



ALTON

GREAT STREETS

Prepared for
City of Alton
East-West Gateway Council of Governments

JUNE 2020



View of Broadway and Landmarks Boulevard, looking east

ACKNOWLEDGMENTS

ADVISORY COMMITTEE

The Alton Great Streets Advisory Committee is comprised of local community leaders and community based groups and organizations that work to make Alton the community that it is today. This group provided guidance to the project team in developing the vision and priorities for the Great Streets Plan.

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View of 3rd Street looking east from 3rd / Piasa (U.S. 67) Intersection

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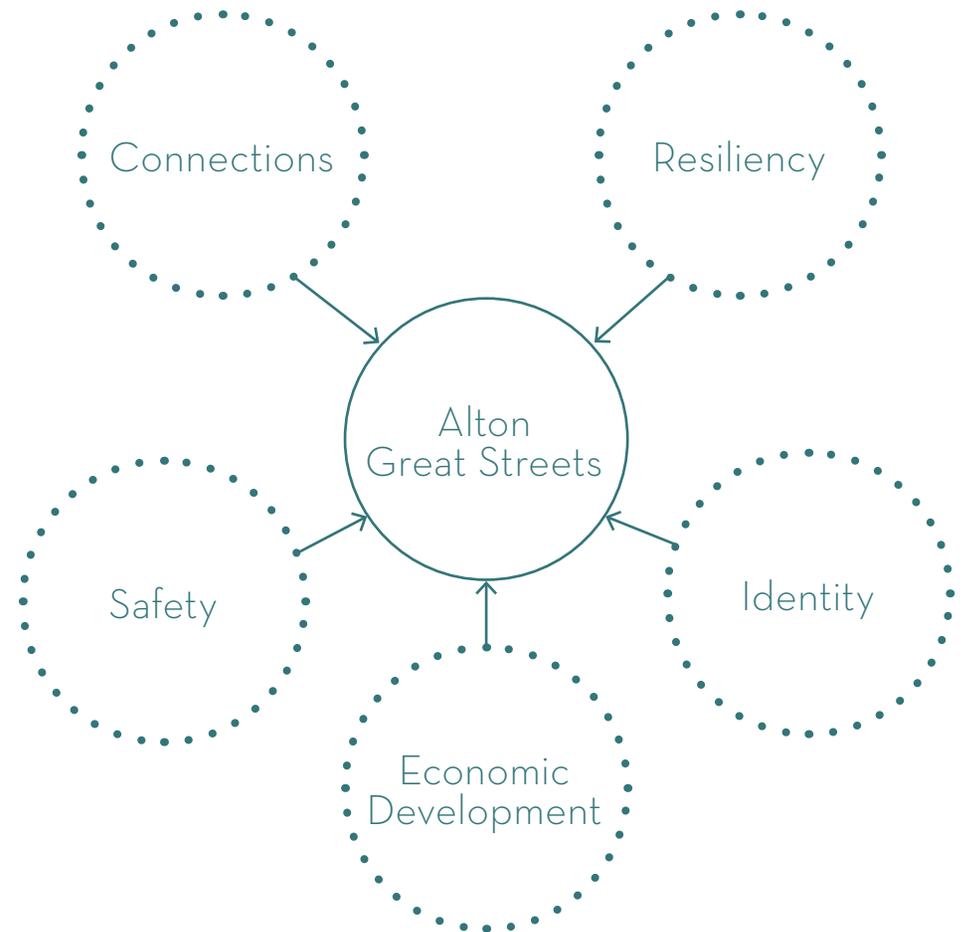


1 PROJECT ORIENTATION

Alton is at a place in its history writing the next chapter for generations to come

The objective of the Alton Great Streets project is to outline a path towards a livable Downtown destination by reconnecting public assets, strengthening downtown's resiliency, enhancing the Alton brand and improving safety and connectivity.

These objectives should reflect the will of the people of the Alton community, while creating confidence that future investors are looking for.



BACKGROUND

Although Alton's downtown is well on its way to reclaiming its place as a regional destination and the center of the community, it is facing challenges of safety, walkability, connectivity, and identity. Forbes recently designated Alton as the best place to retire in the State of Illinois. The low cost of living, proximity to St. Louis, and a low home price point make Alton an attractive place for many people. However, like many areas in the St. Louis region, the City of Alton is struggling with a shrinking population and has lost approximately 2,400 residents (8 percent decrease) since 2010. It continues to experience a demographic shift with an increasing number of senior citizens, while the population of college age students, young workers and families has decreased. This overall population loss, as well as a lack of new development, has led to declining property values. However, recent years have seen an increase in private investment in the purchase and renovation of historic buildings in downtown.

Downtown Alton serves as a regional destination attracting not only visitors interested in exploring the area's dining, nightlife and shopping but also those in search of Alton's historic charm, character, and storytelling. The diversity of activities that exist in close proximity to the Broadway corridor including the Argosy Casino, the Jacoby Arts Center, the Scenic Byway along the Great River Road and the potential to capture more tourism spending is one key factor driving the need to develop a collective and complementary vision for land use, identity, mobility, and redevelopment within the downtown. In addition to serving the tourism sector, the downtown has the potential to capture much of the market demand for new types of housing and services to support a changing demographic.



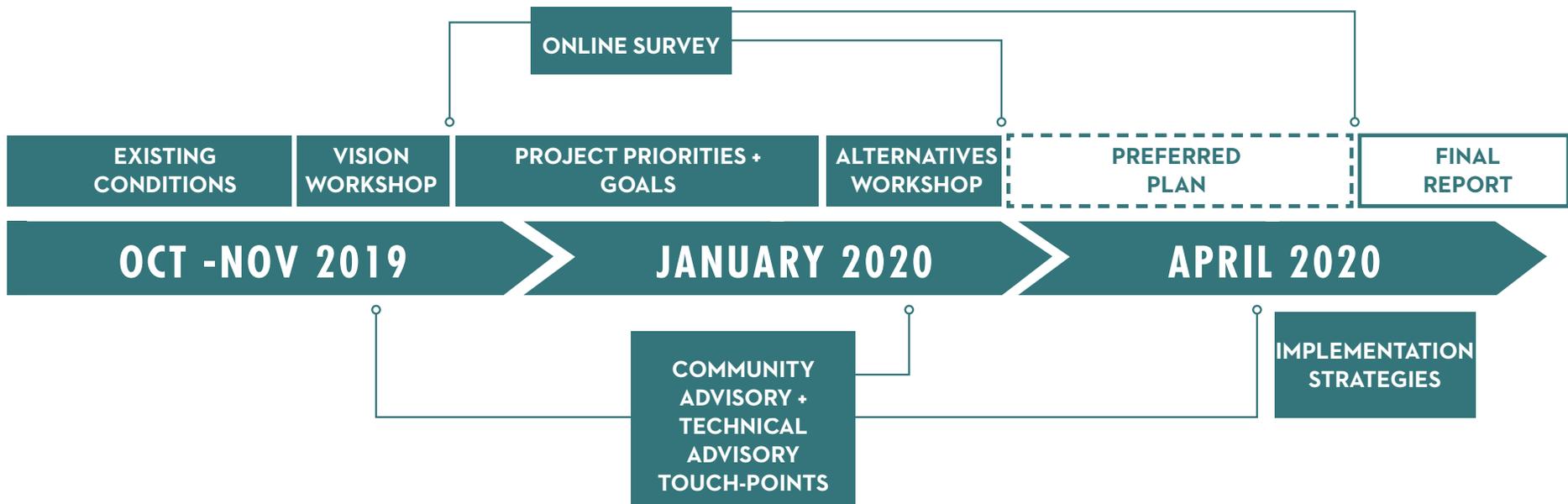
WHAT ARE GREAT STREETS?

Great Streets facilitate the interaction of people and the promotion of commerce. They serve as destinations—not just thoroughfares—and create complete streets of transit, walkability, bicycling, recreation, sustainability, and safety. The Great Streets Initiative is intended to create a process that identifies and addresses the key concerns of the community, creates a sustainable setting for smart growth, and serves as a model for future redevelopment in the area. East-West Gateway Council of Governments (EWG) defines Great Streets with eight great characteristics:

1. Great Streets are great places. The street is public space. Features such as buildings, walkways, open space, and activity help establish a community's sense of place.
2. Great Streets integrate land use and transportation planning. The transportation network is planned to refine and support a community's vision. Both the land use and transportation elements must work cohesively at the local level and within a regional context.
3. Great Streets accommodate all users and all modes. Trips to, through, and within an area are all facilitated. Priority for pedestrians, motorists, transit riders, cyclists, and service functions are balanced according to use and need. Most every trip begins and ends on foot, so parking, transit stops, and bicycle facilities provide safe and amenable transitions to walking.
4. Great Streets are economically vibrant. A healthy local economy draws diverse functions, attracts investment, builds creative fiscal stewardship, and supports social activity. Great Streets provide stability and resilience for surrounding neighborhoods. They also

offer healthy and free access to neighborhood retail and services for those who live or work near them.

5. Great Streets are environmentally responsible. Great Streets provide an attractive and refreshing environment by working in concert with natural systems. Addressing environmental concerns such as stormwater runoff, urban heat island effect, planting maintenance, as well as air, sound, and light pollution, can add value and durability by reducing energy consumption, waste, and project costs.
6. Great Streets rely on current thinking. Great Streets are supported by current best practices, advances in technology, and lessons learned from local and global examples. Collaboration with those charged with plan implementation is essential when applying such practices to the local context.
7. Great Streets are measurable. Key issues are identified and considered in terms of current conditions and aspirations. Defining important issues, goals, and strategies facilitates constructive discussion when weighing priorities and resources. Tying measures to the goals allows key elements of a project to be assessed over time.
8. Great Streets develop collaboratively. Combining local knowledge with technical skill is essential. People who live, work, and play in a place must work with a design team throughout a planning process. In doing so, the community develops a sense of ownership and an expectation to effect change. All involved must be well prepared to evaluate the work and weigh competing issues. The planning process is as important as the final plan.



PROCESS

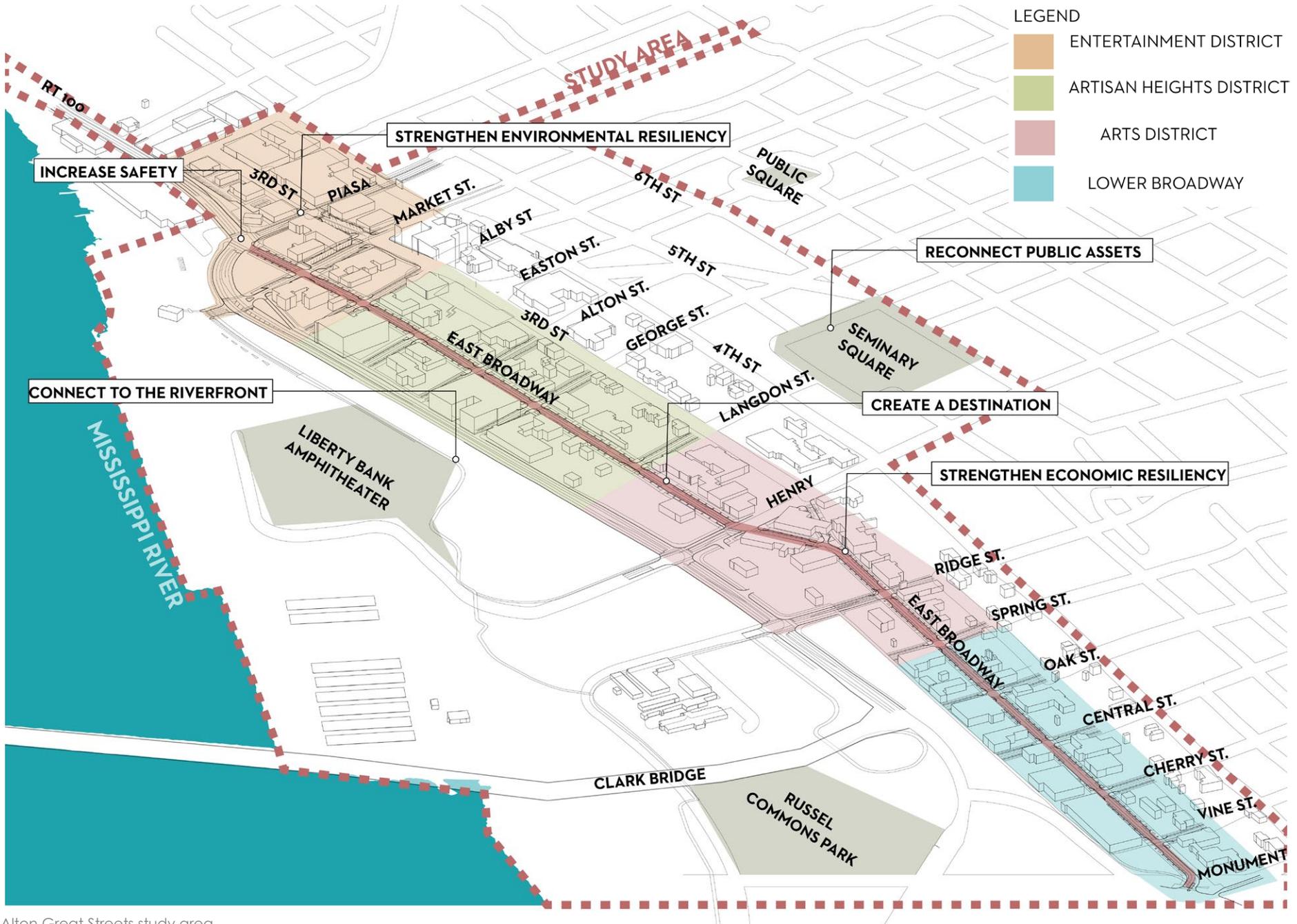
From project kick-off to final report, the ten-month planning process included two workshops in Alton comprised of work and listening sessions with business and property owners, the community advisory committee and the technical advisory committee, and two open house events for public input; Three facilitated meetings allowed the public to learn about the project and provide their opinions and feedback regarding their long-term vision and proposed improvements to the Study Area. Additionally, each meeting was accompanied by an online survey through the City of Alton's project page, which enabled stakeholders to submit feedback online. Activities at the workshop focused on creating a two-way dialogue through keypad polling and small group facilitated activities and discussions. Due to COVID-19 outbreak, the third engagement session was modified to an online format in the form of videos and an interactive survey.

BY THE NUMBERS

- Workshop #1 attendees: 62
- Workshop #1 survey responses: 192
- Workshop #2 attendees: 69
- Workshop #2 survey(s) responses: 142
- Virtual workshop/survey #3 participants: 133

PLAN OBJECTIVE

The objective of the Alton Great Streets project is to outline a visionary and achievable path toward a livable downtown destination—a “to” place, not primarily a “through” place. The vision of downtown as a destination will be strengthened by reconnecting public assets, strengthening downtown's economic and environmental resiliency, enhancing the Alton brand, and improving safety and connectivity. These objectives reflect the will of the people of the Alton community, while creating market confidence to attract future investors.



