenities they love downtown.

Opportunity Site—Old Columbia School

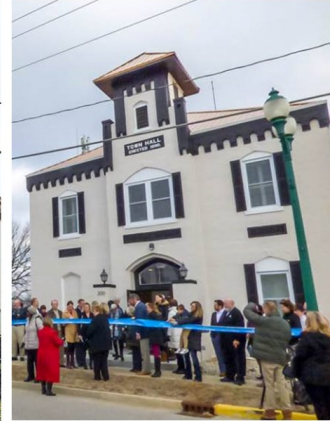
The former Columbia School at 801 West Main Street represents an important opportunity site on the west end of Uptown, near the edge of our study area. Rental apartments or office uses would both be appropriate for this property. Renovation expenses will be considerable and the project may require multiple layers of incentives (façade grants, TIF redevelopment agreements, historic tax credits, etc.) Despite the efforts involved, bringing this property back into productive use should be a priority for Collinsville as it will greatly improve the aesthetics of the corridor and provide a strong anchor at the edge of downtown.

OPPORTUNITY SITE



A local example the renovation of a similar historic structure can be found in O'Fallon, Illinois. The city-owned building at 200 North Lincoln Avenue was vacant for many years and was in a state of disrepair. The city issued an RFP for redevelopment and was able to sell the building at a low cost to help subsidize the expensive renovations. The City's expectations and requirements were set forth in the sales contract and TIF redevelopment agreement, allowing for additional control of this key property. Since the city owned the property prior to the creation of the TIF district (giving it a \$0 base value), the incentives were particularly robust and significantly improved the feasibility of the project.

