

Chapter 3: Vision, Goals & Objectives

# What Collinsville's residents are saying:

"Collinsville is my home town. I grew up here and have family here. I love my house and have been in it for 22 years. I love the parks & bike trails. These are some of the best things we have to offer."

"Away from the city, yet close enough to enjoy the city, while keeping its small community feel.

"We need to be attracting companies with good paying jobs that will bring residents into town."

"Collinsville has the potential to become a 'youth sports mecca'."

"There are too many rentals."

"We must do something about the entrance to the city ...that area is blighted and dangerous."

"The reputation of the educational system in town is very poor."

"My shopping and dining money are being spent elsewhere right now."

Source: Anonymous statements made during public engagement activities.



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#### **SECTION 3.1 CRAFTING THE VISION**

Vision, Goals, and Objectives are key components of the Comprehensive Plan in that they establish fundamental elements upon which current and future planning, policy and development recommendations are based. The foundation of the visions, goals, and objectives presented within the Comprehensive Plan are a reflection of the data, information, and ideas gathered from the Collinsville community through a 7-month long, multifaceted public engagement process. The community was invited to participate in the planning process and share their own vision for Collinsville's future through a series of workshops, stakeholder interviews, and a community survey.

The Vision is a series of broad, yet focused statements describing who Collinsville will be in 2025. It is written in retrospect to capture the accomplishments that will have been implemented and achieved since the adoption of the Comprehensive Plan. The Vision was crafted around four key questions: Who are we? What do we value? Where do we want go? How will get there? Conclusions to these questions are drawn from data, information, ideas collected through the public engagement phase of the planning process. Those conclusions identify eight values that are important to the community, and provide the foundation for the formulation of the Vision. This values-based approach to crafting the vision captures broadly shared ideals of who Collinsville should work to become in the future.

Each Vision statement is supported by a set of related goals and objectives which together establish a framework for more detailed recommendations and actions, and also act as roadmap to achieving the vision. Goals are general statements that establish the "ends", addressing the City's long-range plans and desired outcomes. They provide the framework upon which the objectives of the Comprehensive Plan are based. Objectives and implementation strategies identify, the "ways", more specific and measurable actions and initiatives recommended to achieve the desired goals. Goal and objective statements provide the policy framework upon which all land use decisions, both now and in the future, must be supported.

Finally, recommendations which include policies, initiatives, programs, and other outcomes are offered as the "means" to realize the objectives. An implementation framework will be used to guide City staff, residents, businesses, developers, organizations, and institutions in undertaking the recommended policies, initiatives, programs and other outcomes. The Comprehensive Plan is a declaration of intent, it is advisory and does not itself constitute a regulation. When the Plan is adopted by the Planning Commission and approved by the City Council, all goals, objectives, and implementation strategies therein become policy framework.

Achieving the overall vision of the Comprehensive Plan is a long-term process. As Collinsville continues to grow and develop, answers to the key questions – Who are we? What do we value? Where do we want to go? How will we get there? – will also evolve. Thus, the Comprehensive Plan is a living, breathing document which should be used on a day-to-day basis, reviewed regularly and updated to ensure continued alignment of the city's collective vision and related goals, objectives, and recommended policies, initiatives, programs and other outcomes.

The intent of this plan is to achieve this vision by providing Collinsville's elected and appointed officials the information and direction needed to make well informed decisions. In addition to this plan, the City may, from time to time, develop other plans that shall be incorporated into this plan by resolution of the City Council. Such plans may include, but are not be limited to neighborhood plans, corridor plans, bicycle and pedestrian plans, parks and open space plans, infrastructure plans, etc.



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#### **Community Vision**

In 2025, Collinsville is a vibrant and welcoming community where residents, businesses, and visitors enjoy small town values and big city amenities. Collinsville's strong sense of community; safe, affordable and walkable neighborhoods; regional destinations; employment centers; local services and amenities; convenient interstate access and proximity to Downtown St. Louis makes Collinsville a great place to live, raise a family, work, play, visit, and do business.

#### **Vision Statements**

- 1. Housing & Neighborhoods Collinsville has a diverse housing market offering affordably priced new and existing homes in new and historic neighborhoods for a wide spectrum of incomes from starter homes for new families to luxury homes for higher income individuals and families. Collinsville has safe and walkable neighborhoods where residents express social pride and reinvest in their neighborhood.
- **2.** Education Collinsville encourages a highly educated community through a multitude of high quality lifelong learning opportunities, including: primary and secondary education; university and vocational training institutions; and professional development opportunity all fostering the continued education and skills develop of current talent while preparing students to become the workforce of tomorrow.
- **3. Growth & Development** Collinsville is a regional employment center and retail destination offering unique shopping, dining, entertainment, services, and amenities for residents, workers and visitors. The City leverages economic development resources to attract, retain, and encourage business growth; strengthen commercial corridors; and sustain an attractive and competitive business environment.
- **4. Uptown** Historic Uptown Collinsville is a diverse, mixed-use neighborhood serving as the vibrant center of urban life, symbol of local heritage and culture, authentic Main Street character featuring "destination" dining, shopping and entertainment that blends new and historic features to offer visitors a unique experience. Progressive planning and policy decisions, strategic planning, effective use of incentives and resources creates an attractive and competitive entrepreneurial business environment.
- 5. Parks, Recreation, and Open Space –Collinsville is a walkable, pedestrian-friendly community providing safe, accessible and connected biking, walking and hiking paths as alternate modes of transportation. Collinsville's network of neighborhood and community parks, recreational facilities, and open space offer unique events, activities, and programs for all ages and interest groups to engage in an active outdoor life and experience local culture in a safe, serene environment.
- **6.** Tourism & Hospitality Collinsville is a regional tourism destination for conventions, entertainment, sporting events, dining, shopping and hotel stays. Named the best place to travel for history lovers by Expedia.com, visitors are attracted to Collinsville's national and local historic sites and cultural attractions.
- 7. Transportation, Public Infrastructure & Services –The City's central location within the region, convenient interstate access, and proximity to downtown St. Louis and two major commercial and passenger airports, helps Collinsville to attract new residents, businesses and visitors. Collinsville provides superior services, builds, and maintains quality public infrastructure to sustain a high quality of life for a growing community.
- 8. Community Culture & Engagement Collinsville is a community that embraces and celebrates its unique local history, diverse culture, historic architectural character and great achievements and encourages the expression of community pride as residents, businesses and institutions unite in 'telling our story'. The City uses effective methods of communication to engage all segments of the community.