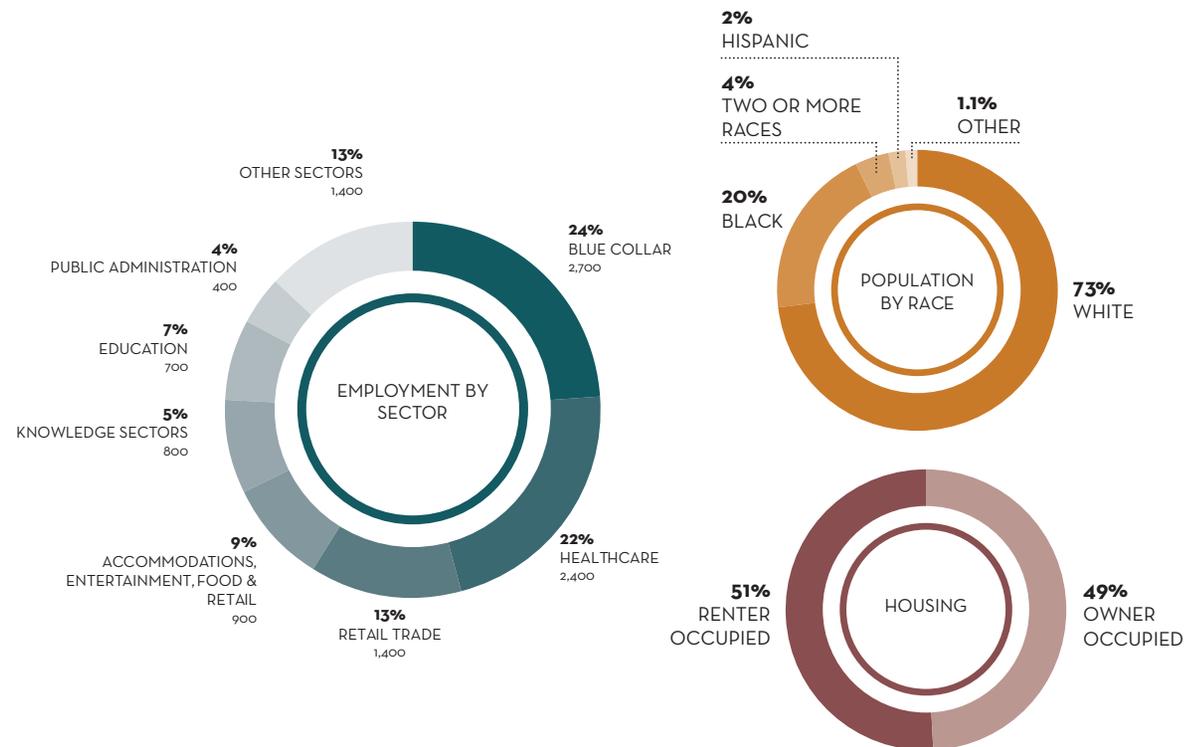
Alton Great Streets study area

PLANNING CONTEXT

The Broadway corridor is a 1.5-mile stretch of entertainment, retail, and restaurants located at the southern end of Alton. It is notable for its views to the Mississippi River, its historic buildings and its role in history, in particular, the history of Abraham Lincoln's impact and the role of Alton during the Civil War. The downtown, and the Broadway corridor in particular, has many significant historic structures representing the growth of the City due to its strategic location for river traffic, manufacturing and shipping. Much of the downtown is surrounded by many Victorian-era residential homes and town squares that remain today. At the confluence of three rivers, the Illinois, the Mississippi, and the Missouri, the downtown area is also known for its natural beauty and ecological significance. The Great Streets project area centers along East Broadway and 3rd Street, extending from State Street east to Monument Avenue and the Broadway Connector. In addition to the Broadway corridor, the project area extends south to address challenges with connectivity to the riverfront and between community assets as well as annual flooding within the downtown.

Socio-economic conditions in Alton are relatively weak compared to many of its Metro East peers. The citywide median income (\$38,000) is considerably lower than the county median (\$57,000) and only 10 percent of households earn more than \$100,000 annually (compared to 34 and 38 percent in Edwardsville, and O'Fallon, respectively). Consistent with regional and national trends, the local economy continues to shift from manufacturing to service-based industries, although Madison County is excelling in attracting jobs in Wholesale Trade likely due to the success of Gateway Commerce center. While a majority of the jobs in the

city are in traditional Blue-Collar industries (Manufacturing, Wholesale Trade, Transportation and Warehousing, and Construction), an almost equal share is in Healthcare, a segment where continued growth is expected. Continued population loss, a lack of new development, declining property values and continued flooding in the downtown present a considerable challenge for the community to overcome. How can downtown Alton reposition itself to be attractive and resilient for the next generation of residents?



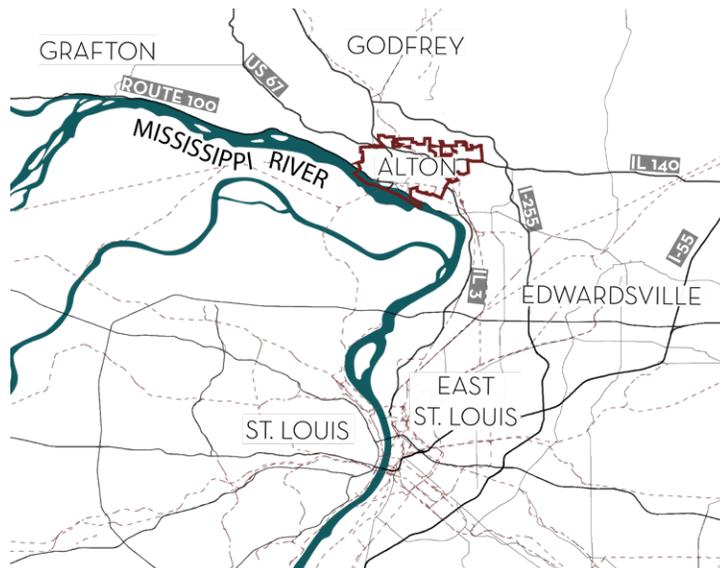
POLICY CONTEXT

The Broadway corridor is defined as a minor arterial by Illinois Department of Transportation (IDOT). If sources of funding are State or Federal, any improvements along the corridor will need to meet the IDOT Bureau of Local Roads (BLR) and Streets Manual. The 2003 Alton Comprehensive Plan and the 2018 Alton Pedestrian and Bicycle Plan were reviewed during the data evaluation phase and many of their recommendations have been incorporated in this plan.

ILLINOIS COMPLETE STREETS POLICY

Illinois State law codifies much of the Great Streets approach and objectives as follows:

Sec. 4-219. Context sensitivity



(a) It is the intent of the General Assembly to ensure that Department of Transportation projects adequately meet the State's transportation needs, exist in harmony with their surroundings, and add lasting value to the communities they serve.

(b) To support this objective, the Department of Transportation shall embrace principles of context sensitive design and context sensitive solutions in its policies and procedures for the planning, design, construction, and operation of its projects for new construction, reconstruction, or major expansion of existing transportation facilities.

(c) A hallmark of context sensitive design and context sensitive solutions principles for the Department of Transportation shall be early and ongoing collaboration with affected citizens, elected officials, interest groups, and other stakeholders to ensure that the values and needs of the affected communities are identified and carefully considered in the development of transportation projects.

(d) Context sensitive design and context sensitive solutions principles shall promote the exploration of innovative solutions, commensurate with the scope of each project, that can effectively balance safety, mobility, community, and environmental objectives in a manner that will enhance the relationship of the transportation facility with its setting. Subparagraph (d) states clearly this need to “balance” the competing needs discussed above.

Chapter 17 of IDOT’s Bureau of Design and Environmental Manual states the following:



Participants at the first community workshop design their preferred Broadway corridor.

On some state routes there may be excess capacity that encourages faster speeds and discourages use by pedestrians and bicyclists. Such locations are particularly well-suited for reallocation of space on resurfacing projects since slower travel speeds and improved safety may result in conjunction with appropriately reduced motor vehicle capacity.¹

ILLINOIS CONTEXT SENSITIVE DESIGN GUIDE

In addition to State law and the IDOT Manual, the IDOT Context Sensitive Solutions Guide states under “basic principles” the need to:

- Strike a balance between cost, safety, mobility, community needs, and the environment.
- Involve stakeholders in the decision-making process early and continuously, throughout the development of the project.
- Address all appropriate modes of transportation in the plan and design of the project, including motor vehicle, mass transit, pedestrians, and bicyclists.
- Use all appropriate disciplines to help plan for and design the project.
- Apply the flexibility inherent in the design standards to fit the project into its surroundings.
- Incorporate aesthetics as part of basic “good design.”

COVID-19 GUIDANCE RESOURCES

As new information emerges about COVID-19, guidance for how Cities and Counties should plan the public realm will change. When assessing the compatibility of the recommendations in this Plan, please consult with the

¹ IDOT Manual 17-1.02(b).

following resources for guidance:

- National Association of City Transportation Officials (NACTO)
- Main Street America
- Centers for Disease Control and Prevention (CDC)
- Congress for the New Urbanism Public Square Journal
- Center for Active Design





2 FRAMEWORK OVERVIEW

The Alton Great Streets plan is organized by four overall framework sections.

These establish a long-term vision for downtown while clearly identifying the short-term implementable and incremental projects. This plan focuses on key areas of intervention, and where investments in streetscapes, the public realm, and existing infrastructure and structures will have a tremendous impact. These interventions are implemented through the four framework strategies.



STAKEHOLDER INPUT



- A. Attraction of new residents and retains existing residents
- B. Improved connectivity to the riverfront
- C. Increased retail sales for local retailers and increased retail sales tax to the City
- D. Improved look/aesthetics
- E. Increased outdoor dining opportunities and wider sidewalks
- F. Tools for strengthening downtown businesses
- G. Slower traffic speeds and improved pedestrian safety
- H. Increased shade, seating and generally improved pedestrian environment
- I. Improved bicyclist safety
- J. Other

COMMUNITY GOALS

Improve Connectivity and Mobility



Great Streets should be designed to safely accommodate all users, modes and activities including sidewalk dining and recreational activities like walking and window shopping. Strategies within this framework rebalance the street's spatial relationships to serve pedestrians, motorists, transit riders, and cyclists while focusing investment on connecting systems and regional assets.

Leverage development assets



Streets cannot function as Great Streets without a complementary land use strategy. Strategies within this framework build upon and strengthen downtown's stable neighborhoods. Great Streets serve as an asset and tourism destination, while promoting growth from within by providing the necessary resources to support entrepreneurship and small businesses, workforce development, and arts and culture, which in turn, can attract future outside investment.

Integrate a green network for stormwater



Great Streets should be designed to interweave man-made systems and natural systems. To manage stormwater runoff from current and planned impervious surfaces and create a system of green public assets and community spaces, Green Stormwater Infrastructure (GSI) is integrated throughout the site. Sustainable or "green" stormwater management captures water closer to the source, reducing storm sewer overflows and roadway flooding. Trees assist in the process of stormwater management by intercepting storm events before runoff occurs and detaining runoff in generous soil volumes.

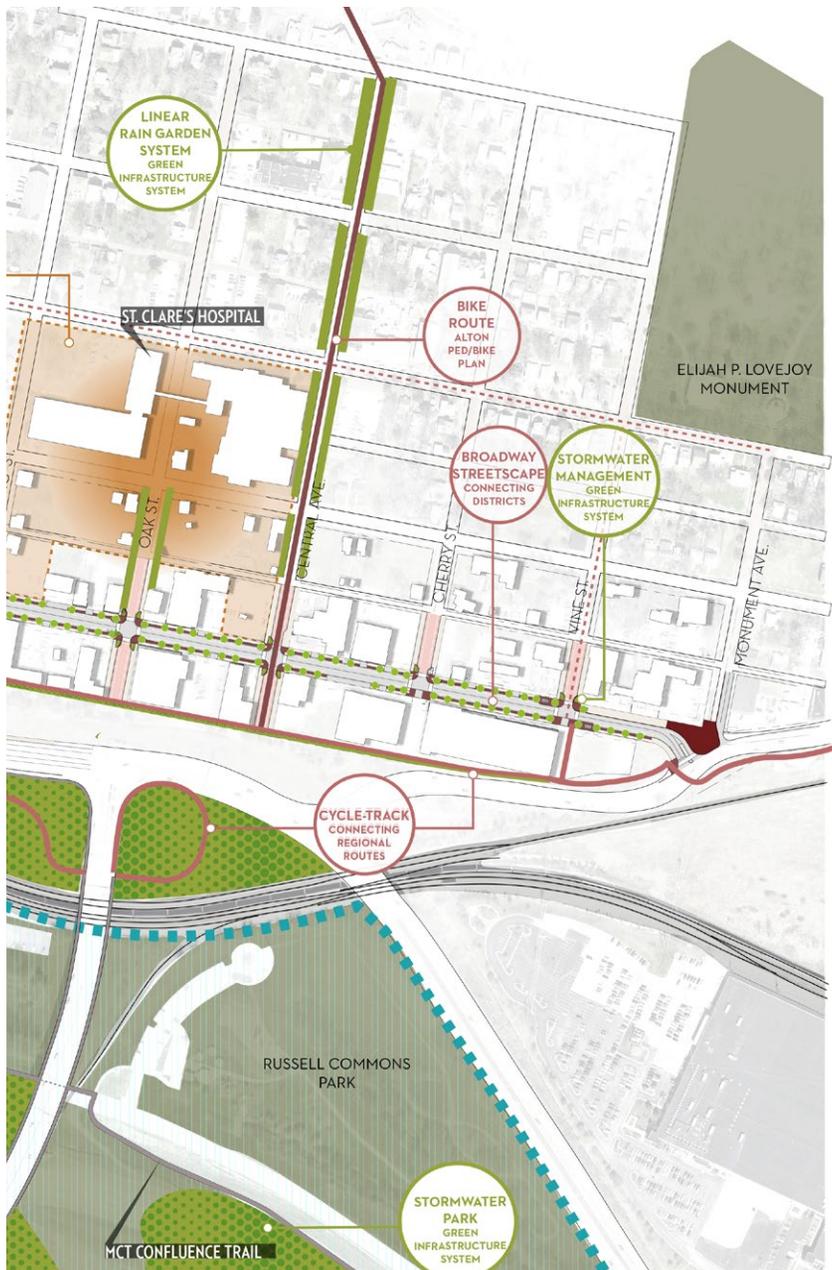
Craft a brand and identity for Alton



The user of a Great Street should understand the districts, their edges, and their connections to programmed spaces and destinations. Strategies like investing in the program, identity and aesthetics of the public realm have a positive impact on marketability and value creation. Provision of wayfinding and district identity elements encourage use of all mobility modes.