CASE STUDY: OLD CITY HALL
OFALLON.IL



St. Louis Road Neighborhood

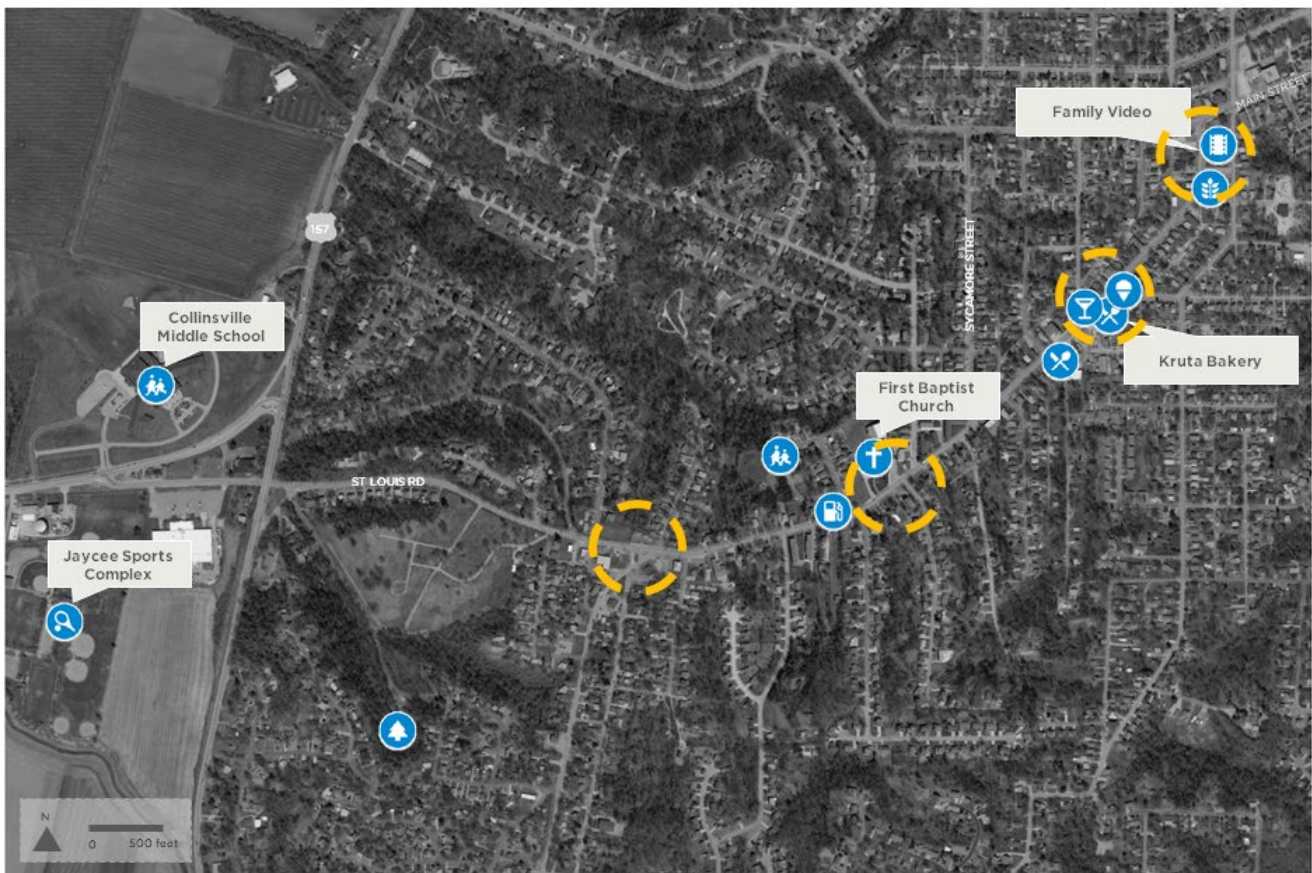
Strategy Overview

With a well-performing elementary school, proximity to Uptown, and a large variety of home sizes, styles, and price points, the neighborhoods around St. Louis Road should be attractive to young professionals, families, and empty nesters. However, insufficient public park space and the condition of the streets, sidewalks, and buildings are negatively affecting the marketability of the area. Improvements to the St. Louis Road corridor are needed to stabilize the adjacent neighborhoods and encourage reinvestment in properties.

The commercial properties along St. Louis Road are in varying states of repair and few are historic or offer much curb appeal or architectural interest. Most of the existing businesses are either long-standing owner-occupied properties or establishments that are likely drawn to the location by cheap rent. While low-rent can be an asset for the tenant, it also indicates low-demand--a scenario in which landlords are unlikely to make improvements to their properties without City intervention.

Even if major improvements to the street are made, commercial demand along the St. Louis Road corridor is not expected to increase dramatically in the future and the road will likely be primarily residential in nature. Therefore, a nodal strategy, in which the city actively encourages commercial activity at select intersections along the street, is appropriate. The commercial node at the intersection of St. Louis Road and Collinsville

COMMERCIAL NODES



Avenue should be a top priority. With its proximity to Uptown Collinsville and the bulk of the homes in the neighborhood, this corner offers the best opportunity for a successful commercial hub. At that intersection, two well-established owner-occupied properties are on the verge of major investments and at least two other buildings seem to present an opportunity for adaptive reuse. As conditions along the corridor improve over time, there are approximately three other intersections that offer potential for additional commercial nodes in the future. Outside of these designated nodes, the City should seek to improve pre-existing commercial properties with initiatives like façade improvement programs. Uptown Collinsville already has an aggressive program that allows for reimbursement of up to \$200,000 over a five-year period. A façade improvement program such as this could be tailored fit the circumstances and design expectations along St. Louis Road, particularly since a TIF District is already in place.

Programs & Incentives

Changes to the street that improve aesthetics and provide on-street parking will encourage reinvestment at these designated nodes. The City can further direct investments to these locations by creating city-owned parking lots that can be shared by the businesses. The zoning code could be amended to eliminate parking requirements if a property is within a certain distance of these lots. It would be a major cost savings for the establishments and would likely bring an end to unsightly and inefficient designs stemming from trying to squeeze in required parking space on a small plot of land. Many cities, such as neighboring O'Fallon, Illinois have provisions such as these in their zoning code for downtown environments. A similar model could be applied to St. Louis Road.

Many properties along St. Louis Road, whether at designated commercial nodes or not, are desperately in need of façade improvements. TIF funds should be made available for a matching grant reimbursement program to hasten these efforts. The City should also consider providing additional assistance to ensure that professional design advice is utilized when making these improvements. This could range from providing a list of pre-screened architects who will take on these small projects, to guaranteed reimbursement of a set amount when using approved architects.