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#### **SECTION 3.6 – GOALS AND OBJECTIVES**

## **Housing & Neighborhoods**

Collinsville has a diverse housing market offering affordably priced new and existing homes in new and historic neighborhoods for a wide spectrum of incomes from starter homes for new families to luxury homes for higher income individuals and families. Collinsville has safe and walkable neighborhoods where residents express social pride and reinvest in their neighborhood. [Housing Mobility]

- 1.1. Increase Neighborhood SafetyIncrease community engagement activities of the Collinsville Police Department
  - 1.1.1.Improve relationships with neighborhood watch groups
  - 1.1.2.Increase residents' awareness of suspicious activity.
- 1.2. Increase neighborhood safety through the use of Crime Prevention Through Environmental Design (CPTED) principles and strategies.

#### 2. Strengthen the Local Housing Market

- 2.1. Encourage market growth for residential real estate investors in single-family remodeling and rehabs to bolster quality of aging stock
- 2.2. Increase housing mobility
  - 2.2.1. Provide opportunities for residents to age in place
  - 2.2.2. Attract and retain young families and millennials
  - 2.2.3. Develop housing for growing families
  - 2.2.4. Attract the development of upscale residential housing
  - 2.2.5.Plan for the increasing demand of senior housing and access to related healthcare, transportation, and service needs
- 2.3. Require new residential development to incorporate high quality building and design standards.
  - 2.3.1.Require new subdivisions and/or residential site plan approvals to include dedications for Bike/PED infrastructure as appropriate.
- 2.4. Attract the development of a diversity of housing densities, types, and values to meet market demand
  - 2.4.1. Single-family attached villas and estate-style single-family homes
  - 2.4.2.A better selection of "move-up" and executive housing for families and professionals advancing their careers.
- 2.5. Maintain the provision of high quality, efficient public services at fee and taxing rates competitive within the peer region.
- 2.6. Encourage infill residential development consistent with neighborhood character while meeting market demand.

#### 3. Promote High Quality Single-Family Residential Development

3.1. Update the City's regulations relating to townhouses and condominium housing in order to accommodate the private market for multifamily housing and to provide appropriate standards for development design.



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3.2. Provide areas for single-family subdivision development near existing single-family development (at similar densities) to promote continuity between residential uses, while accommodating the latest trends in residential development.

#### 4. Encourage Well-Planned High-Density Residential Development

- 4.1. Make higher-density residential compatible with low-density residential land use, while accommodating a mix of housing types.
- 4.2. Update site plan standards to include clear, enforceable requirements for site design, landscaping, and architectural design for higher-density residential developments.
- 4.3. Discourage the conversion of existing single-family dwellings to multifamily dwellings.
- 4.4. Provide procedures and requirements for multigenerational households and/or allowing accessory dwelling units as a conditional use to strengthen the family unit and extend affordable housing options to immediate family. The intent shall not be to generate revenue off a spare bedroom or an accessory dwelling unit.
- 4.5. Locate high and medium-density residential development conveniently near shopping and on arterial roads.
- 4.6. Plan for and encourage mixed-use developments

#### 5. Facilitate Neighborhood Stabilization and Revitalization

- 5.1. Enhance the character of existing neighborhoods by encouraging the rehabilitation of deteriorating areas, and increasing the confidence to invest in new and existing residential properties.
- 5.2. Encourage reinvestment in existing neighborhoods
  - 5.2.1. Establish a First-time Home Buyers Program.
- 5.3. Establish an incentive program to encourage the conversion of single-family rentals to owner-occupied single-family housing units. Secure assurances through zoning/subdivision regulations for maintenance of common grounds, appropriate homeowners associations, etc. Promote quality property maintenance through effective Code Enforcement
  - 5.3.1.Increase code enforcement efforts to address property maintenance and substandard housing conditions.
  - 5.3.2.Increase promotion of Yard of the Month and establish other incentive programs to encourage enhanced curb appeal and property maintenance.
  - 5.3.3.Increase Code Enforcement staffing
  - 5.3.4.Increase community education and engagement to encourage proactive property maintenance.
  - 5.3.5.Identify and maintain an inventory of derelict/vacant buildings and create a "Hot Docket" program to intervene before properties fall into conditions beyond repair when property owners are willing to actively participate in addressing code violations.
- 5.4. Establish an Occupancy Program
- 5.5. Adopt life-safety criteria for interior inspections for residential properties and perform inspections prior to authorizing occupancy. Property owners who are not responsive to the City's violation notices should, after proper notice, be subject to all available enforcement actions.



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#### **Education**

Collinsville encourages a highly educated community through a multitude of high quality lifelong learning opportunities, including: primary and secondary education; university and vocational training institutions; and professional development opportunity all fostering the continued education and skills develop of current talent while preparing students to become the workforce of tomorrow.