FRAMEWORK PLAN

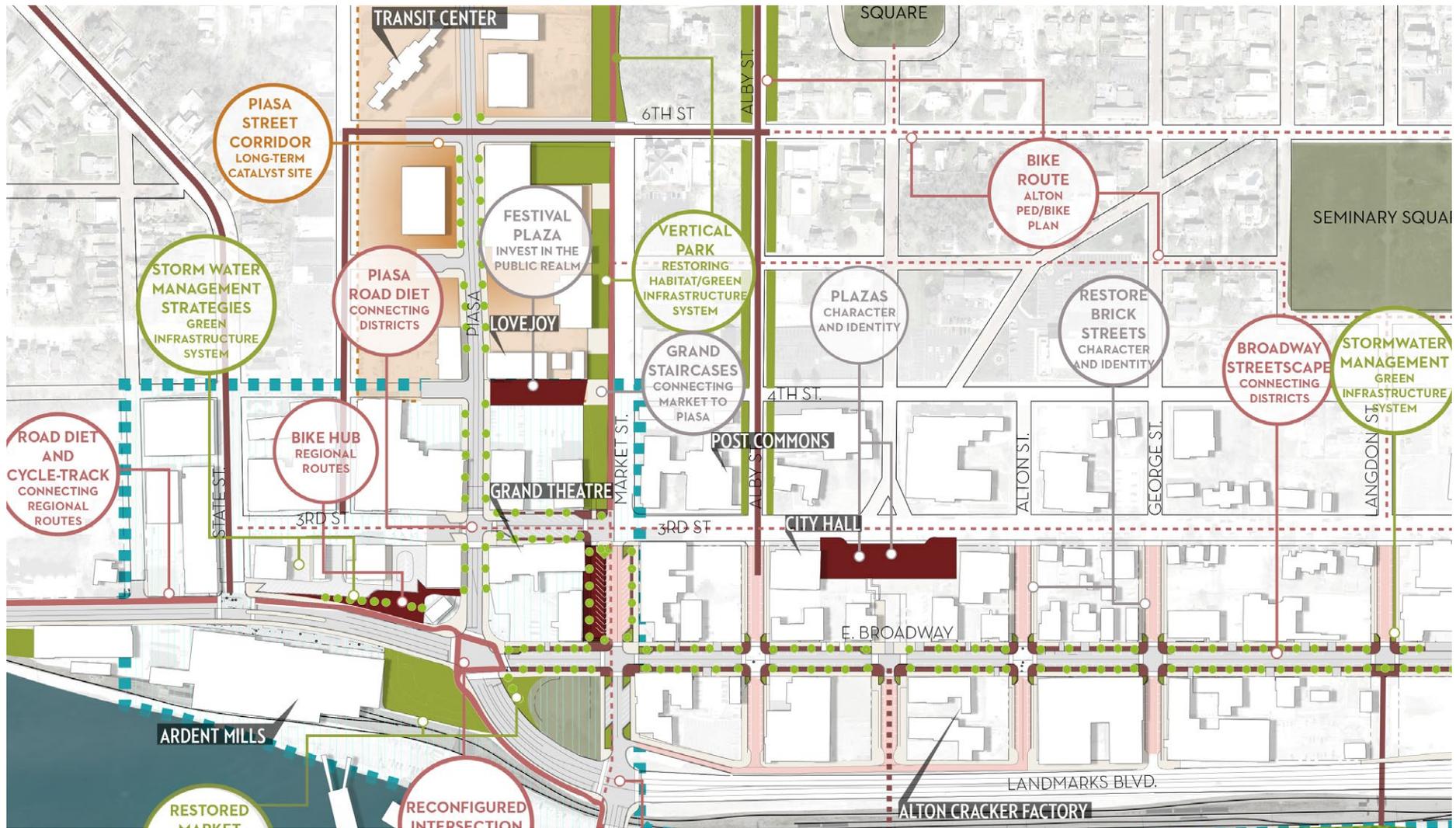




LEGEND

- SIDEWALK IMPROVEMENTS
- PROPOSED RAIN GARDEN/HABITAT RESTORATION
- STORMWATER PARK
- PROPOSED PLAZA
- EXISTING PARK
- LONG-TERM CATALYST SITE
- BUS STOP
- CYCLE-TRACK
- BIKE ROUTE
- BIKE LANE
- INVEST IN FLOOD RESILIENCY

FRAMEWORK ENLARGEMENT

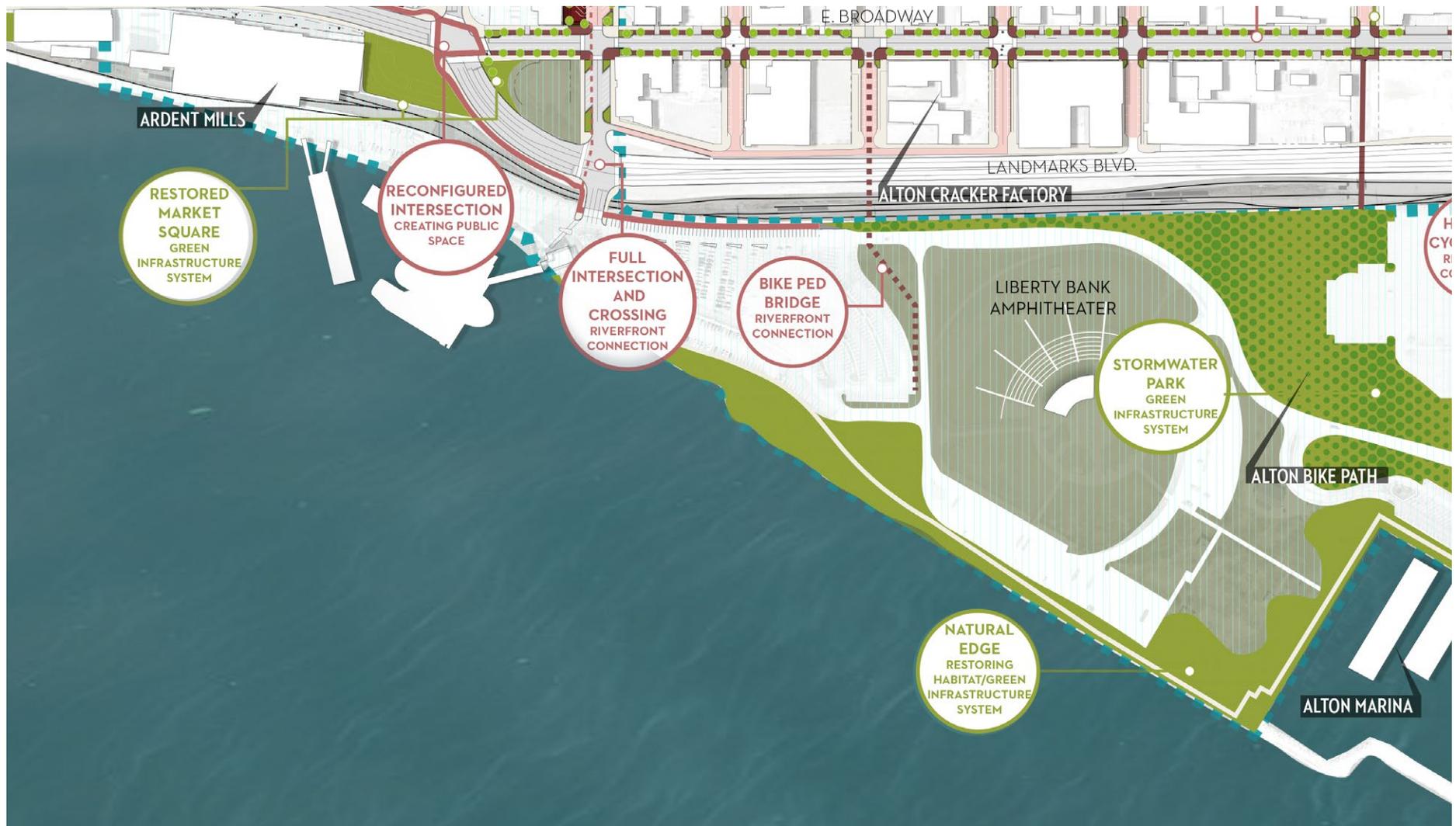


LEGEND

- SIDEWALK IMPROVEMENTS
- PROPOSED RAIN HABITAT RESTO
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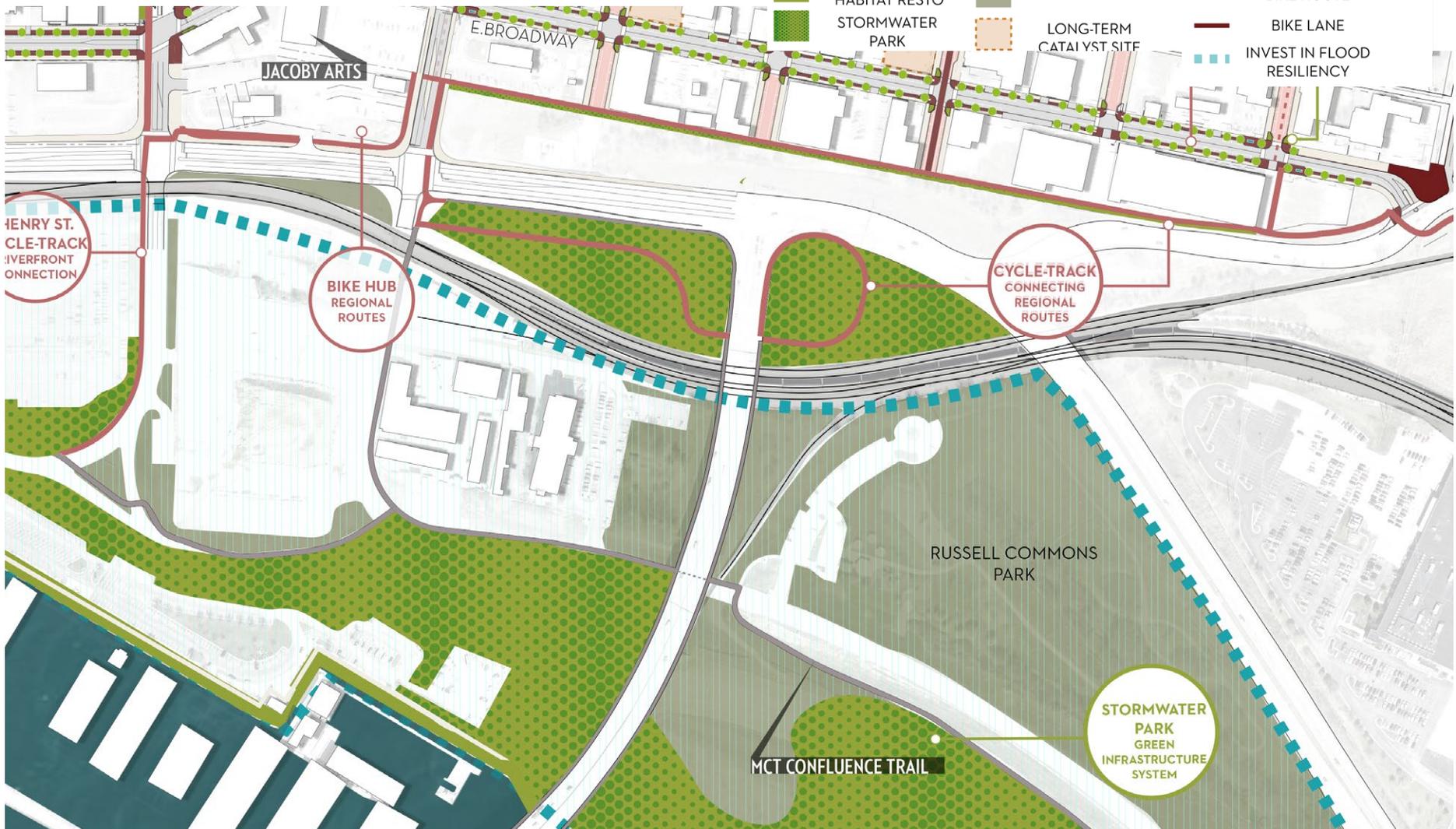


FRAMEWORK ENLARGEMENT



LEGEND

- SIDEWALK IMPROVEMENTS
- PROPOSED RAIN HABITAT RESTO
- STORMWATER PARK
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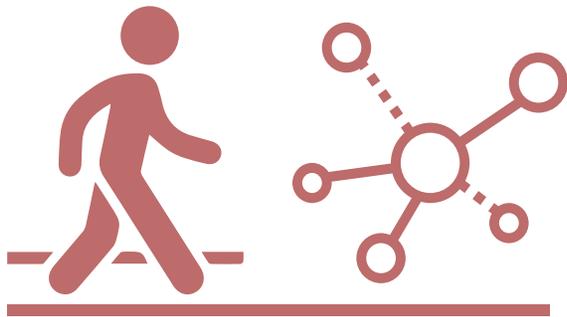


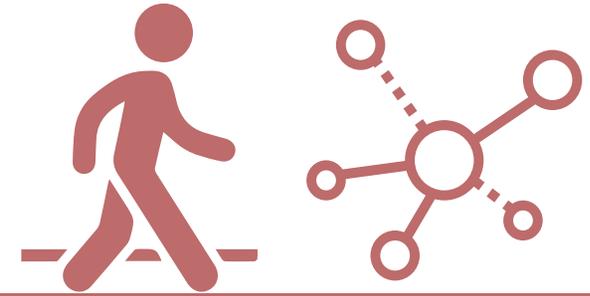
3 CONNECTIONS + MOBILITY

Great Streets should safely accommodate all users, modes, and activities.

The allocation of space within the public right-of-way (ROW) should reflect a balanced approach to meet the needs of all users.

71 percent of participants at the first workshop said that the most important function of Broadway is to support local businesses.





CONNECTIONS AND MOBILITY

TO ACHIEVE THE ASPIRATION FOR CONNECTIONS AND MOBILITY THE FOLLOWING GOALS HAVE BEEN IDENTIFIED. EACH OF THESE GOALS ARE SUPPORTED BY A MULTIPLE ACTIONABLE RECOMMENDATIONS WITH IMPLEMENTATION DETAILS IN THE FOLLOWING SECTION.

GOAL 01 **Rebalance the right-of-way on Broadway**

GOAL 02 **Create a safer crossing across Piasa Street (U.S. 67)**

GOAL 03 **Improve connectivity and access to the riverfront**

GOAL 04 **Connect assets and make
downtown the “hub”**

GOAL 05 **Bolster transit downtown**

GOAL CM 01

Rebalance the right-of-way on Broadway

DIRECTION, NOT FINAL DESIGNS

To achieve the goals within this framework, several changes to streets within and around the Study Area were evaluated. These ideas included the consideration of improvements to state owned or operated roadways including East and West Broadway, Market Street, Piasa Street (U.S. 67) and the Great River Road (U.S. 100). As this is a planning study, any drawings related to these ideas are "possibilities" and not intended to be formal proposals at this time. We recognize that further study of traffic and drainage is required to confirm their validity. The intent of the public engagement and survey questions within this planning process was to understand if these ideas have public support and if further investigation is desired to efficiently target the subsequent analysis, study, and testing. The following goals reflect the preferences and priorities of the Alton community.

NARROWING THE ALTERNATIVES

The design process for the Broadway corridor began by establishing an understanding of stakeholder’s priorities. When asked, “What is the most important change that could happen on Broadway?”, participants clearly indicated the need to maintain or increase the on-street parking. In addition, participants indicated that the addition of trees, safe crossings and wider sidewalks are critical changes.

QUICK FACTS

Opinion of Probable Cost:
See the Implementation Matrix in the Appendix for estimated opinion of cost

Responsible Entity:
City of Alton, review by IDOT Bureau of Local Roads

Potential Partner(s):
State of Illinois BUILD Grants, IDOT, Public Infrastructure Grant, IGIG Grant (see Funding Opportunities tables), Riverfront TIF District

SEE ALSO
CM 02

RECOMMENDATIONS

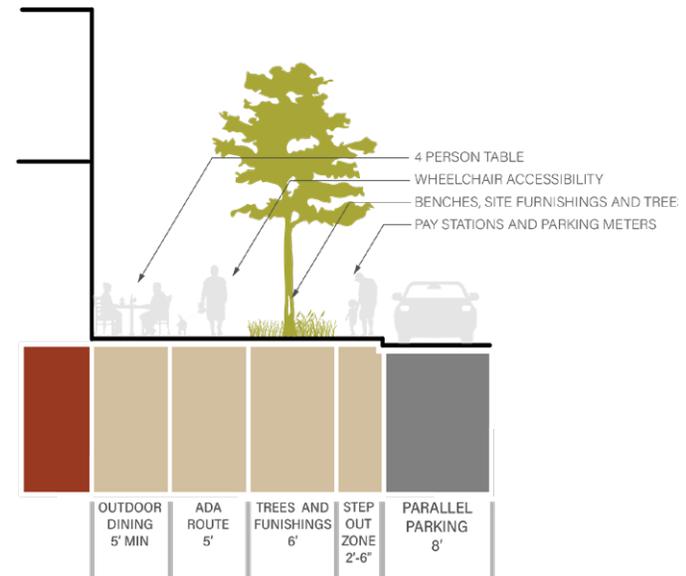
CM 01.01 FOCUS AREA: BROADWAY FROM PIASA STREET (U.S. 67) TO RIDGE STREET

CM 01.02 FOCUS AREA: EAST BROADWAY FROM HENRY STREET TO MONUMENT AVENUE

PHASE

NEAR

LONG



Sidewalks that accommodate outdoor dining are at least 18' wide.

While improved aesthetics and functionality were priorities, 71% of participants said that the most important function of Broadway is to support local businesses while calming traffic.