Efforts that encourage entrepreneurial activity and improve connections with existing resources, such as the SIU-E Small Business Development Center (SBDC), would be beneficial for this corridor and the city as whole. Interior renovations (particularly for adaptive reuse projects that involve the installation of commercial kitchen equipment) could be aided by low/no-interest loans and other tenant improvement programs. Improving connections between businesses would also help strength the businesses, whether this involves creating a separate merchant's association for St. Louis Road, or welcoming these businesses into any efforts that are already taking place Uptown.

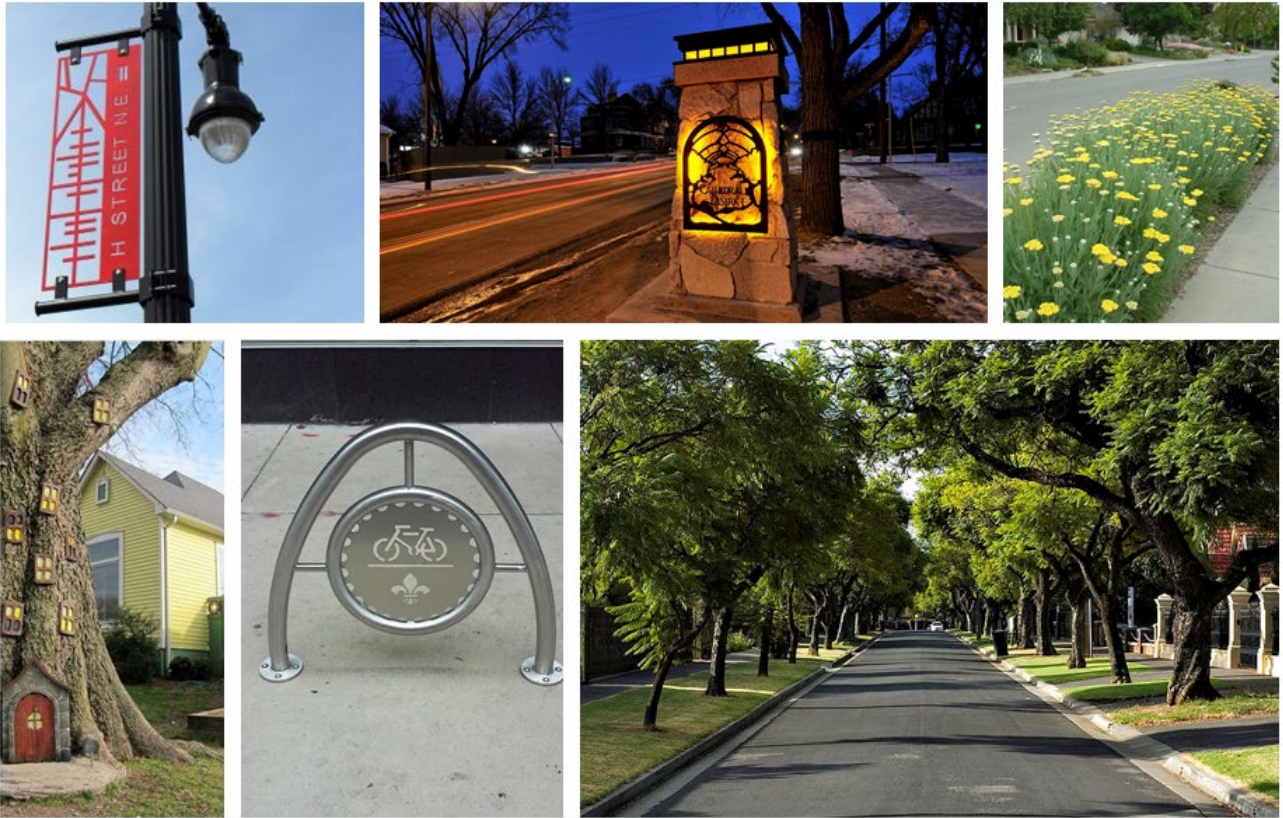
In regards to the housing in the vicinity of St. Louis Road, several strategies could be pursued to encourage reinvestment and enhance the desirability of the neighborhood. Certainly, first and foremost, efforts to improve St. Louis Road itself and the properties along it will go a long way towards increasing demand for housing in the area. The City's efforts in developing and implementing a code enforcement/property maintenance program are also critical in addressing problem properties sand raising the expectations for housing quality in the neighborhood. For further improvements, the city should also consider:

- Develop a brand for the neighborhood—Work with residents and businesses to name and brand districts. Enhance the unique character of the area with complimentary signs, landscaping, gateway signage, and other features. Local examples include the LeClaire historic district in Edwardsville, or St.

Louis neighborhoods such as The Grove. Use these branding elements in the housing marketing campaign discussed below.

MARKET STRATEGY

NEIGHBORHOOD BRANDING & CHARACTER



- Create a housing marketing campaign—highlight community assets, actively market to developers and relators, and coordinate with the school district to promote success and improvements.
- Consider partnering with an organization such as Habitat for Humanity to do “neighborhood repair blitzes” that use volunteers and donated goods to fix the exteriors of homes for those in need. An example of this kind of effort can be found in Hampton, Virginia.
- Remodeling Idea Book—if there are common design challenges in the existing building stock, consider working with an architect to develop solutions to these interior and exterior issues and develop and an idea book that can be issued to residents along with realtors to help people see the potential for renovation. An example of this kind of effort can be found with the Mid-America Regional Council in Kansas City with a document entitled “First Suburbs Coalition Idea Book.”

Opportunity Site: Collinsville Avenue Intersection

The intersection of St. Louis Road & Collinsville Avenue is one of the most important sites in the study area. Two of the corners are home to long-standing owner-occupied properties (McDill's Irish Pub & Kruta Bakery) that are slated for major renovations. With some minor façade improvements and landscaping, the two office properties on the third corner can be very complimentary to these efforts. The two buildings on the fourth corner (Larry's Automotive & the multi-tenant building containing the Horseshoe) will require major reinvestment, but also offer the potential to completely transform the brand of this corridor and solidify the strength of this important intersection.

Adaptive reuse of these properties will add immeasurable charm and character to St. Louis Road, which is peppered with vintage automobile-service properties that mar the aesthetics and functionality of the street. It is important to reuse these properties if possible, particularly since the market analysis revealed that achievable rents in this area are generally not high enough to support quality new construction. It will also be far more beneficial to use TIF for renovation, as virtually all improvements made are considered eligible expenses. Numerous examples of adaptive reuse of automobile-oriented facilities such as these are found all over the country, a few of which are featured in the collage to the right. One of the best examples that is comparable in size is Olio in St. Louis, which involved the renovation of a dilapidated Standard Oil gas station. The building now houses an extremely successful small restaurant and wine bar with outdoor seating.

OPPORTUNITY SITE



ADAPTIVE REUSE
GAS STATIONS & AUTO REPAIR



CASE STUDY: OLIO
ST. LOUIS



Opportunity Site: The “Triangle” Property

Another opportunity site along the corridor is the “triangle site”, a large concrete and gravel lot at the corner of St. Louis Road and Sycamore Street. Development Strategies examined some opportunities for new construction on the site and unfortunately found none of them to be financially feasible. Therefore, the best use of this property is a public park or plaza, a community gathering space which is sorely needed for these neighborhoods.

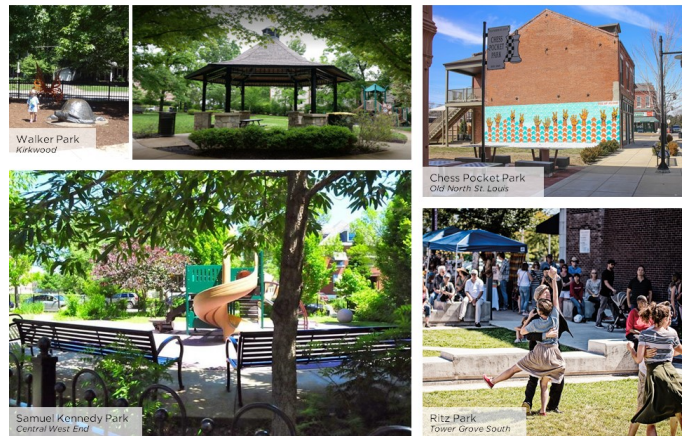
Opportunity Site: Caseyville Road Intersection