#### 1. Support Continuing Education

- 1.1. Encourage the development of training facilities to provide the continuing education and job skills needed to position Collinsville's workforce for new and emerging technologies, trends and opportunities.
- 1.2. Partner with the Unit 10 Collinsville School District and Lindenwood University to improve the utilization of existing education facilities.
- 1.3. Encourage the development of more programs for adult education.
- 1.4. Encourage young professionals and entrepreneurs to return home to Collinsville for employment and to establish new business ventures.
- 2. Develop creative communications and public engagement to better "tell our story" of quality schools.
- 3. Promote and expand vocational training and workforce development opportunities.
- 4. Expand Programs for job creation, and to attract and retain workforce talent.
- 5. Support opportunities which promote the continued enhancement of the quality of local schools.
- 6. Partner with CUSD 10 and Lindenwood University to plan for growth and future needs of the local education system.
- 7. Encourage families to pursue more active roles in supporting and shaping the future of the school district.



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## **Growth & Development**

Collinsville is a regional employment center and retail destination offering unique shopping, dining, entertainment, services, and amenities for residents, workers and visitors. The City leverages economic development resources to attract, retain, and encourage business growth; strengthen commercial corridors; and sustain an attractive and competitive business environment.

- 1. Regularly review the Economic Development Plan, and update as needed.
- 2. Establish an Economic Incentives Policy
- 3. Encourage and support commercial infill development
  - 3.1. Use infill redevelopment as an economic catalyst within areas designated for redevelopment, recommend policy for revitalization plans
  - 3.2. Use infill to attract redevelopment of problem properties
- 4. Establish a Business Development Program
- 4.1. Promote a "Shop Local" Marketing Campaign

Collinsville's residents and workforce spend a considerable amount of money outside the City shopping, eating and on entertainment. Local businesses cannot survive if residents do not support them. This Plan recommends creating a "Buy Collinsville First" program that offers incentives for supporting local businesses.

- 4.2. Business and Developer Toolkit: stream-lined permitting, licensing, and review process; City requirements; incentive information; and other resources.
- 4.3. Business Retention, Attraction, and Expansion
  - 4.3.1. Reduce commercial vacancies
  - 4.3.2. Establish a database of local properties available For Sale, Lease, Build-to-Suite, etc.
- 4.4. Encourage and Nurture an Entrepreneurial and Small Business Economy

As the nation moves from an industrial economy, through a knowledge economy, and into a human economy, small business and entrepreneurs will play a significant role in the future stability of the economy. Entrepreneurs help build local communities through their contributions in the area of technological innovations, job creation, creating and participating in entrepreneurial networks and investing in community projects.

#### 4.4.1. Economic Gardening

Economic gardening is an economic development approach that embraces the fundamental idea that entrepreneurs drive economies. Economic gardening seeks to create local jobs by supporting existing companies in a community. The concept, pioneered in 1987 in Littleton, Colorado, when the state was in a recession, is an alternative to traditional economic development practices. It initially was based on research by MIT's David Birch, who suggested that most new jobs in any local economy are produced by the community's small, local businesses. Economic gardening connects entrepreneurs to resources, encourages the development of essential infrastructure and provides entrepreneurs with information needed to survive and succeed.



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- 5. Enhance the City's Position as a Regional Retail Destination by Attracting a Variety of Shopping, Dining, Entertainment, and Services.
  - 5.1. Attract unique, destination retailers
  - 5.2. Attract a more diverse market of full-service restaurants offering a memorable dining experience.
  - 5.3. Attract entertainment facilities for all ages such as movie theaters and family entertainment centers (e.g. laser tag, trampolines, video games, etc.) Specialty retailers such as warehouse clubs, movie theaters, clothing stores, department stores, building supplies, outdoor outfitters, home furnishings, furniture, appliance and automobile sales and accessories encouraged where the following criteria are met:
    - Location of arterial street;
    - Maximum size of 100 acres; minimum size of 5 acres;
    - o No vehicular access through residential areas; and
    - Adequate buffering between adjacent residential uses.

#### 6. Reduce Retail Leakage

An economic development challenge facing the City of Collinsville is reducing retail leakage, which occurs when local residents leave Collinsville to shop, dine and be entertained. Retail leakage is a serious problem for the local economy. Collinsville has identified development areas within the City, and has established incentive programs for each, that are focused on fostering the type of development appropriate for each (i.e. Retail vs. Office vs. Industrial, etc.).

- 6.1. Evaluate the market supply and demand and supply for selected retail and service opportunities utilizing tools such as:
  - 6.1.1.Retail Trade Gap Analysis (a surplus-leakage method): a method for converting retail trade gap data into estimates of retail real estate development capacity using both public and proprietary data sources.
  - 6.1.2. Business Mix Analysis (a population threshold method):
  - 6.1.3. Pull Factors (a surplus-leakage method):
- 6.2. Explore software subscriptions such as ESRI Business Analyst, IMPLAN, etc. with which the afore mentioned tools can be utilized.
- 7. Target Niche, Broad-appeal, and Catalyst Businesses.

Promote the recruitment and expansion of uses that establish viable retail development "niches" that cater to the daily needs and lifestyles of the City's resident population, daytime workforce, and travelling public. These uses include, but are not limited to: Businesses that offer goods or services not currently available in the area or at a scale not currently available, and established industries (i.e. Bio-tech/plant science, data centers, call centers, corporate headquarters, education, refrigerated storage, hospitality and recreation, youth sports, regional destination retail, etc.) The housing, medical and retail industries that provide the aforementioned services will benefit from the increased demand. The City should encourage the development of these markets and related service delivery sectors. As the population ages, the percentage of income spent on housing related costs and medical expenses increases.

Encourage and support the development of  $3^{rd}$  Places – a planning term referring to uses where people do not live or work, they come to simply meet and linger. Uses such as: coffee house, ice cream parlors,



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specialty food/beverage/retail, book stores (family-oriented), quality clothing, sit-down restaurants and other establishments that provide a place for people to gather, shop, work and linger.