The workshop process was designed to vet all possible alternative configurations for the eastern and western segments of Broadway. The alternatives ranged from prioritizing wider sidewalks, dedicating bicycle lanes, or simply leaving the roadway as is. The street design exercise during Workshop #1 allowed participants to build their ideal Broadway with the clear takeaway that the available right-of-way would not allow them to “have it all”. Moreover, trade-offs were forced between wider sidewalks to accommodate outdoor dining, street trees and dedicated space for cyclists. Given the importance of economic development, mitigated traffic, and strengthening local businesses on Broadway, participants ultimately chose to maximize sidewalk space along the length of Broadway.

Approval for this new configuration will need to be reviewed by IDOT Bureau of Local Roads. The concept design exceeds the BLR standards by incorporating additional best practices including:

- Vehicle lane widths of 10 feet with an 11-foot lane on bus or truck routes
- One-way driveway widths of 12 feet maximum
- Two-way driveway widths of 20 feet maximum
- Existing driveways within 50 feet of an intersection phased out as redevelopment occurs within the corridor
- Crosswalk widths of 10 feet minimum

- Stop bars at all signalized intersections
- Advanced yield lines (“sharks teeth”) provided at all non-signalized intersections at uncontrolled crosswalks to improve yield compliance
- 15-foot corner radii except as required for larger vehicles on bus/truck routes

CM 01.01 Focus Area: Broadway from Piasa Street (U.S. 67) to Henry Street

As Broadway extends to the east from the Piasa Street (U.S. 67) intersection to Henry Street, the recommended cross-section maximizes sidewalk widths on both sides and modifies the parking configuration from angled parking to parallel parking. Crosswalk distances are minimized through the integration of curb extensions at all intersections. Curb extensions visually and physically narrow the roadway, creating safer and shorter crossings for pedestrians while increasing the available space for street furniture, benches, plantings, and street trees. In addition, curb extensions increase the overall visibility of pedestrians by aligning them with the parking lane. Corner radii are minimized to maximize curb extension area and to slow turning speeds, while ensuring that larger vehicles can navigate turns.

An “amenity zone” allows for tree plantings in paver grates to maximize area for signage, café tables, benches, trash cans, and bicycle parking. The amenity zone is a continuous tree trench constructed of permeable pavers to delineate the zone as a passive use zone, while functionally providing water and air to tree roots below.

This segment of Broadway needs fully upgraded traffic signals, surfaces, and ramps provided next to the amenity zone to meet the requirements set forth in the Americans with Disability Act (ADA). This zone is clear of any obstructions and is concrete. Crosswalks should be a high-visibility ladder, zebra, or continental crosswalk markings, which are more visible to approaching drivers and have been shown to improve yielding behavior compared to standard parallel or dashed pavement markings. In addition, signals along the Broadway corridor should accommodate a walking pace of at least 2.5 feet per second to be inclusive all users. The opinion of construction cost for this segment includes undergrounding overhead utility lines to minimize conflicts with tree growth as well as reduce the visual clutter.

As funding becomes available for implementation, this segment will need to be phased. The approach to phasing is to create a “dumbbell effect” by completing the east and west “ends” of this segment first and fill in the middle in subsequent phases. Within the initial investment, however, it is recommended that the middle blocks undertake a restriping and tactical urbanism approach. This temporary approach will allow the corridor to function as proposed using colorful curb extension stencils, removable bollards and parklets. Upon implementation of this phase, the Public Works Department should coordinate the striping plan with the proposed dimensions in the schematic design for the Broadway corridor. Removable and reflective bollards should be placed at the curb extensions crosswalks for safety. Typically, the paint application will look appealing for one year so reapplication will be necessary until permanent improvements are implemented.

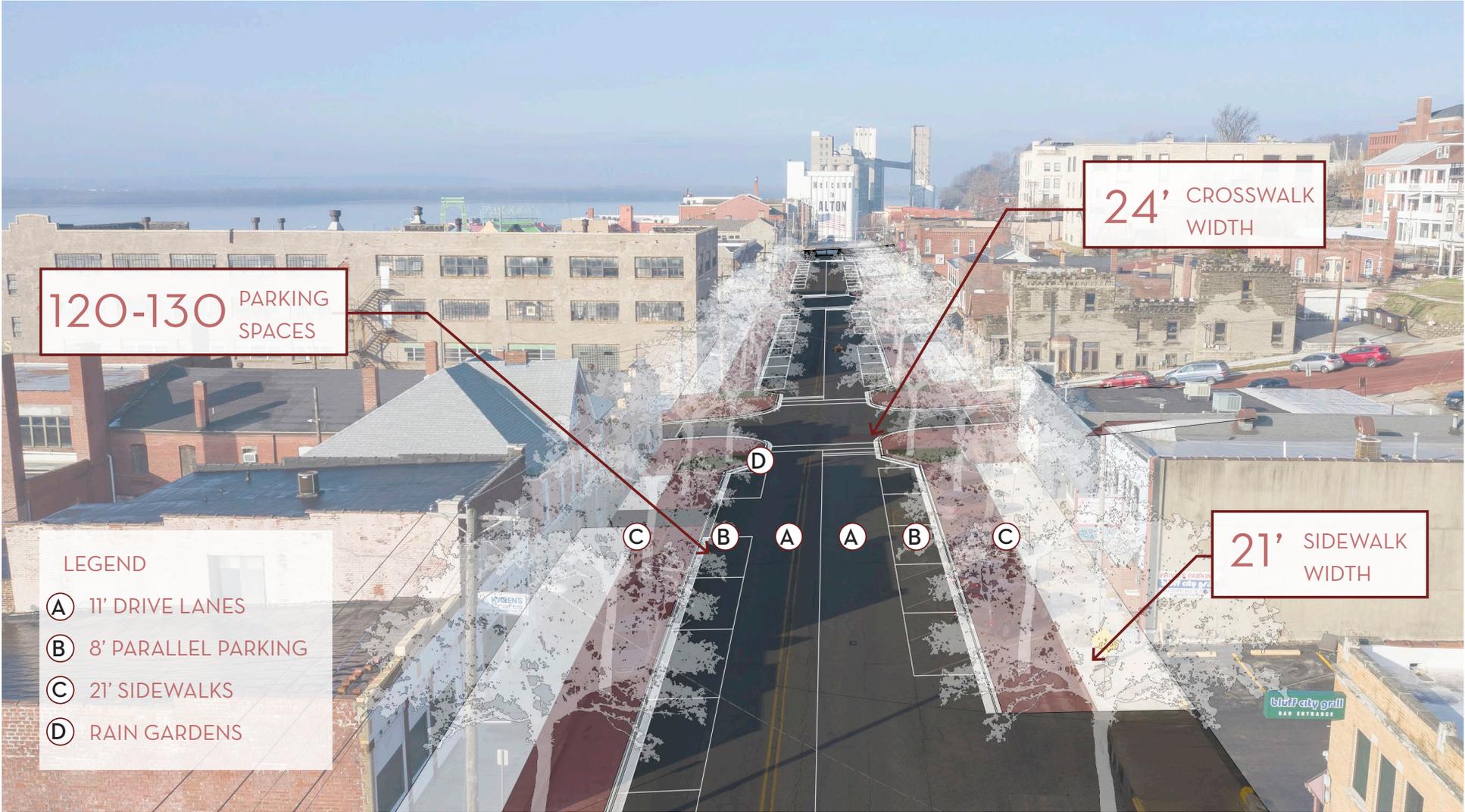
Broadway: Piasa Street to Henry Street

EXISTING CONDITION



	Existing Conditions	Proposed
Parking Spaces	124	120-130
Typical Crosswalk Length	60'	24'
Typical Sidewalk Width	10'	21'
Drive Lanes	14.5' (3 Lanes)	11' (2 Lanes)
Turn Lane / Planted Median	None	None
Bike Facilities	None	None
Speed Limit	30	30

RECOMMENDATION



*All roadway recommendations are subject to third-party consent and regulatory approval

CM 01.02 Focus Area: Broadway from Henry Street to Monument Avenue

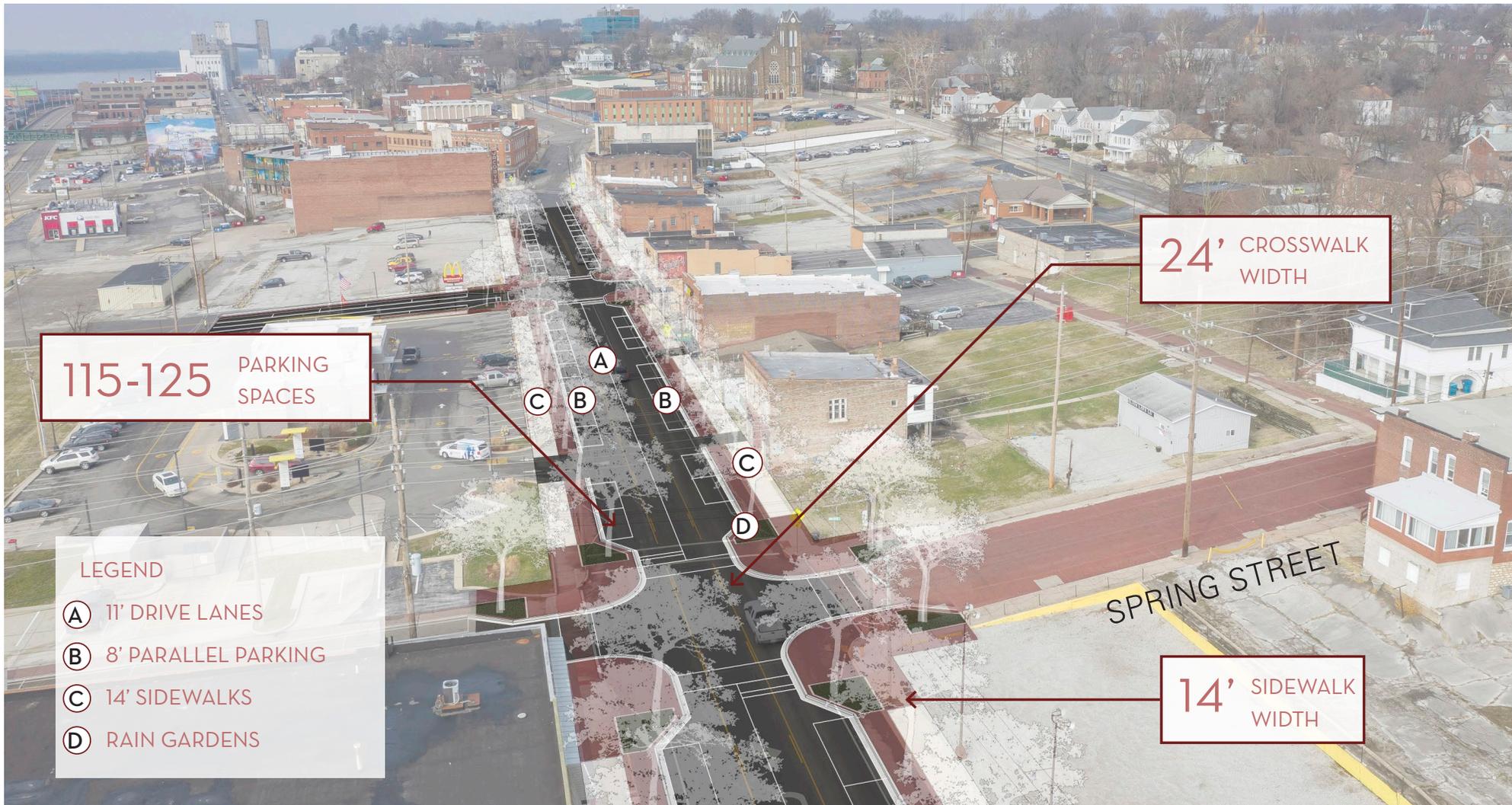
The segment of Broadway from Henry Street east to Monument Avenue was recently resurfaced and meets current ADA requirements. Given the narrower ROW within this segment, tradeoffs communicated within the process made it clear that bicycle facilities and tree plantings could not coexist within this section. Public input showed a clear preference for wider sidewalks and tree plantings in this segment. While the market study indicates limited capacity for redevelopment east of Ridge Street, it is therefore likely to remain as is for the near term. As future redevelopment occurs in this segment, improvements like the western segment of Broadway can be incorporated—including curb extensions, narrow curb radii, tree amenity zones and high-visibility crosswalks at all intersections.

EXISTING CONDITION



	Existing Conditions	Proposed
Parking Spaces	125	115-125
Typical Crosswalk Length	52'	24'
Typical Sidewalk Width	7'	14'
Drive Lanes	12' (2 Lanes)	11' (2 Lanes)
Turn Lane / Planted Median	12'	None
Bike Facilities	None	None
Speed Limit	30	30

RECOMMENDATION



*All roadway recommendations are subject to third-party consent and regulatory approval

NEXT STEPS TOWARD IMPLEMENTATION FOR CM 01.01 AND CM 01.02:

1. The City should submit for the Public Infrastructure Grant application to include portions of Broadway. See the implementation section of this plan for recommendations for phasing and details.
2. Depending on the outcome and level of funding of the potential grant, the City should implement the schematic design through tactical urbanism focusing on the western segment from Ridge Street west to Piasa Street (U.S. 67). (See tactical urbanism definition below)
3. Depending on the outcome of the level of funding of the grant application(s) and TIF funds available, the City should draft an RFP for Design Development and Construction Documentation for the phase one areas of the Broadway Corridor.
4. As redevelopment interest increases in the eastern segment of the corridor from Ridge east to Monument, the City should work with property owners to reduce curb-cuts and access driveways from Broadway and encourage and facilitate shared parking agreements.

TACTICAL URBANISM

Tactical Urbanism is a city, organization, and/or citizen led approach to neighborhood building and project delivery using short term, low cost, and scalable projects intended to catalyze long term change. This approach allows people to experience a different reality in a shorter time frame and delivers public benefit faster. Cities across the U.S. are using a phased approach to major right-of-way redesigns, where temporary installations are used in the short term and later replaced by permanent materials once funding is available and the public has tested the design thoroughly. Within the Broadway corridor, tactical installations might include painted curb extensions demarcated by flexible bollards, parklets with temporary tables and planters, and reorganized parking.



Example curb extensions with rain gardens



Example of tactical urbanism using paint to reclaim pedestrian space and bicycle lanes.