The final opportunity site along St. Louis Road lies near its intersection with Caseyville Road. At this time, adaptive reuse is unlikely to occur and market conditions are not strong enough to support quality new construction. However, this intersection has potential that might be utilized in the future. For now, the City should focus on improving the safety of this intersection and enhancing the appeal of the surrounding neighborhoods by providing amenities and an attractive walkable street. An interim strategy to consider involves making modest investments in the land to serve as a public park or community garden until such a time as market conditions improve. The City could also opt to fully commit this land to park space and make the desired improvements, although a majority of residents at the public meetings seemed to indicate that a park farther east on St. Louis Road would likely get more use due to the higher volume of pedestrian activity in that area.

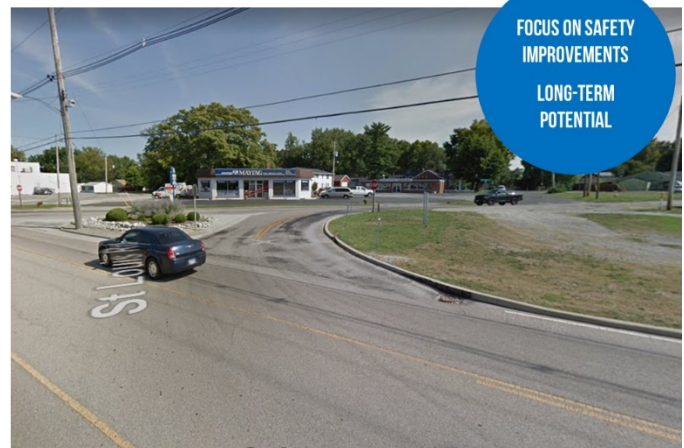
OPPORTUNITY SITE



CASE STUDY: POCKET PARKS
ST. LOUIS METRO



OPPORTUNITY SITE



Interstate East

Strategy Overview

Despite the presence of a new middle school and a soon-to-be completed water treatment plant, this section of Collinsville Road is struggling. On the north side of the street, set far back from the road, a bare-bones Rural King stands mostly alone; the adjacent Shop-n-Save grocery store is vacant. On the south side of the street, a gas station and fast food restaurant line the road with an extremely large, 100,000 square foot building to the rear. The age and exterior condition of this property makes it appear vacant, even though it contains a successful sports training facility that brings hundreds of families to the property each week. At the end of the corridor lies the Jaycee Sports Complex, which features 12 baseball fields and other recreational fields. The City recently regained control of the property after the dissolution of the Collinsville Area Recreation District (CARD) and many improvements are needed.

This key entry point into the City creates a negative first impression that urgently needs to be corrected. While rehabilitation of existing buildings would lead to some improvement, redevelopment is more likely to be necessary to truly transform this gateway. A market-based approach that is led by private development would require the least amount of city resources. In the absence of that market-based approach (or if the city determines any proposed development/rehabilitation is not optimal), Collinsville may need to become proactively engaged in this process. The City could explore a variety of options, ranging from active encouragement of property owners to cooperate in market-driven scenario, acquisition in a publicly-driven scenario, or through an RFP process, in which the city options properties to establish a purchase price for future developers, without actually purchasing the land. Collinsville can also galvanize these redevelopment efforts by focusing on land already controlled by the City, such as improvements to—and expansion of—Jaycee Sports Park.

INTERSTATE



RECREATION



INTERSTATE RETAIL, HOSPITALITY & SERVICES



A tenant strategy that focuses on sports is a unique way to develop a brand for the district and maximize investments in Jaycee Sports Park. Potential tenants could include indoor climbing facility, sports training, physical therapy, fitness center, or an upscale driving range. Complimentary uses that would serve surrounding neighborhoods and visitors could include a small-scale grocery store, hotel, or fast-casual restaurant.