#### 8. Identify and Plan for the Attraction of Strategic Developments and Industry Clusters

- 8.1. Major Employers
  - 8.1.1.Corporate Headquarters: Build from the continued success of Eastport by promoting Ameren Illinois's investment in the area.
  - 8.1.2.Logistics/Distribution/Warehousing
  - 8.1.3. Technology
  - 8.1.4.Engineering
  - 8.1.5. Hospitality
  - 8.1.6. Medical / Healthcare Attract well-paying jobs for educated workforce
- 8.2. Commercial development and redevelopment
  - 8.2.1.Attract medical services, particularly primary care physicians, specialists, dentists/orthodontists, and diagnostic services.
  - 8.2.2. Encourage new commercial development consistent with the Future Land Use Map.
  - 8.2.3.Encourage economic growth by guiding development plans toward high quality projects and controlling the cost in Collinsville.
  - 8.2.4. Set strategic policies for redevelopment, new development in established business and TIF districts.
- 8.3. Industrial development
  - 8.3.1. Encourage new industrial development consistent with the Future Land Use Map;
  - 8.3.2. Prioritize industrial locations in the existing platted industrially zoned areas which are already served by improved roads and infrastructure prior to permitting new industrial sites.
  - 8.3.3.Encourage industrial development on major arterials with controlled access to interstate and highway interchanges.
  - 8.3.4.Zone strategically for appropriate use of new infrastructure at the regional roadways, establishing the area generally bounded by I-255, Horseshoe Lake Boulevard, and Bluff Road (IL 157) as the "Industrial Front Door" of the City.
  - 8.3.5.Industrial development shall be located so as to minimize negative environmental and land use impacts.
  - 8.3.6.Heavy industrial development should be located on the edges of the community away from existing or projected residential growth areas.
  - 8.3.7. Evaluate future industrial expansion areas in terms of impacts on traffic flow.
  - 8.3.8.Site plan review of architectural features, such as mass, bulk, material, and appearance from interstate highways and other public right-of-way should be required as part of new industrial development proposals.

#### 9. Protect and Enhance Major Commercial Corridors

9.1. Discourage strip development in commercial areas a=



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- 9.2. Promote cluster commercial development.
- 9.3. Encourage smaller commercial uses to locate in discrete retail districts to minimize curb cuts on arterial streets and to discourage long commercial strips.
- 9.4. Adopt a curb cut separation policy to coordinate with IDOT's driveway policy
- 9.5. Increase and encourage multimodal-oriented development
- 9.6. Encourage new developments with design standards cohesive with existing neighborhood and consistent with future plans.

#### 10. Study incremental access improvements, such as:

- 10.1. Shared parking configurations;
- 10.2. Strategic landscaping; and
- 10.3. Curb and drive delineations.

#### 11. Develop Neighborhood and Area Plans

Examining key land use, zoning, infrastructure, economic development, and other issues, whether city-wide in nature or focused on individual TIF Districts, Business Districts, commercial corridors, neighborhoods, and other planning areas. Such plans shall be incorporated into the Comprehensive Plan by resolution of the City Council. Elements of such Plans may include, but are not be limited to:

- 11.1. The relationship and integration of land use and transportation;
- 11.2. Building and site design guidelines;
- 11.3. Infrastructure improvements
- 11.4. Open space and the environment;
- 11.5. Sense of community;
- 11.6. Natural and historic amenities;
- 11.7. Improved livability;
- 11.8. Strengthened and enhanced neighborhoods;
- 11.9. Vibrant and diverse economy; and
- 11.10. Improved public safety.

# 12. Encourage new developments to incorporate green infrastructure and Lower Impact Development principles.

Low impact development (LID) is an approach to development which utilizes green building and site design strategies to reduce development impacts on the environment. Examples include "restorative development" (improving an existing home or building); "redevelopment" (demolishing a building or home that has outlived its usefulness and replacing it with a new building) and "infill development" (constructing a home or building on an empty lot along an existing developed block). Low impact development uses Best Management Practices (BMP). Examples of BMP include the use of rain gardens, alternative energy (i.e. solar), well insulated windows, walls and roofs, high efficiency HVAC, geothermal and compact building and site design. Compactness can be achieved by building up (vertical) instead of out (horizontal) and by encouraging development within or adjacent to developed areas rather than allowing "leap-frog" development, which skips over large tracts of undeveloped land.



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- 12.1.Future development and uses which have the greatest need for fire and police protection should be clustered. Clustering uses increases service delivery efficiency by concentrating the need for services and infrastructure and minimizing the length of utility runs, streets/sidewalks and other infrastructure costs and public services (police, fire, code enforcement, etc.). This plan recommends updating the City's subdivision code to include these concepts.
- 12.2. Future development should be designed and constructed to minimize the disturbance of natural drainage patterns, natural landscape, and natural vegetation; prevent erosion; and maximize the ability of land to absorb rainfall.
- 12.3.Encourage land use patterns which preserve the integrity of existing environmental corridors as a means of natural erosion control and protecting the environmental quality of the community.
- 12.4.Establish minimum setback and buffer areas along creeks, streams, and wetlands to reduce the impact of development on water quality while preserving existing trees and vegetation, and provide additional trees and vegetation where necessary.
- 12.5.Require all new developments to provide storm water retention capacity equal to the capacity displaced by that development
- 12.6. Whenever possible, safe, and practical, retention areas should be set aside for recreational uses.
- 12.7.Create a "Green Team" committee to advise the City Council on ways to reduce the impact on the environment.

#### 13. Future Annexations

Facilitate future annexations that are consistent with future growth and annexation goals, objectives and implementation strategies as identified by the Future Land Use Map or otherwise established within the Comprehensive Plan.

- 13.1. Areas to be annexed should be accessible to cost-effective public service extensions without natural hindrances to such extensions of public services.
- 13.2. Identify areas for future annexations, and develop plans for strategic annexation opportunities

#### 14. Update zoning regulations to ensure consistency with the Comprehensive Plan and Future Land Use Map.

Amend the Zoning and Subdivision Ordinances to incorporate the policies contained herein. Adopt and enforce said amendments, as needed, to promote planned growth and encourage commercial, residential and industrial growth and stabilization in accordance with the Future Land Use Plan.