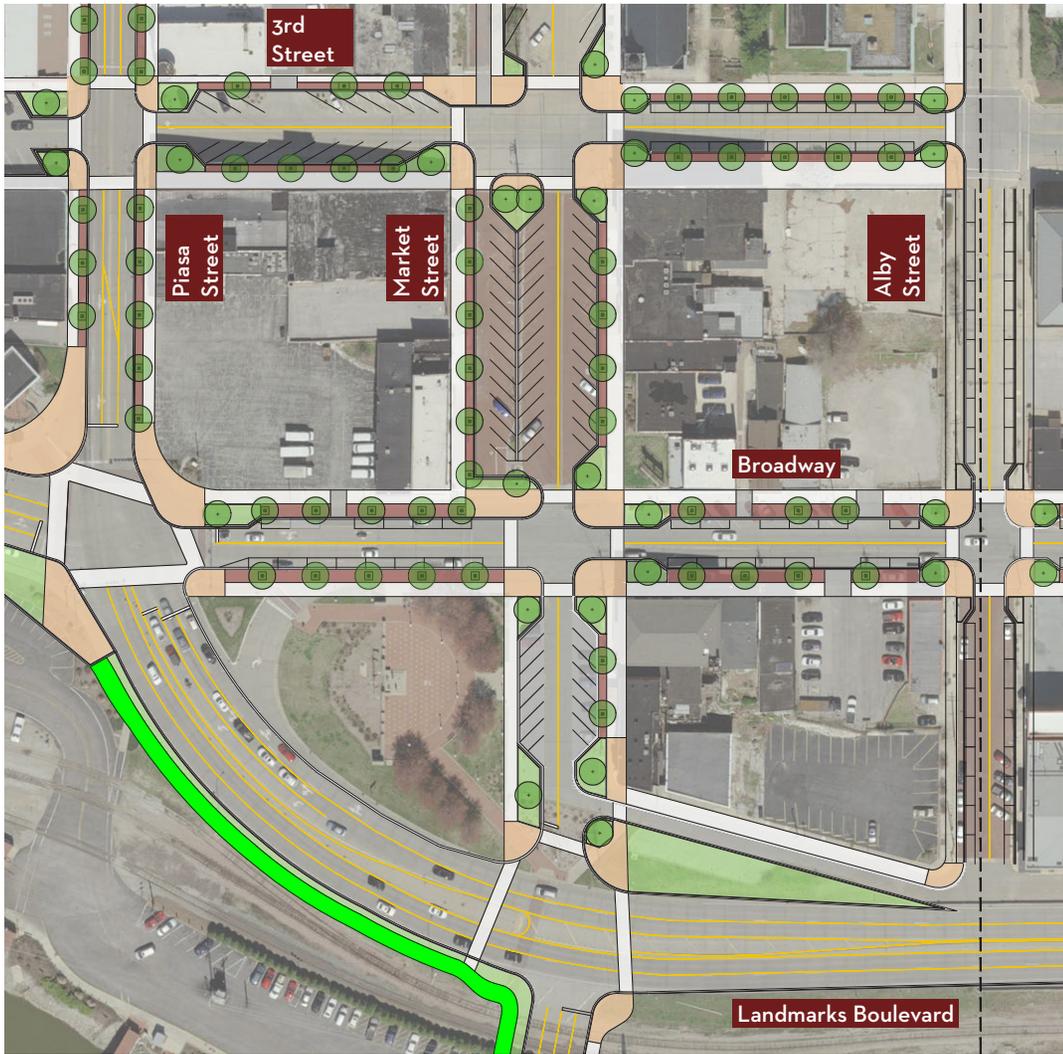


Example of a rebalanced roadway to prioritize maximized sidewalk width



Example use of permeable pavers over structural soil and a continuous tree trench

Recommendations for the full Broadway Corridor: Piasa Street (U.S. 67) to Monument Avenue

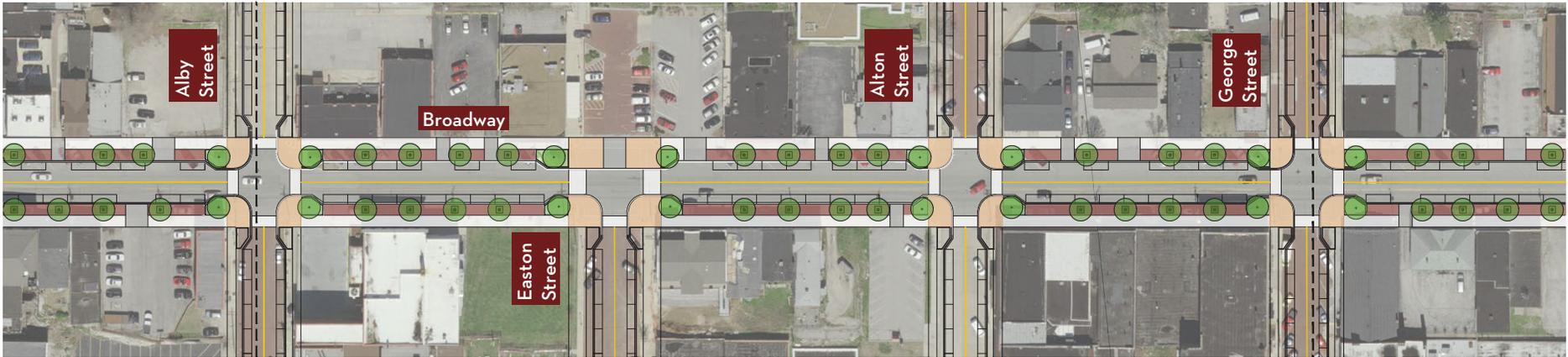


3rd Street, Market Street, Piasa and Broadway Intersections

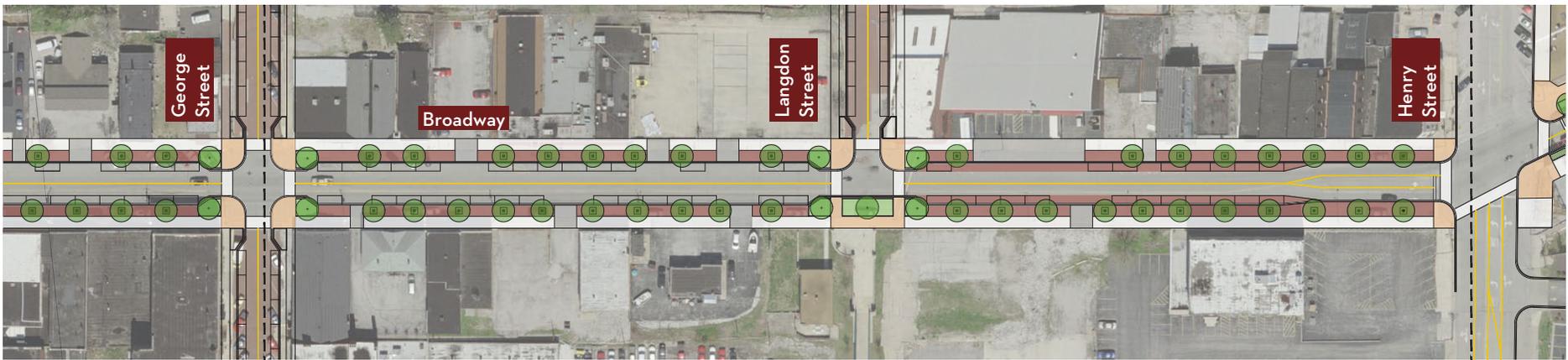


LEGEND

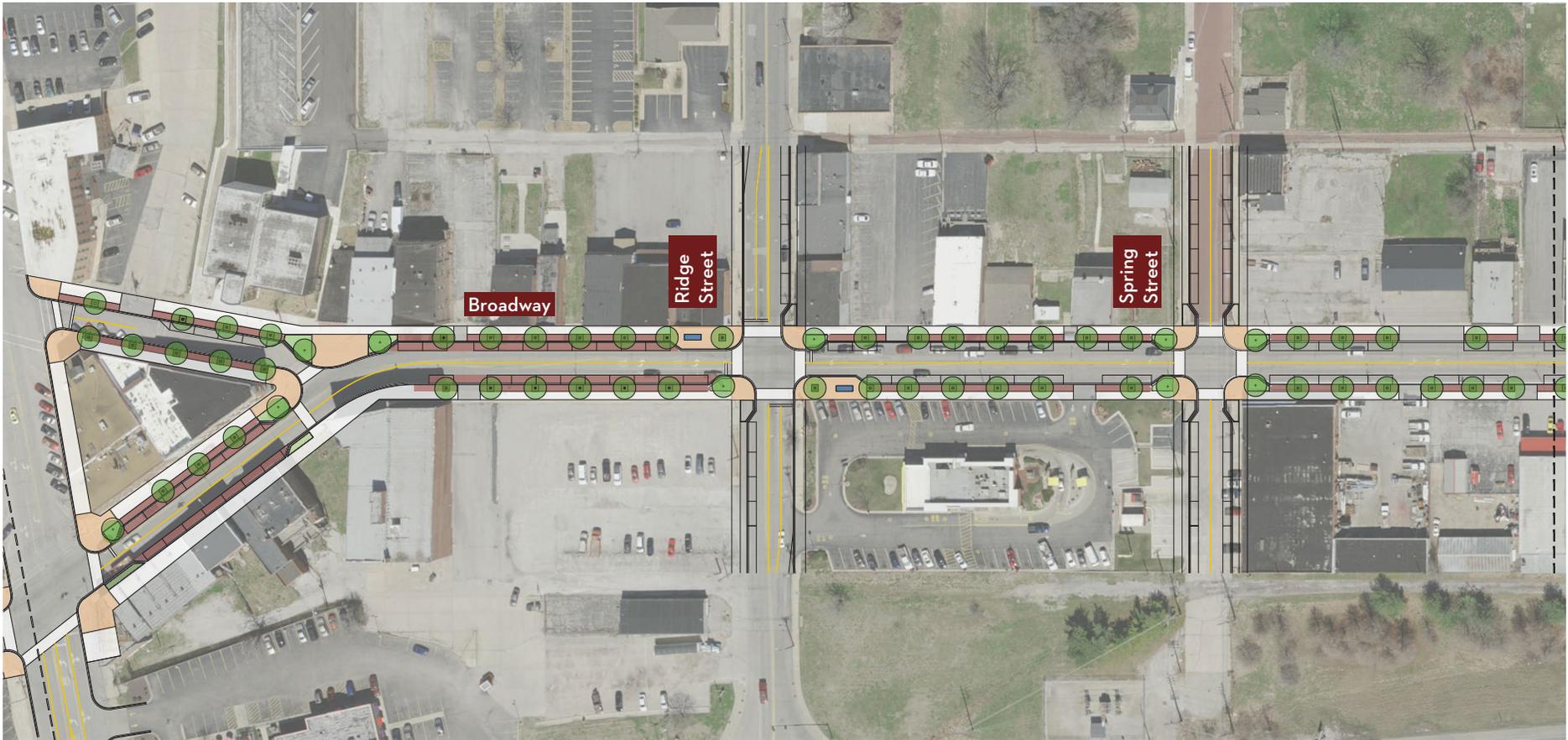
- CONCRETE TYPE 1
- PERMEABLE PAVERS
- CONCRETE TYPE 2
- PLANTING AREA
- PARKING AREA
- CYCLETRACK
- ROAD SURFACE
- PROPOSED TREE
- DRIVEWAY
- LANE STRIPING
- MATCHLINE



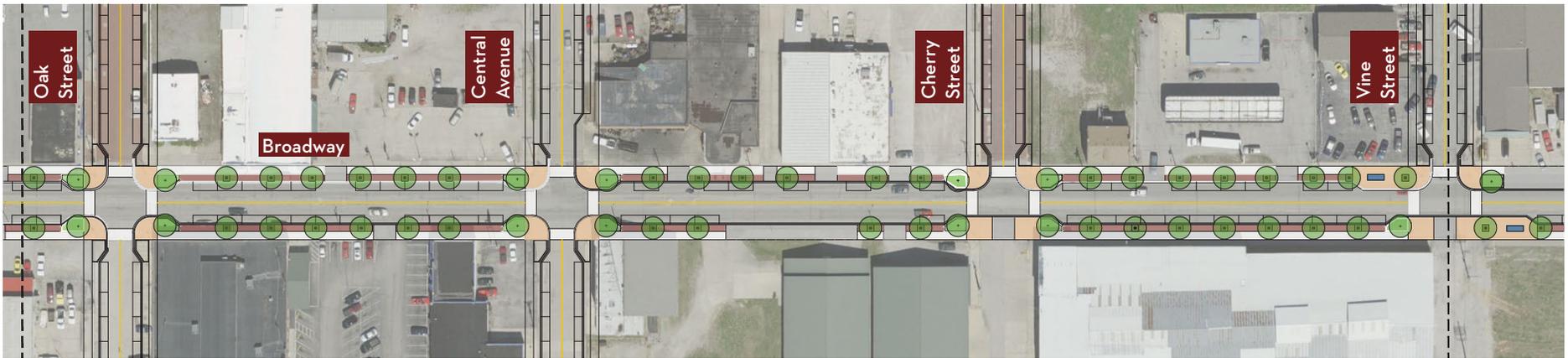
Broadway: Alby Street to George Street



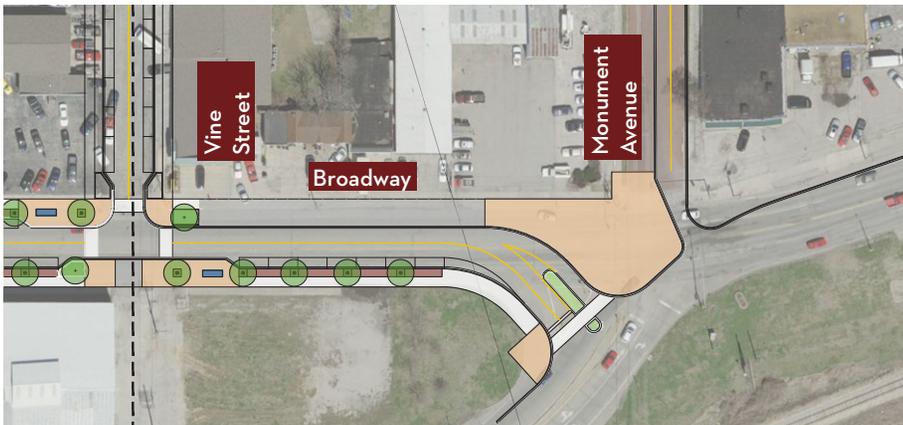
Broadway: George Street to Henry Street



Broadway: Henry Street to Spring Street



Broadway: Spring Street to Vine Street



Broadway: Vine Street to Monument Avenue

LEGEND

- | | | | |
|---|-----------------|---|------------------|
|  | CONCRETE TYPE 1 |  | PERMEABLE PAVERS |
|  | CONCRETE TYPE 2 |  | PLANTING AREA |
|  | PARKING AREA |  | CYCLETRACK |
|  | ROAD SURFACE |  | PROPOSED TREE |
|  | DRIVEWAY |  | LANE STRIPING |
| | |  | MATCHLINE |

GOAL CM 02

Create a safer crossing across Piasa Street (U.S. 67)

CM 02.01 Focus Area: Piasa (U.S. 67) from E. Broadway to 10th Street

Participants within the Great Streets process communicated a clear desire for increased safety of pedestrians and, to a lesser extent, vehicles crossing Piasa Street from the Entertainment District to the rest of downtown. Since Piasa Street separates the Entertainment District from downtown, there is an increasingly strong pedestrian desire to cross this roadway. Therefore, safe pedestrian crossings of Piasa Street are seen increasingly critical to connecting these areas and achieving the mission of the Great Streets project.

The Alton Comprehensive Plan written 17 years ago notes: “Piasa Street (U.S. 67) bisects the downtown area from north to south and creates a barrier to pedestrian traffic. While a number of retail establishments and restaurants are flourishing on the west side of Piasa Street, there are a number of vacant and under-utilized properties on the east side of the street. This no man’s land separates the downtown area west of Piasa Street from the east Broadway commercial corridor.” Since Piasa Street is also U.S. 67, it provides a through-traffic function for approximately 15,000 vehicles per day¹. This creates what may be described as a design tension between

¹ <https://www.gettingaroundillinois.com/>

QUICK FACTS

Opinion of Probable Cost:
See the Implementation Matrix in the Appendix for estimated opinion of cost

Funding Opportunities:
Surface Transportation Block Grant Program, BUILD Grants, Public Infrastructure Grant

Responsible Entity:
City of Alton, IDOT, consultant

Potential Partner(s):
IDOT, State of Illinois, FHWA

SEE ALSO
CM 01

RECOMMENDATIONS

CM 02.01 FOCUS AREA: PIASA STREET (U.S. 67) FROM E. BROADWAY TO 10TH STREET

CM 02.02 CONNECT THE ENTERTAINMENT DISTRICT TO BROADWAY

PHASE

NEAR

NEAR

the partial function of Piasa Street as a through-route and its added function as an urban street that pedestrians desire to cross and to walk beside comfortably. Like many urban streets, there are competing needs to be balanced. The public input received shows a clear desire to reduce the cross-section of Piasa Street to make it narrower and safer to cross.