The City can also work to improve this main entry point to the city with unique gateway features and public art, as shown in examples to the right. The Route-157 overpass also presents an opportunity to make a unique statement about the community and encourage visitors to explore the rest of the city. IDOT will likely have restrictions on modifications to the structure itself, but artistic lighting could be an interesting option that can't be found elsewhere in the region.

INTERSTATE GATEWAYS
SIGNS & ART



MARKET STRATEGY
GETTING PEOPLE UP THE HILL



Interstate West

A bold move is needed in the Interstate West District. Fairmount Race Track is a unique amenity and the City should actively encourage changes to state legislation that would enable the facility to thrive in the long-term. In the meantime, the City should consider cooperative marketing efforts. Perhaps equestrian-themed art can be scattered throughout the community and each race day can be a fun city-wide event—banners, restaurant specials, “pet a horse” events, etc. The City should also actively work to encourage and perhaps incentivize Fairmount to improve its curb appeal, based on the designs that were developed as part of this plan.

REGIONAL ANCHOR



In the event that Fairmount Race Track ceases operations at some point in the future, this large single-ownership site adjacent to the interstate has potential for new commercial construction. Whether Fairmount stays or goes, a major anchor tenant needs to be secured, preferably something with a regional draw and limited number of locations in the region. This anchor can be located on the east or west side of the interstate. A potential anchor might include a resort hotel with indoor waterpark, such as Great Wolf Lodge. This type of anchor would tie in nicely with the existing sports training facility and potential visitors for tournaments. Another anchor might include a major retailer such as Costco, which has yet to secure a location in the Metro East, but is expected to do so within the near future. The central location, excellent interstate access, visibility, and lower land price could make this site competitive with other options on the east side of the river.

This type of anchor strategy is unlikely to be successful without proactive efforts on behalf of the City. This could include the creation of a development plan, which should include:

- more detailed market analysis that is tailored to the specific needs of these anchors,
- the marketing of key data points and other relevant information (availability of incentives and flexibility of zoning),
- any potential synergies with a broader community vision and effort,
- ability to address floodplain/brownfield issues; and
- the issuance of a developer RFP, or outright recruitment of a qualified developer.

State Park Place

Based on a visual inspection and discussions with representatives from the police department and school district, the unincorporated area known as State Park Place is relatively stable. Homes are modest, but most are in a safe condition. Police representatives indicated that outside perceptions of high crime are overstated—actual incidences of crime are relatively low. The staff at Kreitner Elementary continue to be a valuable resource to the community and proactively work with area children, many of them from immigrant families, to succeed.

A market analysis specific to State Park Place was outside of the scope of this study—concrete market-based opportunities were not identified. However, there are several best practice community development and neighborhood stabilization efforts that could be implemented, including:

- Connecting residents with existing governmental and non-profit assistance programs such as housing rehabilitation forgivable loans, weatherization/energy efficiency improvements, and utility bill assistance
- Encouraging entrepreneurship to increase the vitality of the small shops and businesses along Collinsville Road through collaboration and capacity building led by groups like the SBDC (Small Business Development Center), and
- partnering with Collinsville to support enhanced code enforcement, targeting conditions that impact resident's health and safety.

State Park Place is outside of Collinsville's boundaries and the city has no jurisdiction over the area at this time. Annexation is an option for the city; however, many factors should be considered to determine if this is a viable option. For instance, annexation would impact residents of State Park Place and they would ultimately need to agree that it would benefit the community. This process would require significant staff resources from the City, both during the process and afterward.

Another option is to explore the possibility of dedicating staff time to assist Madison and St. Clair Counties, with basic code enforcement. However, this approach would need to be sensitive to the financial situation of the residents, focusing on outreach and connection with resources rather than penalties and fines. The city and counties could also partner to pursue CDBG grants to improve infrastructure. A similar multi-year effort was undertaken in O'Fallon with great success. It involved negotiating pre-annexation agreements in exchange for sewer service and working with the County to obtain grants for sewer, storm water, and streets in exchange for agreeing to annex the properties upon completion.