- 14.1. Continue to ensure that new subdivisions are designed to minimize initial and future public costs.
- 14.2. Plan for linkages of local streets to major thoroughfare roads.
- 14.3. Require cul-de-sacs at terminal streets and limit the length of street segments.
- 14.4. Update subdivision regulations to allow the Planning Commission the authority to vary minimum lot sizes according the prevailing lot size in established subdivisions in the neighborhood-ensuring orderly transition of housing development densities.
- 14.5. Amend the City's Zoning Code to allow picket fences and split rail fences in front yards of residential lots and certain fences and gates in manufacturing districts on a case by case basis when needed to provide/enhance security.



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- 14.6. Amend the City's Zoning Code to include a tree inventory requirement and updated landscape requirements to help preserve the City's existing trees and ensure new development replaces natural vegetation with well-planned, long-lasting landscaping and complimentary landscape amenities.
- 14.6.1. Encourage the maintenance of existing trees and the planting of new trees in all development.
- 14.6.2. Encourage the placement of new trees adjacent to streets in front yards.
- 14.7. Develop and adopt a policy addressing criteria for when the City takes over ownership and maintenance of streets, sidewalks, street lights, trails, drainage facilities and other public improvements. The intent of the policy should be to protect the City from costs and other liabilities associated with improperly installed or designed public improvements while providing a financial incentive to developers for quality workmanship and design.
- 14.8. Develop and adopt a policy that includes criteria for authorizing waivers from the City's engineering standards when it is determined a better design is offered. Consideration should be given to sustainability, stormwater control, aesthetics, safety and pedestrian accessibility.
- 14.9. Develop more impactful ordinances and code enforcement/property maintenance policies to more effectively address absentee landlord issues.
- 14.10. Revise land use regulations, in particular:
  - 14.10.1. Allow multifamily housing in new appropriate locations at current permitted densities;
  - 14.10.2. Ensure that new multifamily housing is compatible next to existing neighborhoods;
- 14.11. Revise zoning districts
  - 14.11.1. have fewer district designations in general,
  - 14.11.2. have designated planned district category rather than just adding "P" to districts
  - 14.11.3. Conduct citywide zoning changes to eliminate obsolete or legacy zoning districts and to develop land used which are substantially consistent with the Future Land Use Map.
  - 14.11.4. Revisit R-3 properties for appropriateness of being multifamily and making changes as part of citywide program to revisit designations.
- 14.12. Establish minimum setbacks (versus a maximum) to pull buildings closer to the street and other site design standards and architectural guidelines to help reinforce pedestrian scale and enhance pedestrian accessibility, particularly in areas of the city with historic development patterns. Establish land use policies for reclamation of environmentally impacted areas.
- 14.13. Develop policies and design standards to guide staff, Boards, Commissions, and elected officials in encouraging aesthetically designed and compatible building exteriors.
  - 14.13.1. establish urban design guidelines for architecture in all commercial, industrial and multi-family areas, including parking, landscaping, lighting, and signage
- 14.14. Develop and enforce architectural guidelines and site plan standards to help implement the urban design goals and objective of this Plan.
- 14.15. Update ordinances that regulate communications towers and other facilities to the extent permitted by law.

Promote well-planned development, redevelopment, and compatibility among land uses.

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## **Uptown**

Historic Uptown Collinsville is a diverse, mixed-use neighborhood serving as the vibrant center of urban life, symbol of local heritage and culture, authentic Main Street character featuring "destination" dining, shopping and entertainment that blends new and historic features to offer visitors a unique experience. Progressive planning and policy decisions, strategic planning, effective use of incentives and resources creates an attractive and competitive entrepreneurial business environment.

#### 1. Promote Uptown as a local and regional destination

#### 1.1. Entertainment

- 1.1.1.Restore Miner's Theatre
- 1.1.2. Encourage creative uses of public and private space for community events and activities
- 1.1.3. Plan more large events
- 1.1.4. Niche restaurants in core Uptown and St. Louis Road
- 1.1.5. Venues and activities for youth

#### 1.2. Dining

- 1.2.1. Attract family-friendly establishments
- 1.2.2. Attract destination restaurants that create a unique visitor experience
- 1.2.3. Healthy dining options

#### 1.3. Shopping

- 1.3.1.Increase number and variety of retail shops and market experiences
- 1.3.2. Encourage longer hours of operation
- 1.3.3. Attract a neighborhood grocer

#### 2. Increase the development focus

- 2.1. Encourage and support redevelopment of historic buildings
- 2.2. Encourage and support mixed-use infill development

#### 3. Marketing

- 3.1. Develop a "Shop Local" program
- 3.2. Encourage businesses to increase marketing and collaboration amongst themselves

#### 4. Lifestyle

- 4.1. Health/fitness facility
- 4.2. Encourage the public/private development of a public plaza
  - 4.2.1.Increase Safety
  - 4.2.2. Increase police presence via foot patrols and increased engagement with businesses

Maintain a walkable and affordable neighborhood



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## Parks, Recreation, and Open Space

Collinsville is a walkable, pedestrian-friendly community providing safe, accessible and connected biking, walking and hiking paths as alternate modes of transportation. Collinsville's network of neighborhood and community parks, recreational facilities, and open space offer unique events, activities, and programs for all ages and interest groups to engage in an active outdoor life and experience local culture in a safe, serene environment.

#### 1. Develop a Parks and Recreation Master Plan

- 1.1. Bike/PED networks, infrastructure, and facilities
- 1.2. Civic open/green space
- 1.3. Health and Recreation programming
- 1.4. Strategic funding
- 1.5. Parks infrastructure and facilities
- 1.6. Open space preservation

The City's stream and wetland corridors constitute a large percentage of the open space within the City and provide opportunities for the expansion of the existing and/or proposed trail system, which was viewed as a highly valuable resource by the community. The Old School House Trail and the Cahokia Mounds also offer unique recreation opportunities for the residents. Efforts should be made to link existing recreational amenities and destinations via future trails and greenways.