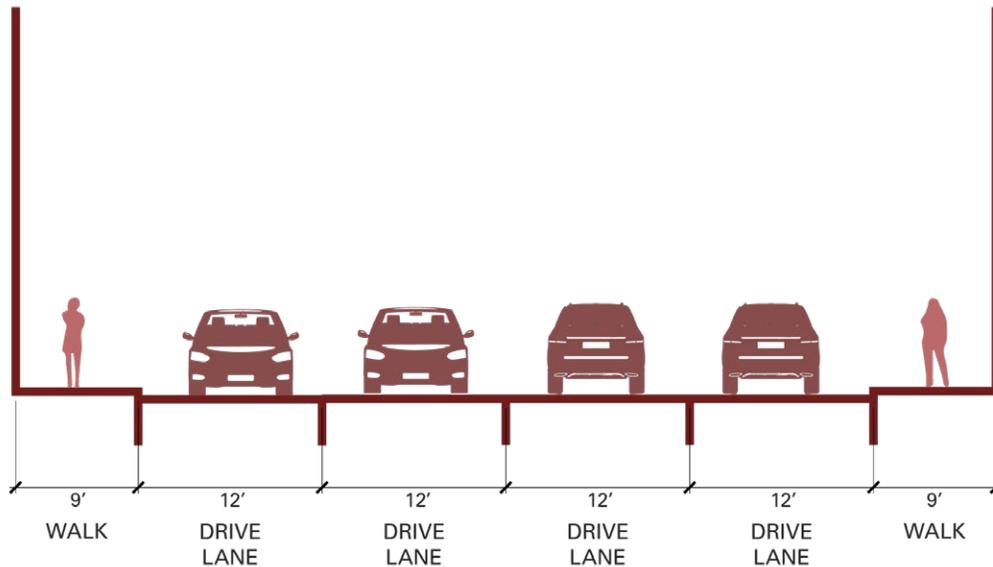
Consistent with IDOT's current mission statement, Context Sensitive Solutions policy, and the State's Complete Streets policy, the City, in partnership with IDOT, should conduct a traffic impact analysis to validate and test the public's desire for the following: 1) a lane reduction on Piasa Street from Broadway to 10th Street, 2) increased sidewalk widths, 3) a traffic signal at Piasa Street and 3rd Street; and 4) a signalized pedestrian crossing at 4th Street.

The analysis will include the installation of a full traffic signal, and the impacts on overall performance if warranted. If a full signal is not warranted, then additional analysis of a pedestrian rectangular rapid flashing beacon (RRFB) will be completed. The analysis should test the potential to reconstruct curbs from Broadway to 6th Street to a three-lane cross-section, with a center two-way left turn lane; and similarly re-striping travel lanes north to 10th Street. North of 10th Street, U.S. 67 is currently two lanes. It should be noted that while the Alton Pedestrian and Bike Plan recommends bicycle facilities on Piasa, this plan does not carry this recommendation forward given the north-south proposed route on Alby Street. The evaluation of a potential traffic signal at Piasa Street and 3rd Street should include evaluation with and without a

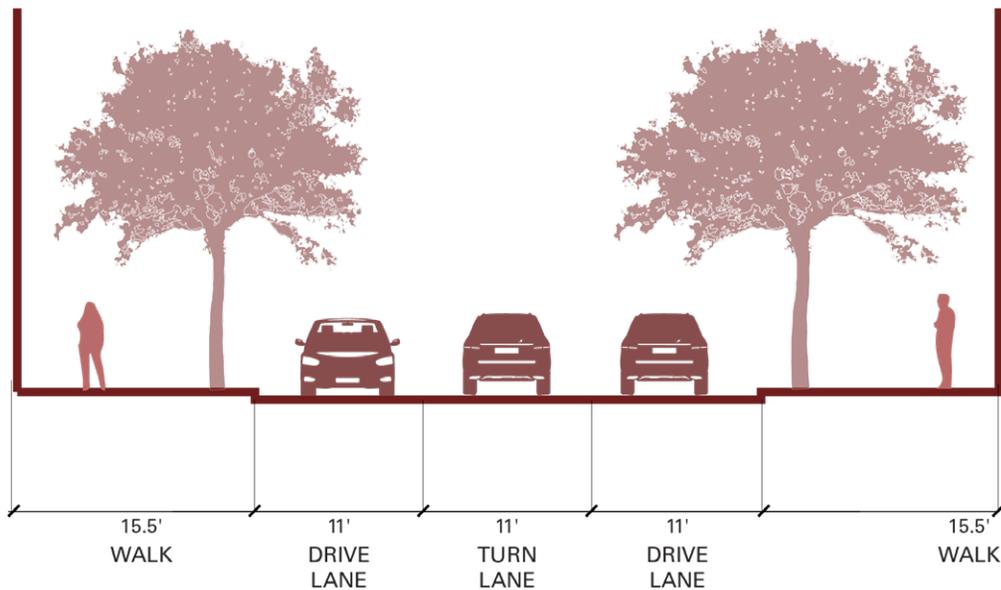
pedestrian phase to simulate the concept and effects of a grade-separated pedestrian crossing. The intended outcome of this recommendation is to improve pedestrian safety, support the pending redevelopment of nearly 60 properties, and better connect all of the City's walkable commercial districts along 3rd Street and Broadway, while appropriately balancing the more regional through-traffic functions of Piasa as U.S. 67.

In addition, the study should investigate the possibility of reducing the expanse of the U.S. 67/Landmarks Boulevard/Broadway intersection and include elimination of the channelized and dedicated right-turn lanes, overall reduction in pedestrian crossing distances, and accommodation of bicycle crossings on all four legs of this intersection to aid in connectivity to the downtown districts and to the cycling destinations along the Great River Road.

EXISTING PIASA / 3RD STREET SECTION



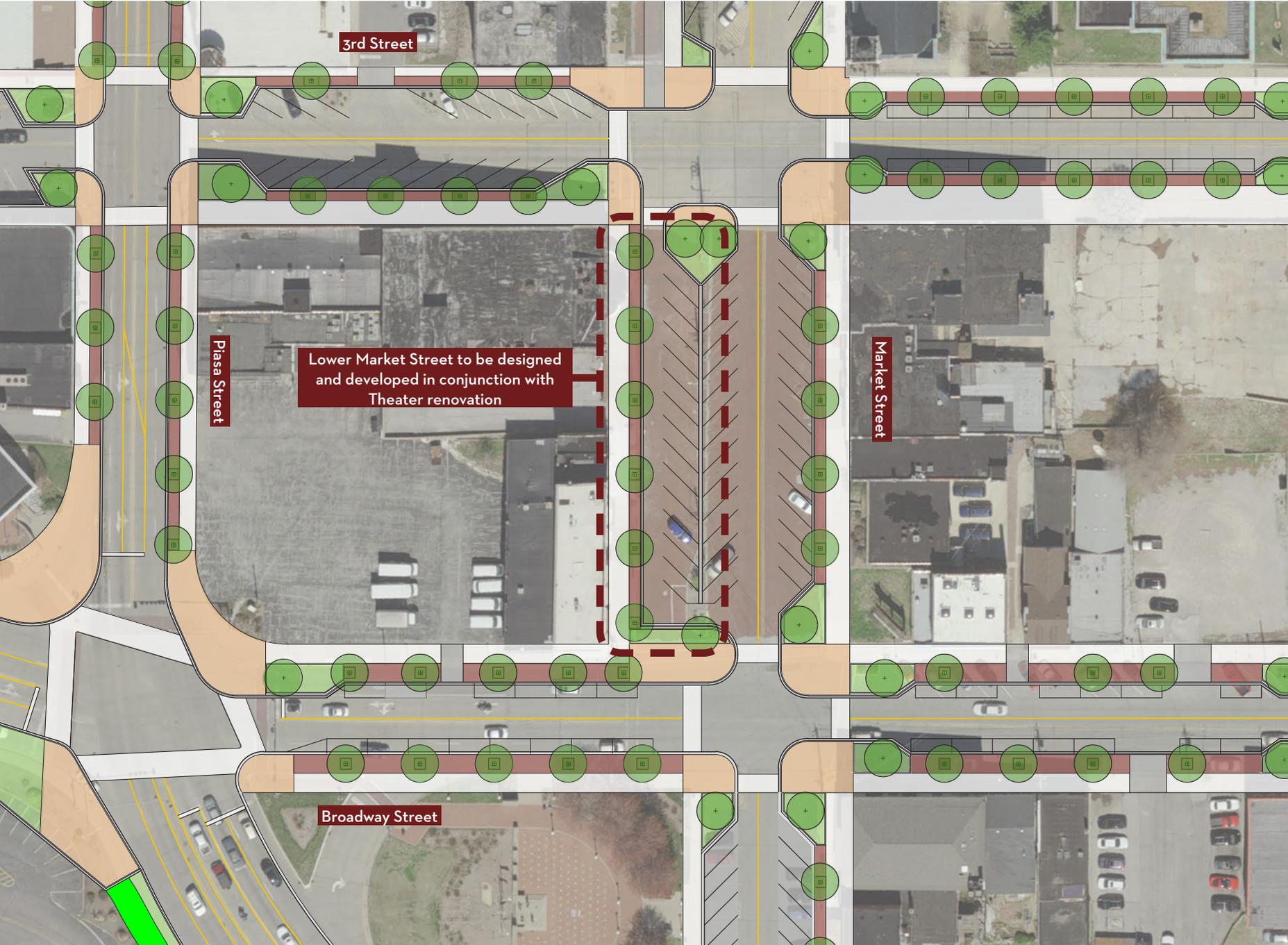
PROPOSED PIASA / 3RD STREET SECTION



Goal CM 02.02 Connect the Entertainment District to Broadway

The long-term plans for the Broadway improvements are going to redefine how people experience Alton. There is opportunity at the west-end of the corridor to expand the improvements to side streets like 3rd and Market to tie physically and aesthetically to the already established and expanded Entertainment District. To facilitate the visual and physical connection from the 3rd Street Entertainment District to the east toward Broadway, 3rd Street should be reconfigured from Piasa Street (U.S. 67) to Market Street. These improvements would act as a visual landing for visitors before traversing Piasa Street. This area should be an initial implementation project for Alton in tandem with Broadway between Henry and Ridge Street as a way of “bookending” the corridor. This would entice movement between these catalytic nodes and generate more desire to visit both ends of Broadway.

The existing sidewalks on the south side need to be widened to avoid any obstructions, therefore the angled parking should become 30-degree parking stalls to obtain a lesser back out requirement and thus wider sidewalks. Conceptual level drawings indicate a loss of five parking spaces due to this modification. To continue the visual connection toward the destinations on Broadway, the streetscape enhancement should continue south on Market Street including upgrades to the east sidewalk. The western portion of Market Street could include the creation of a plaza and gathering space outside of the proposed Grand Theatre redevelopment.



RECOMMENDATION



NEXT STEPS TOWARD IMPLEMENTATION:

1. The City should lead, in collaboration with IDOT, a traffic/transportation impact analysis per CM 02.01 to include consideration of the following:

- a. Existing and proposed/future vehicle volumes during the weekday AM and PM peak periods;
- b. Existing and proposed/future pedestrian volumes and circulation; and
- c. Existing and proposed/future bicycle volumes and circulation.

All analysis will be done to consider the multimodal performance of each location and the intersections together as potentially coordinated. Motor vehicle level-of-service information will be developed and discussed in the report. In addition, the report must address and discuss the provisions of and references in the most recent edition of the Bureau of Design and Environment Manual of IDOT, especially including its Complete Streets, Context Sensitive Solutions and Road Diet and Lane Width Reduction requirements.

2. If the study indicates that the idea could be successful, the City should work with IDOT to execute a temporary mock-up up of lane reduction along Piasa Street between East Broadway and 10th Street to determine the final recommendation to achieve the intent. The execution of the pilot test and any subsequent construction should consider the timeline of the separation project of the sanitary sewer system beginning in 2020 and anticipated to be completed in 2023. This project will include street removal and replacement to allow for sewer construction under Piasa Street and 3rd Street.



Example of a multi-use trail



Example of bicycle facilities promotional signage

GOAL CM 03

Improve connectivity and access to the riverfront

CM 03.01 Focus Area: Market Street

Stakeholders within the Great Streets process expressed a desire for safer and additional access points to Riverfront Park. Through the “listening” phases of the process, the existing railroad crossings east of Ardent Mills and south of the U.S. 67/Broadway/Landmarks Boulevard intersection were identified as having safety concerns including a lack of pedestrian signal arms and lack of pavement markings. The existing crossings are owned and operated by Union Pacific and Norfolk Southern rail lines while a portion to the west serves and may also be owned by Ardent Mills.

To address the safety and accessibility concerns, the City should coordinate further study with IDOT, the Norfolk Southern Railway Co. (Norfolk Southern), Ardent Mills and Union Pacific (UP) to evaluate the potential for a relocated railroad crossing. While increasing safety, this improvement would also create a new entrance into downtown Alton and the Argosy Casino by creating an extension of Market Street to Landmarks Boulevard. The possible extension of Market Street could involve either a new T intersection with right-in and right-out only at Market, or a full four-leg intersection as illustrated with the southerly extension also extending across the railroad tracks, which are more closely adjacent in this location, and furnishing access to Argosy Casino and riverfront

QUICK FACTS

RECOMMENDATIONS

PHASE

Opinion of Probable Cost:
See the Implementation Matrix in the Appendix for estimated opinion of cost

Funding Opportunities:
Consolidated Rail Infrastructure and Safety Improvements Program, Rehabilitation and Improvement Financing, Infrastructure for Rebuilding America Grants (INFRA), ITEP, Railway-Highway Crossings Program

Responsible Entity:
City of Alton, IDOT, Norfolk Southern Railway Co., Union Pacific

Potential Partner(s): State of Illinois

SEE ALSO

CM 01

CM 04

CM 03.01 FOCUS AREA: MARKET STREET

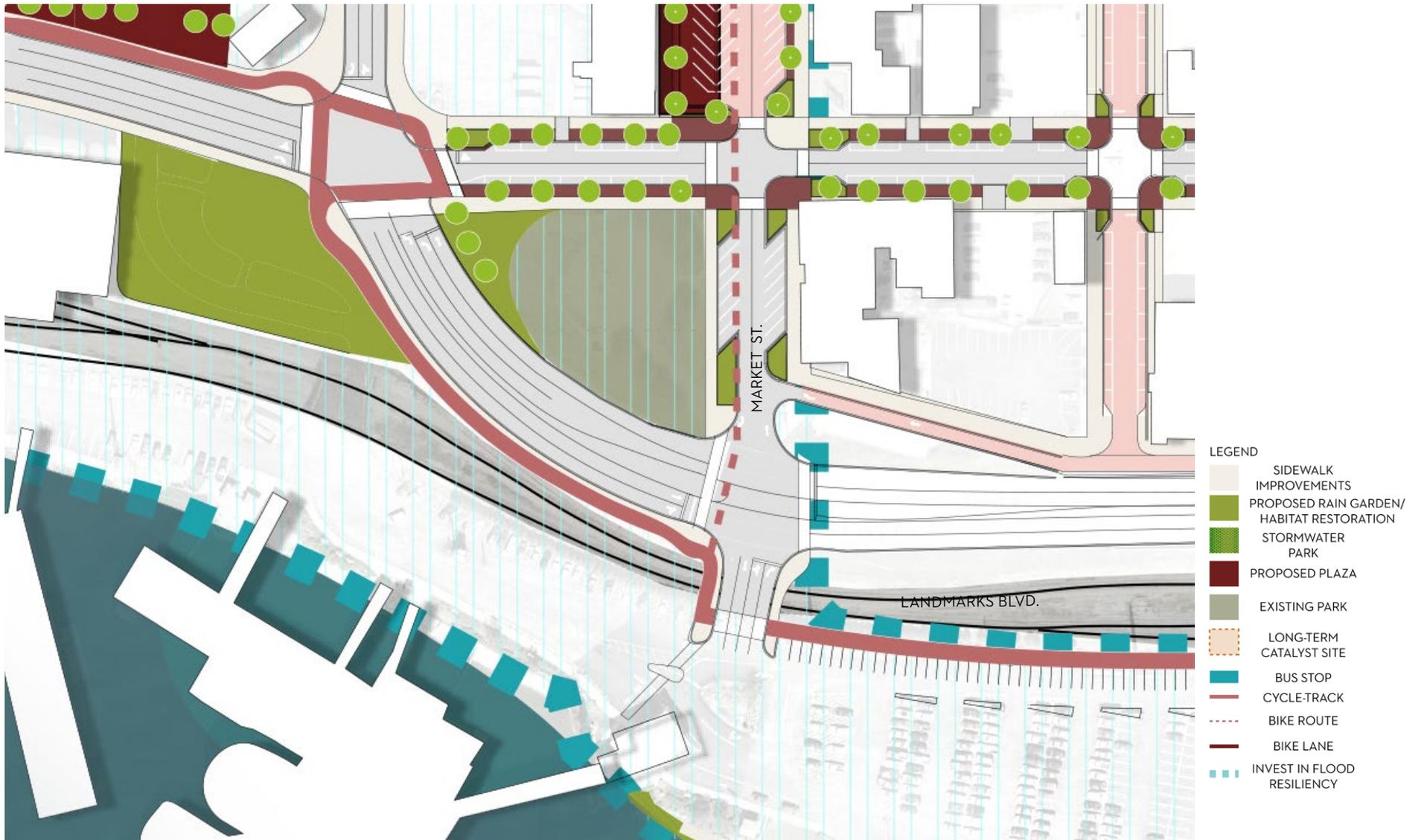
NEAR

CM 03.02 FOCUS AREA: EASTON STREET BRIDGE

MID

CM 03.03 FOCUS AREA: HENRY STREET AND RIDGE STREET

NEAR



Proposed Market Street Extension

areas. A critical benefit to relocating the existing railroad crossing to this location is to avoid the railroad companies' requirement to remove additional crossings, which is applicable only when adding new crossings.