A final, longer-term idea is to reimagine State Park Place as an international district of Collinsville, establishing better connections between the neighborhood and the city. There are limited international enclaves in the Metro East—the area would benefit if more outside dollars were attracted to the local shops and businesses. Outreach should be economic and social—connections could be made with simple efforts such as facilitated conversation meetups, helping new residents with English and learning Spanish in exchange.

TOP PRIORITIES

While this report has identified many initiatives for the City along the length of the corridor, the top priorities should include the following:

- Façade improvement program for properties between 157 and Main Street
- Streetscaping from Main Street to 1st commercial node at Collinsville Avenue
- Facilitate adaptive reuse of properties at St. Louis Road & Collinsville Avenue intersection
- Improvements to Jaycee Sports Park
- Establishing contact with potential regional anchor tenants for interstate district, either directly or through a major commercial broker

Ideally, improvements should start at both ends of the corridor simultaneously, slowly working toward the middle.

RECOMMENDATIONS FOR FURTHER STUDY

- Detailed market analysis for interchange area (including large agricultural tracts north of study area) to more clearly define potential for commercial and residential uses
- Zoning & sign code updates
- Economic impact study on Jaycee park improvements and tournament potential
- Facilitated conversations with potential regional anchor tenants & creation of materials and data to help market properties
- Detailed city-wide housing study
- Design for neighborhood park
- Neighborhood/corridor branding
- Wayfinding signage plan
- Strategic plan for State Park Place
- Fiscal impact analysis of any potential annexation of State Park Place

APPENDIX: ZONING REVIEW

Sign Code

A cursory review of the sign code uncovered numerous deficiencies. The current sign code needs to be completely rewritten to bring regulations up to modern standards and ensure compliance with recent case law. Some of the most potentially problematic issues from a marketability standpoint are summarized below:

- The code breaks the City down into various sign zones which are not clearly defined, making it impossible to use the regulations accurately.
- Almost unfettered use of pole signs. These types of signs are generally considered unattractive and increase visual clutter in communities. In a large majority of circumstances, monument-style signs are more appropriate and will improve the appearance of commercial districts throughout the city. Design standards need to be raised immediately with reasonable heights/sizes and, at a minimum, poles need to be sheathed (in the few circumstances where they should be allowed at all).
- Code does not currently promote the use of high-quality individual cut letter signs over cheaper panel signs. Regulations should be amended to calculate the area of individual cut letter signs with a polygon instead of a square to provide more flexibility to the preferred option.
- Current “graphic area allowances” are calculated by linear foot of street frontage. This makes no accommodations based on the size of the building itself. A 1-story retail strip center could potentially have more signage than a multi-story office building.

When developing this new sign code, it is important to involve the businesses community and gather their thoughts early on. There are those that will certainly push for larger signs and limited regulation, but most will understand the need for limitations and will welcome the opportunity to have input on this process. Limitations on the height/style of signs as well as regulations on changeable copy signs will be important topics. In the Metro East, O’Fallon is known for having a reasonable code that requires monument-style signs in most locations, but provide some reasonable flexibility along major streets and the interstate, as well as with planned use developments. As a new sign code is developed, examples from successful communities such as this can be used to guide the decision making process.

Zoning Code

A brief review of the zoning code revealed many opportunities for improvement. A few items to evaluate more closely moving forward include:

- Districts--The sheer number of zoning districts make code interpretation unnecessarily difficult and confusing. Simplification is needed
- Permitted uses—review permitted uses to ensure they are compatible with nearby neighborhoods. Performance-based regulations that might yield better results.
- Outdoor storage—review outdoor storage regulations, consider additional limitations and screening.
- Setbacks—Consider maximum setbacks to encourage buildings that are closer to the road and more pedestrian friendly

- Parking & Access—In the STL Road area, consider waiving parking requirements if within proximity of a public parking lot. Ensure regulations limit the width of access drives and require cross-access easements between commercial properties.

Even with zoning code updates, many existing properties in Collinsville are grandfathered under older regulations. The City should consider the strategic use of incentives to remove legally non-conforming conditions.

A complete zoning code and sign code rewrite can be expected to cost somewhere within in the range of \$100,000-\$150,000, depending on complexity and amount of public outreach.