1.7. Utilize best practices for planning and implementation within the parks and recreation industry

#### 2. Enhance and expand the City's parks and recreation network.

- 2.1. Develop active and passive recreation facilities along Collinsville Road.
- 2.2. Plan for a linear park system linking the Old School House Trail to the City's recreation facilities.
- 2.3. Assess market demand for developing regional sports and recreation facilities along Collinsville Road and in proximity to the Gateway Convention Center.
- 2.4. Coordinate with the Metro East Park & Recreation District (MPRED) in providing linkages to regional linear parks and hiking trails.
- 2.5. Better connections to and integration of regional trails for walking, hiking, and biking.
- 2.6. Create public open/green space, such as a town square or plaza
- 2.7. Expand park and recreational space for pets
  - 2.7.1.Designate a larger park area dedicated to pet recreation
  - 2.7.2. Expand facilities and infrastructure for pets, including: waste facilities in walkable areas

#### 3. Improve Existing and Develop New Parks and Recreation Facilities:

- 3.1. Conduct a study to determine the feasibility of developing such facilities. The study should explore funding options, partnerships (public and private), site design and which amenities are most supported within the community.
- 3.2. Strategically plan maintenance and capital improvements to develop a high quality Parks & Recreation network.



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- 3.3. Encourage and support the public/private development and improvement of Parks and Recreation facilities:
  - 3.3.1.Town square/plaza
  - 3.3.2.Splash pad
  - 3.3.3.1ce skating rink
  - 3.3.4.Skate park
  - 3.3.5.Recreation/Fitness Center
  - 3.3.6. Sports Fields
  - 3.3.7.Sports Complex

#### 4. Organize and Promote Special Events

- 4.1. Events that promote and raise awareness of the importance of nutrition, healthy lifestyles, and active living
  - 4.1.1. Organized runs, walks, and bike rides
- 4.2. Events and activities that celebrate local history and culture
- 4.3. Unique regional events and festivals that attract visitors to Collinsville's Park and Recreation facilities.
- 4.4. Event and activities which enhance the City's brand as a regional destination for major festivals and events.

#### 5. Develop year-round recreational activities for all ages and

- 5.1. Youth Sports Leagues
- 5.2. Adult Sports Leagues
- 5.3. Senior Activities
- 5.4. Family Activities

#### 6. Promote and Enhance Community Health

6.1. "Live Well Collinsville"

Develop a community-based fitness and health initiative, conceptually referred to as "Live Well Collinsville," targeting all ages, especially youth, with the goal of reducing obesity and promoting healthy nutrition in Collinsville. The program would promote healthy lifestyle and active living, including but not limited to the following programs and activities:

- 6.2. Healthy eating: offering a wide range of heart healthy, free or low cost activities, including nutrition counseling
- 6.3. Encourage walking, hiking, and biking

Encourage walking, running and other healthy community initiative





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## **Tourism & Hospitality**

Collinsville is a regional tourism destination for conventions, entertainment, sporting events, dining, shopping and hotel stays. Named the best place to travel for history lovers by Expedia.com, visitors are attracted to Collinsville's national and local historic sites and cultural attractions.

- 1. Target Conferences, Trade Shows, and Sports Tourism.
  - 1.1. Promote Collinsville as a superregional destination for conferences, meetings, trade shows, sports tournaments, and other large events.
  - 1.2. Promote Collinsville as a "youth sports mecca"
  - 1.3. Encourage and support the public/private development of related tourism and hospitality facilities, infrastructure, services, and amenities

#### 2. Attractions, Destinations, and Tourism Facilities

- 2.1. Promote annual and seasonal festivals, events, and leisure activities that celebrate local history and culture; support local businesses; and attract visitors to the community.
- 2.2. Gateway Center
  - 2.2.1.Implement a rehabilitation plan to enhance the Gateway Center's competitive position within the hospitality and tourism market.
  - 2.2.2. Strategic planning of funding, maintenance, and capital improvements of facilities
- 2.3. Aquatics Center
  - 2.3.1. Strategic planning of funding, maintenance, and capital improvements of facilities
  - 2.3.2. Market as a Regional destination
- 2.4. Cahokia Mounds
  - 2.4.1.Partner with Cahokia Mounds Historic Site and Cahokia Mounds Museum Foundation to
    - 2.4.1.1. Incorporate the museum, site features and amenities into the City's tourism and hospitality marketing.
    - 2.4.1.2. Support Cahokia Mounds' goal of becoming a National Park as designated by the U.S. Department of Natural Resources.
    - 2.4.1.3. Encourage public/private partnership to develop strategic plans for funding maintenance, expansion, and capital improvement
- 2.5. Willoughby Farm
  - 2.5.1.Market as regional destination for Recreational activities and event venue
- 2.6. D.D. Collins House
  - 2.6.1. Further develop as a Museum and welcome center
  - 2.6.2. Develop creative communications to share the history of the house and attract visitors
- 2.7. Plan and develop supporting hospitality and tourism infrastructure and services
  - 2.7.1.Local Tourist Shuttle Bus
  - 2.7.2.Improved public transportation



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- 2.7.2.1. Encourage expanded transit routes
- 2.7.2.2. Support the expansion of Metro Link to Collinsville
- 2.7.3. Develop self-guided walking and biking tours

#### 2.8. Miner's Theatre

- 2.8.1.Encourage public/private partnerships to develop strategic plans for funding, maintenance, expansion, and capital improvements
- 2.8.2.Promote the history, civic role, and economic potential of Miner's theatre to enhance the community's support of the Miner's Institute Foundation's revitalization plans.