The feasibility study should include evaluation of sight distances and drainage concerns as the existing grading may create regular ponding at or near the possible Market Street connection. In addition to this new crossing, the existing crossing would be closed to pedestrians and the access driveway off of U.S. 100 just to the west of the U.S. 67/Broadway/Landmarks Boulevard intersection would be closed.

Initial coordination with Norfolk Southern, Union Pacific, Ardent Mills and Argosy Casino indicates support for this concept. As stated above, it is recognized that these opportunities require further study considering the State Complete Streets Policy and IDOT's Context Sensitive Design approach. In addition to the analysis IDOT will require for its consideration of the roadway changes, the Illinois Commerce Commission and both the railroad companies have review criteria that will also need to be addressed. Norfolk Southern's Public Projects Manual describes in detail the processes involved in its review of a proposed at-grade crossing of a railroad. That process begins with an application by a public body, which in this case would be the City of Alton, and then proceeds with several steps, which can take

anywhere from 22 to 26 weeks¹. Union Pacific has its own procedures, and some of its resources are available online.² The Illinois Commerce Commission may also become involved in the review and approval of a new railroad crossing or consolidation.³

NEXT STEPS TOWARD IMPLEMENTATION:

1. City will need to submit a package to request a safety study of the railroad crossing south of the Broadway/Piasa Street intersection near Ardent Mills.
 - a. Norfolk Southern: Submit proposal per the Public Projects Manual
 - b. Union Pacific: Submit proposal per Public Projects
2. Depending on the findings of the safety study, a follow-up feasibility study would analyze the potential to consolidate the railroad crossings at a new Market Street/Landmarks Boulevard intersection and a new at-grade crossing at Market Street. This study will need to be submitted to IDOT for its subsequent review and consideration of any proposed changes.

1 Norfolk Southern Public Projects Manual, Appendix C3-1.

2 https://www.up.com/real_estate/roadxing/contacts/index.htm

3 See, for example, <https://www.icc.illinois.gov/rail-safety/illinois-operation-lifesaver>

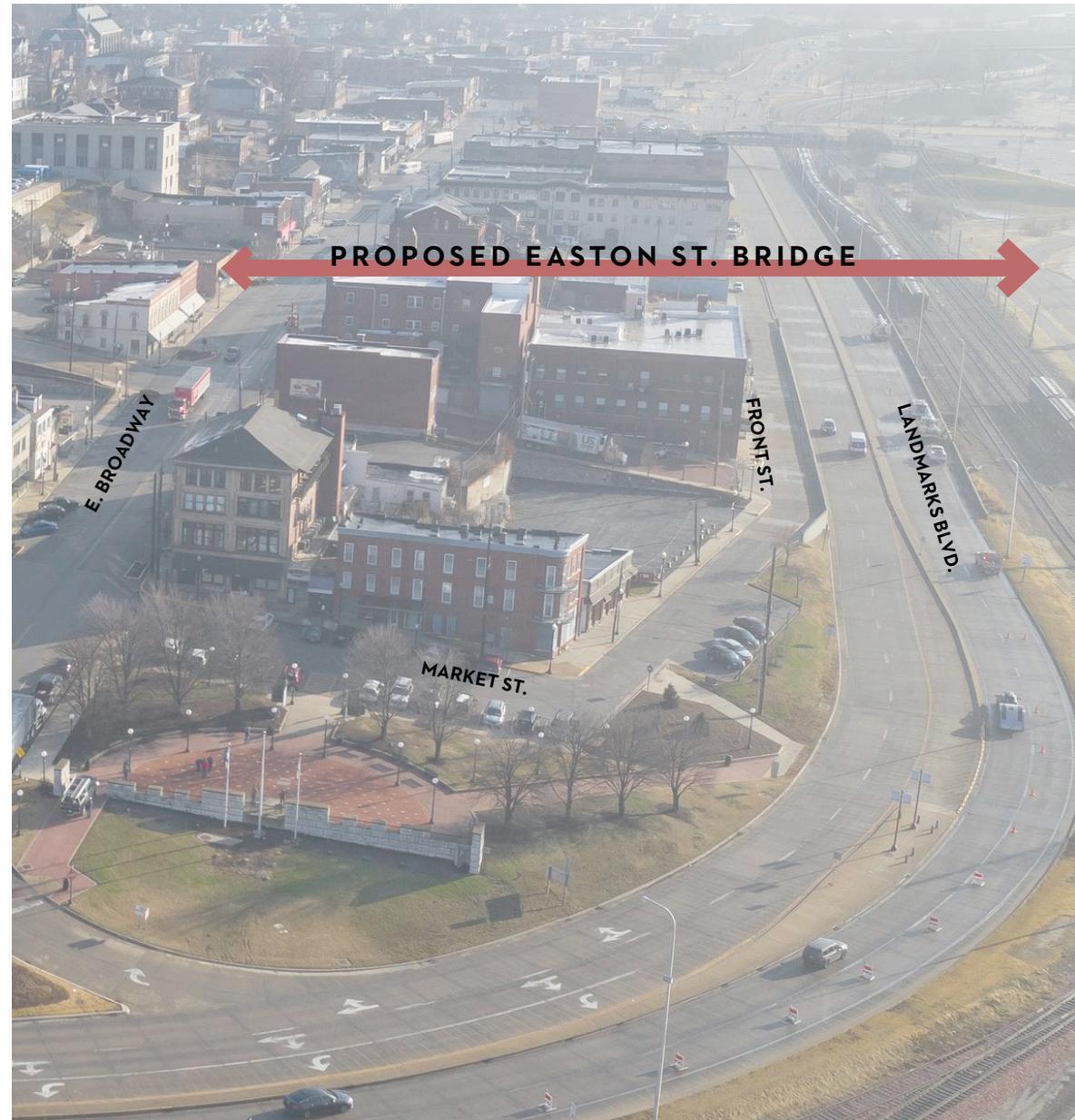
CM 03.02 Focus Area: Easton Street

The project team identified Easton Street as a compelling candidate for a walkway to the Riverfront Park. Stakeholders and the public largely agreed with this idea. Easton Street is about halfway between the existing bridge at Langdon Street and the existing access at Piasa Street. This location aligns multiple public space enhancements from the restored Court Square at City Hall, down the existing stairs to Broadway and across a new bridge into the riverfront and amphitheater area. This direct connection provides opportunity to expand soft programming and events from the riverfront into the downtown districts, leverage large events in the riverfront, and create improved access to businesses on Broadway.

It is recommended that the bridge begin at the southwest corner of Broadway and Easton Street, extend over the west sidewalk, bridge over Front Street, Landmarks Boulevard, and the railroad, then ramp down to the amphitheater. With Broadway being so much higher than Landmarks, this bridge would be mostly level, like the bridge at Langdon Street.

NEXT STEPS TOWARD IMPLEMENTATION:

1. Hire consultant to complete concept design and generate interest in the idea.



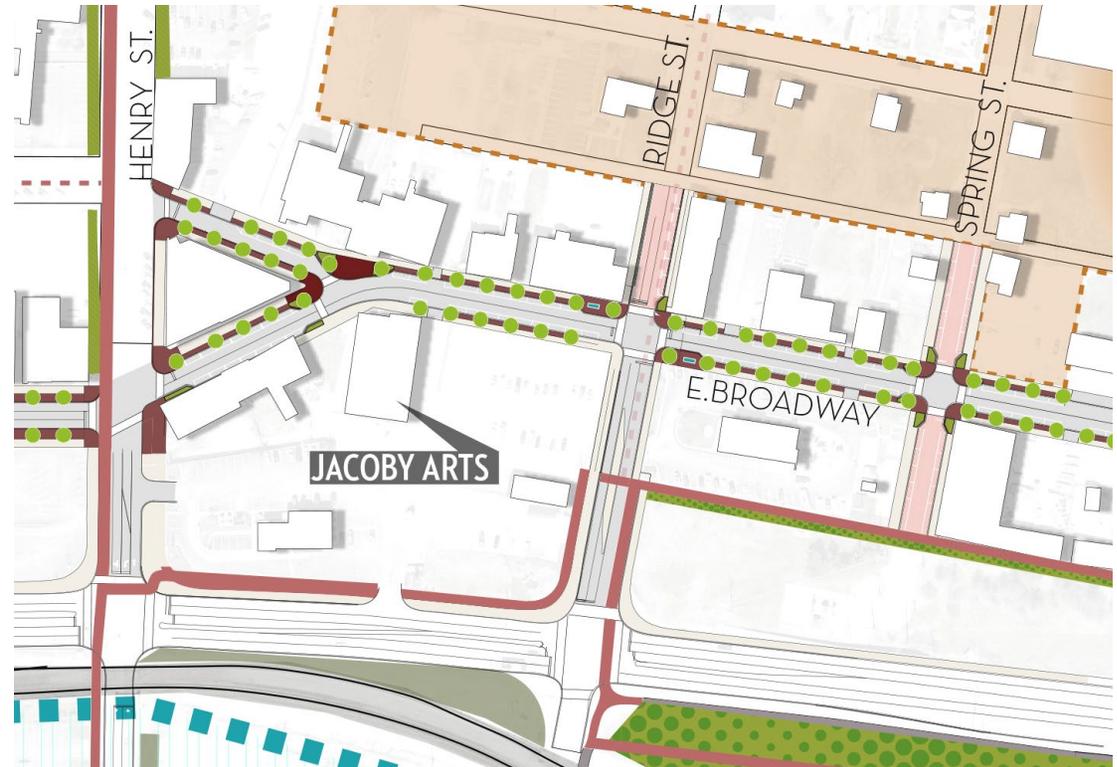
Proposed Easton Pedestrian and Bicycle Bridge Alignment

CM 03.03 Focus Area: Henry Street and Ridge Street

To further improve connectivity from downtown into the riverfront, the potential for stronger and safer pedestrian and bike connections at the Henry Street and Landmarks Boulevard intersection and the Ridge Street and Landmarks Boulevard intersection should be investigated with IDOT. Further study should evaluate the elimination of the channelized and dedicated right-turn lanes, overall reduction in pedestrian crossing distances, and accommodation of bicycle crossings on all four legs of both intersections.

NEXT STEPS TOWARD IMPLEMENTATION:

1. Formal request by the City of Alton to IDOT for consideration of improvements.



Proposed Henry Street and Ridge Street modifications

LEGEND

- SIDEWALK IMPROVEMENTS
- PROPOSED RAIN GARDEN/HABITAT RESTORATION
- STORMWATER PARK
- PROPOSED PLAZA
- EXISTING PARK
- LONG-TERM CATALYST SITE
- BUS STOP
- CYCLE-TRACK
- BIKE ROUTE
- BIKE LANE
- INVEST IN FLOOD RESILIENCY

GOAL CM 04

Connect assets and make downtown the “hub”

CM 04.01 Connect downtown Alton to the greater regional bicycle systems.

The Confluence Trail takes advantage of the Mississippi River levee system and runs south from Alton to the Chain of Rocks bridge and elsewhere in the St. Louis metropolitan area. Connections to the regional system should occur via safer and more visible lanes to and across the Clark Bridge. Improvements are necessary to increase the visibility of striping along Ridge Street and Discovery Parkway for bike lanes to better connect to the bridge. In addition, a new "off-ramp" could wrap around from the Clark Bridge northbound lane to safely connect cyclists from the Clark Bridge to transition westbound toward the Great River Road. This strategy would remove cyclists from an at-grade crossing at the U.S. 67/143 junction.