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## **Transportation, Public Infrastructure & Services**

The City's central location within the region, convenient interstate access, and proximity to downtown St. Louis and two major commercial and passenger airports, helps Collinsville to attract new residents, businesses and visitors. Collinsville provides superior services, builds, and maintains quality public infrastructure to sustain a high quality of life for a growing community.

#### 1. Invest in new road alignments, traffic signalization and access improvements

- 1.1. Enhance freight movement, traffic flow, and safety
- 1.2. Develop a Master Streets Plan to provide adequate rights-of-way, property line setbacks and infrastructure improvements for future transportation development.
- 1.3. Require developer to dedicate of roadway rights-of-way in accordance with both the design and classification of the roadway.
- 1.4. Maintain a thoroughfare system which allows safe and efficient travel through Collinsville.
- 1.5. Improve freight routing along major arterial roads.
- 1.6. Establish and Implement Access Management Standards.
  - 1.6.1.Direct access onto major thoroughfares shall be carefully controlled by minimizing the number of curb cuts and the use of frontage roads for adjacent commercial and residential land uses and by upgrading existing substandard thoroughfare roads.
- 1.7. Coordinate with IDOT to upgrade left-turn lanes and medians where possible.
- 1.8. Coordinate with IDOT to comprehensively study traffic signalization.
  - 1.8.1.Commission a computerized traffic signalization study with the intent of easing traffic congestion and increasing the functional capacity of existing intersections with particular attention to the intersections of Beltline Road with IL-157 and IL-159.

#### 2. Plan for future interchanges and/or interchange improvements.

- 2.1. Zone strategically for maximum and appropriate use of interchanges at the regional roadways, establishing the I-255/Collinsville Road interchange as another "Commercial Front Door" of the City.
- 2.2. Plan new industrial and commercial sites to allow truck access from interstate interchanges.

#### 3. Development a multimodal focus related to transportation

3.1. Increase bike/PED connectivity to commercial areas

#### 4. Enhance the Safety and Aesthetics of Commercial Corridors.

None of the corridors have complete or adequate pedestrian/bicycle infrastructure. They have fragmented and deteriorated walking paths, and related deficient right-of-way access for bike and pedestrian use. Additionally, this will free up space within the right-of-way to install median treatments and other streetscape improvements.

- 4.1. Amend the City's Right-of-Way Profile.
  - 4.1.1. Work with IDOT at reducing the width of traffic lanes to help create room within the right-of-way to accommodate pedestrian/bicycle features.



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4.1.2. Reduce the current twelve (12) foot road width to eleven (11) feet.

Reducing the lane widths the following improvements would create an additional four (4) feet of right-of-way without acquiring additional right-of-way or changing the functional capacity of the roadway. This additional right-of-way and lane width reduction should be used to develop the following improvements:

- 4.1.2.1. Streetscape improvements
- 4.1.2.2. Implement median island improvements.
- 4.1.2.3. Promote in traffic calming to promote safe traffic speeds

#### 5. Gateways and Wayfinding

Major entrances into the city are ideal locations for the development of primary focal points. These are highly visible locations that offer prominent areas for beautification opportunities. The following implementation strategies will provide an immediate impact on the visibility and economic vitality of the city.

- 5.1. Corridor beautification
  - 5.1.1.Install landscaping and gateway features that integrate the road system within the community and enhance and preserve the scenic character of the streets
  - 5.1.2.Utilize public/private partnerships to implement gateway features whereby private industries may incorporate corporate logos, etc. within the gateway improvements in exchange for sharing in the costs of implementation and maintenance.
  - 5.1.3. The use of direct and indirect lighting and other signage/branding elements should be incorporated in these locations to reinforce the strengths and unique qualities of Collinsville.
  - 5.1.4.Improve aesthetics/visual appeal of entrances to the City
  - 5.1.5. Develop a city-wide Wayfinding Program
  - 5.1.6. Cohesive and defined corridor aesthetics and public right-of-way enhancements
- 5.2. Improve Bike & Pedestrian Access: Develop a Bike/Pedestrian Master Plan to help improve city-wide bike and pedestrian access.
- 5.3. More bike lanes and side walk city-wide, where appropriate
- 5.4. Promote the installation of multi-use paths

Reducing lane widths also provides an opportunity to install multi-use paths. These paths would provide pedestrians a safe alternative to walking along the existing shoulders, and would promote active living. Shared use paths also offer less experienced cyclists a safer alternative to riding with motorized vehicles. IDOT's "Share the Road" program would remain for those cyclists who feel more comfortable on the road. The layout and design of the paths should accommodate both pedestrian and bicycle traffic.

5.5. Improve pedestrian circulation by continuing sidewalk improvement efforts and implementing trail and bicycle facilities.

#### 6. Snow Removal Plan/Policy

6.1. Develop and adopt emergency snow removal plan to address winter maintenance to both streets and sidewalks.



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#### 7. Development a Transportation Master Plan:

The transportation plan should be a holistic approach to future transportation planning by considering land use, transportation, economic development, environmental quality, and community aesthetics in all transportation decisions to ensure planned improvements meet current and future needs.

- 7.1. Maintain arterial and collector streets with a pavement management system.
- 7.2. Plan for future development and infrastructure needs through continuous system study and improvement.
- 7.3. Update the street lighting program
- 7.4. Adopt a sidewalk improvement program with policies for implementation and variances.
- 7.5. Encourage and plan for multimodal transportation developments
  - 7.5.1.Collinsville Metro Link expansion
  - 7.5.2.Implement best practices for Complete streets
  - 7.5.3. Promote and increase awareness of existing public transportation resources
  - 7.5.4. Identify areas of needed public transportation improvements and expansions.
- 7.6. Enhance transportation safety
- 8. Update the master storm water management plan and improvement program,
  - 8.1. Revise standards for residential, commercial, and industrial land uses in discrete districts of the City;
  - 8.2. Coordinate with Madison and St. Clair Counties and the Illinois EPA.
- Include standards and requirements for stream buffer protection and adopt them as part of a Master Storm Water Management Plan and Improvement Program. Strategically Plan and Implement the Capital Improvement Program
  - 9.1. Provide continued investment in the City's infrastructure and services to ensure the provision of high quality, efficient, and affordable public services and infrastructure.
  - 9.2. Evaluate performance measures to identify opportunities to improve and/or expand public services, and plan for needed capital improvements.
  - 9.3. Conduct regular evaluations and updates as needed of the Capital Improvement Program to ensure the efficient use public resource, and investment in need services and infrastructure.

#### 12. Floodplains

- 12.1. Encourage quality development in levy-protected floodplains, and appropriate land use protections in natural floodplains.
- 12.2. Target storm water capital improvements to alleviate local flooding in neighborhoods.
- 12.3. Work with levy districts to plan for capital improvements in levy-protected floodplains.
- 12.4. Administer appropriate FEMA guidelines when regulating development in levy-protected floodplains, taking into account flood risks up to and including levees failing or overtopping:
  - 12.4.1. Construction to meet floodplain guidelines, including improved buildings above the elevation of the one percent annual-chance-flood, purchase of flood insurance recommended, and adoption of evacuation plans and procedures.
- 12.5. Administer appropriate FEMA guidelines in natural floodplains, restricting land uses to non-urban development that meets flood hazard standards.



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- 12.6. Coordinate with the U.S. Army Corps of Engineers and appropriate agencies on levee improvement plans in the floodplain.
- 12.7. Enhanced stormwater management and design when developing wetlands
- 12.8. Identify areas where stormwater infrastructure improvements are needed

## 13. Expand Local Public Services

- 13.1. Yard waste, bulk item, leaf collection and limb pick-up
- 13.2. Brush chipping and leaf mulching to facilitate a free mulch program
- 13.3. Recycling services: hazardous waste disposal and Christmas trees collection

#### 14. Enhance Public Safety and Safety Education

- 14.1. Increased police presence in commercial districts
- 14.2. Increased police foot patrol in Uptown, and engagement with businesses
- 14.3. Neighborhood watch program
- 14.4. Increase offerings of and enhance the promotion of public safety education opportunities
  - 14.4.1. CPR classes
  - 14.4.2. Active shooter training
  - 14.4.3. Police academy
  - 14.4.4. Fire safety
  - 14.4.5. Drug awareness



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## **Community Culture and Engagement**

Collinsville is a community that embraces and celebrates its unique local history, diverse culture, historic architectural character and great achievements and encourages the expression of community pride as residents, businesses and institutions unite in 'telling our story'. The City uses effective methods of communication to engage all segments of the community.

#### 1. Enhance Multimedia-focused Communications

- 1.1. Improve the City's website:
  - 1.1.1.Links
  - 1.1.2. Current and accurate information
  - 1.1.3.Community Calendar
  - 1.1.4.City organizational structure, roles and responsibilities of departments, and where to receive specific services
- 1.2. Informational brochures, flyers, social media updates
  - 1.2.1.Develop an emergency preparedness manual, co- authored by each department head or chief, and adopted into City policy.
  - 1.2.2. Clearly communicate the facts related to City plans, projects, and local developments
  - 1.2.3.Enhance promotion of business and development opportunities
  - 1.2.4. Availability of local resources, services, amenities: non-City, recycling, yard waste, snow removal schedule
  - 1.2.5. Increase frequency of distribution, and expand content of City Scoop
  - 1.2.6. Increased promotion of community events, historic sites, and local history
- 2. Increase promotion of the City's mobile appDevelopment Strategic Partnerships to for the Furtherance of the Comprehensive Plan.
  - 2.1. Utilize public-private partnerships and intergovernmental agreements to avoid duplication of services and to develop the market for all entities.
  - 2.2. Work with local economic development groups, Madison and St. Clair Counties, neighboring municipalities and the private sector to develop partnerships for the purpose of enhancing Collinsville as a regional commercial center.
  - 2.3. Strengthen and build relationships with the Regional Chamber, the World Trade Center Saint Louis, the Great Rivers and Great Routes Convention & Visitors Bureau, Madison County, St. Clair County, the Illinois Department of Commerce, the East West Gateway Council of Governments, and private entities to create strategic economic development partnerships to promote regionalism, obtain grants, and increase developer's confidence to invest in Collinsville.
  - 2.4. Strengthen the relationship with the Illinois Small Business Development Center for the Metro East at SIUE, the International Trade Center, Madison County, St. Clair County, the St. Louis Regional Chamber, the Collinsville Chamber of Commerce, and other local and regional entities to provide local entrepreneurs and small business owners with access to competitive information on resources, markets, technology, customers and competitors.



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- 2.5. Coordinate with the Great Rivers and Great Routes Convention & Visitors Bureau, Gateway Center, the Chamber, and local businesses in developing a brochure, website and encouraging key stakeholders within the City to attend conventions to promote the locational strengths of Collinsville and the greater trade area.
- 2.6. The City should continue aggressive business development efforts, pursue public/private partnerships, and seek outside funding opportunities to help implement the goals and recommendations of the Comprehensive Plan.

#### 3. Community Identity

- 3.1. Make Collinsville known as a healthy community by improving and expanding recreation programs and developing a walking/hiking/biking trail and promoting healthy lifestyles.
- 3.2. Increase Diversity Awareness
  - 3.2.1.Bilingual public communications
  - 3.2.2. Multicultural events
- 3.3. Increase social pride in the local community
- 3.4. Neighborhood engagement activities and events

#### 4. Community Brand Campaign

4.1. Promote Collinsville's community pride and quality of life via a community branding campaign focusing on the City's website, gateway entry signage, events, and promotional outlets. Build upon the lifestyles, strengths, school spirit, recreational programs and heritage of the community. Revisit past branding efforts to memorialize the City's rich history, entrepreneurial spirit and other nostalgic qualities.