The connection between the MCT Confluence Trail and the Vadalabene Trail should occur in downtown Alton. The critical connection from the riverfront trails should be aligned through the Argosy Casino parking lot, connecting to an intersection crossing at Broadway and Piasa. The parking lot will not need to be reconfigured and no parking spaces will be removed due to this connection. The existing parking spaces along the northern edge of the parking lot can shift south

QUICK FACTS

Opinion of Probable Cost:
See the Implementation Matrix in the Appendix for estimated opinion of cost

Responsible Entity: City of Alton, IDOT, MEPRD, MCT

Potential Partner(s):
FHWA, Transportation Alternative Program- Recreation Trails Program, ITEP, The Great Rivers & Routes Tourism Bureau (GRRCVB), Alton Works, Madison County, Trailnet

RECOMMENDATIONS PHASE

CM 04.01 CONNECT DOWNTOWN ALTON TO THE GREATER REGIONAL BICYCLE SYSTEMS NEAR

CM 04.02 REBALANCE THE GREAT RIVER ROAD ROW TO ACCOMMODATE CYCLISTS NEAR

CM 04.03 CREATE TWO BICYCLE HUBS WITHIN THE DOWNTOWN MID NEAR

CM 04.04 CREATE A BICYCLE LOOP NEAR

CM 04.05 FORMALIZE THE ALTON BIKE ROUTE WITHIN THE DOWNTOWN

SEE ALSO

- CM 01
- CM 02
- CM 03

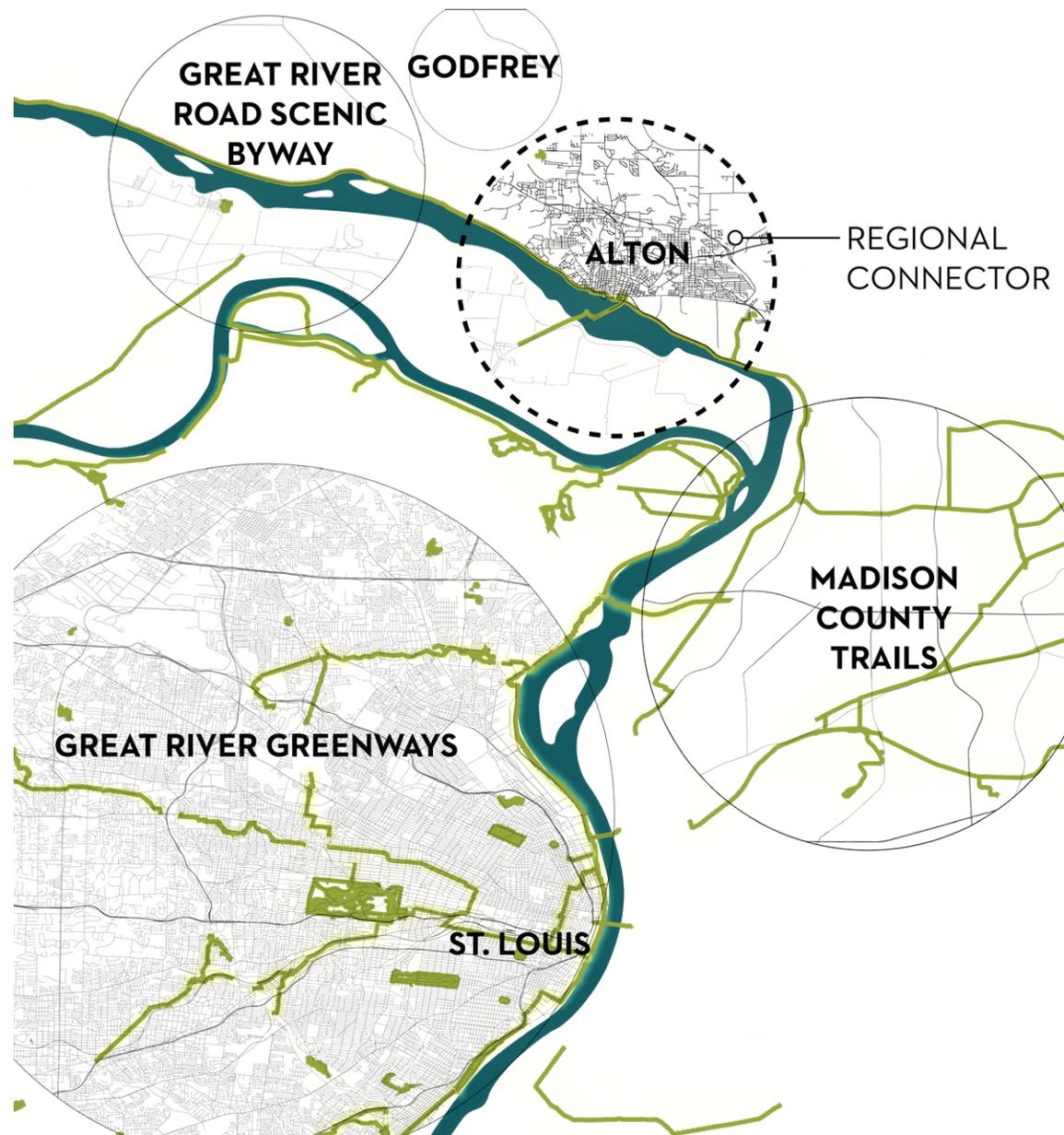
and the driveway can be narrowed to accommodate the trail connection. Currently, the Confluence Trail connects into Riverfront Park and the only safe connection to the downtown core is via the pedestrian bridge at Langdon Street, which has a “walk bikes” sign. This sign should be removed and replaced with one advising cyclists to yield to foot traffic.

NEXT STEPS TOWARD IMPLEMENTATION:

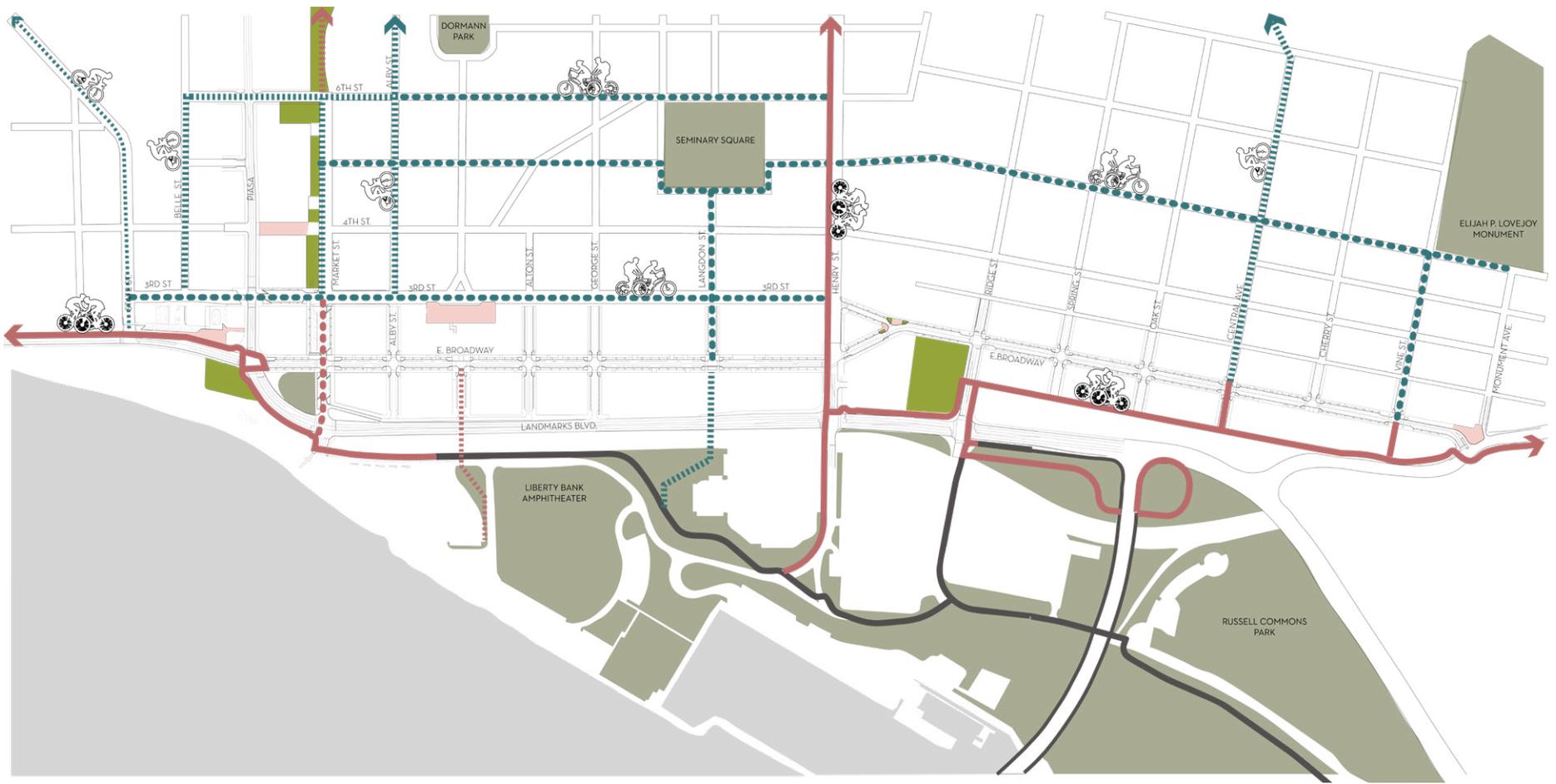
1. Formal request by the City of Alton to IDOT for consideration of improvements to the Clark Bridge.
2. City of Alton to re-stripe bike lanes as indicated during next maintenance cycle.
3. City of Alton to replace signage on the Langdon Bridge.
4. City of Alton and MCT to facilitate the connection of the MCT Trail through the Argosy Casino parking lot.

CM 04.02 Rebalance the Great River Road ROW to accommodate cyclists.

The Vadalabene Trail, established about fifty years ago, runs adjacent to the Great River Road (U.S. 100) as a separated trail. The trailhead is located at Piasa Park about one mile from the U.S. 100/U.S.67 /Broadway intersection. The scenic route along U.S. 100 hosts many cyclists from further St. Louis metro and southern Illinois regional bike greenway networks and communities despite the lack of dedicated bicycle facilities in downtown Alton.



Making Downtown Alton the regional hub of cycling

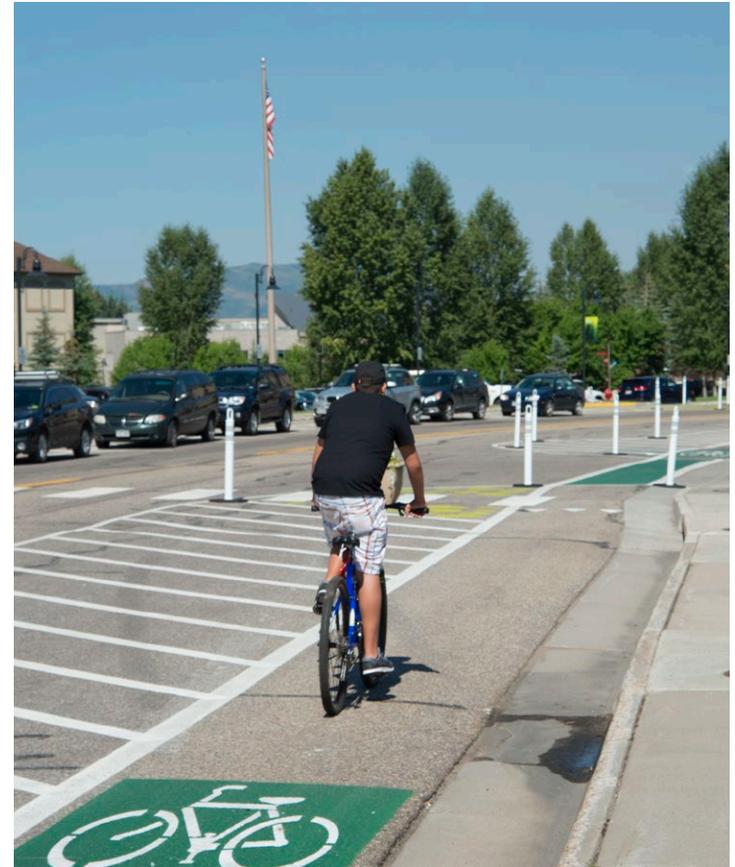


- LEGEND**
 APBP ALTON PEDESTRIAN BICYCLE PLAN 2018
 AGS ALTON GREAT STREETS 2020
- - - - APBP BICYCLE LANE
 - - - - AGS BICYCLE LANE
 - - - - APBP NEIGHBORHOOD GREENWAY/SHARROW
 - - - - AGS NEIGHBORHOOD GREENWAY/SHARROW
 - AGS CYCLE-TRACK
 - EXISTING BIKE ROUTE

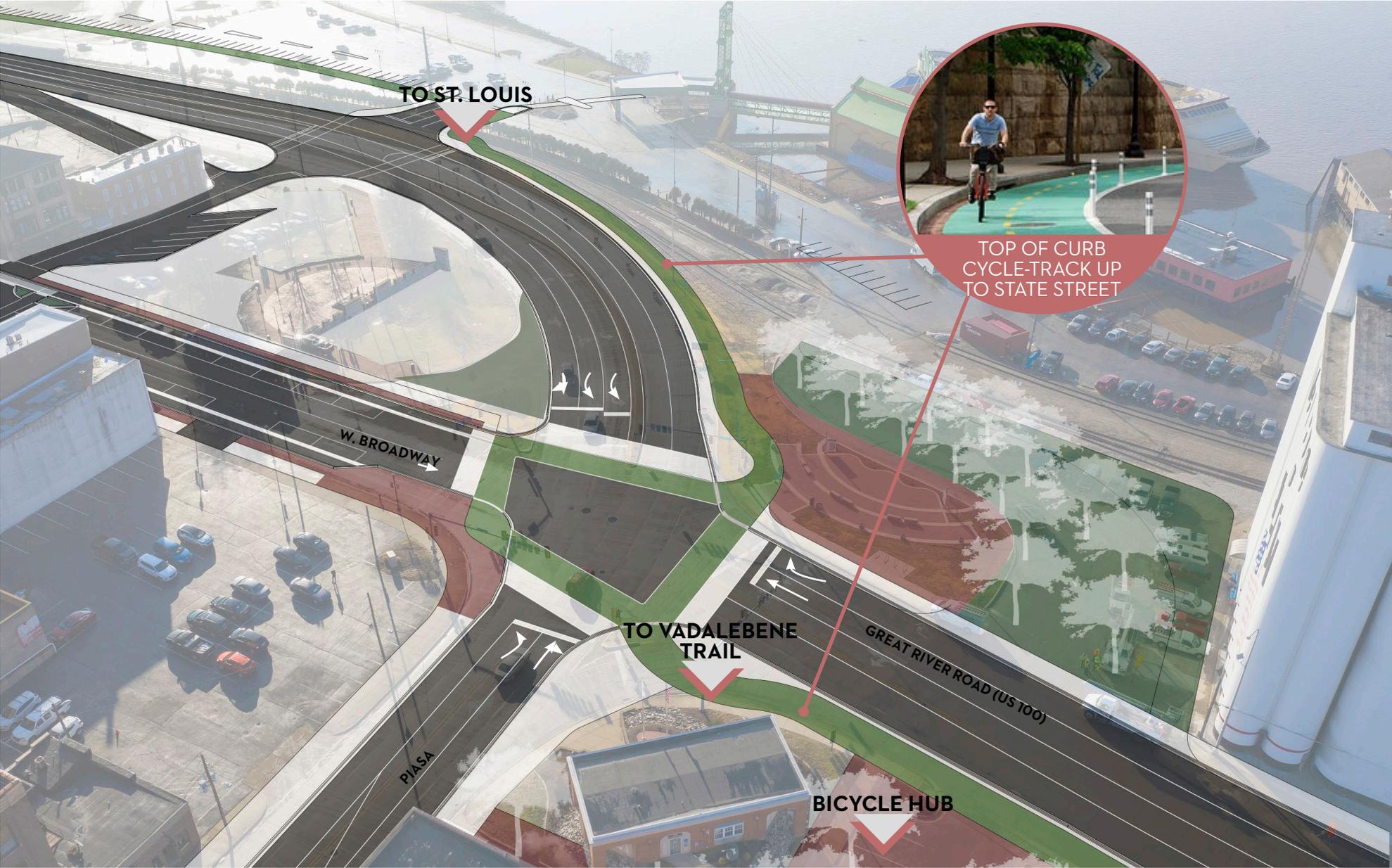
The public outreach as part of the Alton Pedestrian and Bicycle Plan (2019) indicated the Great River Road as a priority in need of pedestrian and bicycle improvements. The plan recommended on-street bicycle facilities from downtown Alton to the Vadalabene Trail trailhead. The Great River Road (U.S. 100) provides four travel lanes for 6,450 vehicles per day which also indicates an opportunity to consider reallocation of the ROW for other mobility types. As the City undertakes further study of all IDOT roadway considerations, it should determine the feasibility of a lane reduction west of State Street and a cycle-track on the north side within the ROW.

NEXT STEPS TOWARD IMPLEMENTATION:

1. Analysis to include the improvements noted above.
2. If the impact analysis indicates a positive outcome, a pilot test should include conversion to a dedicated cycle-track on the north side of the roadway from the U.S. 100/State Street intersection continued west along U.S. 100 to the trail head at Piasa Park.
3. If the pilot is deemed successful by the City and IDOT, the City should proceed with grant applications for funding design development, construction documentation and construction.



Example of a rebalanced right-of-way to include an on-street cycle track



TO ST. LOUIS

W. BROADWAY

PIASA

TO VADALEBENE TRAIL

GREAT RIVER ROAD (US 100)

BICYCLE HUB



TOP OF CURB
CYCLE-TRACK UP
TO STATE STREET

CM 04.03 Create two bicycle hubs within the downtown.

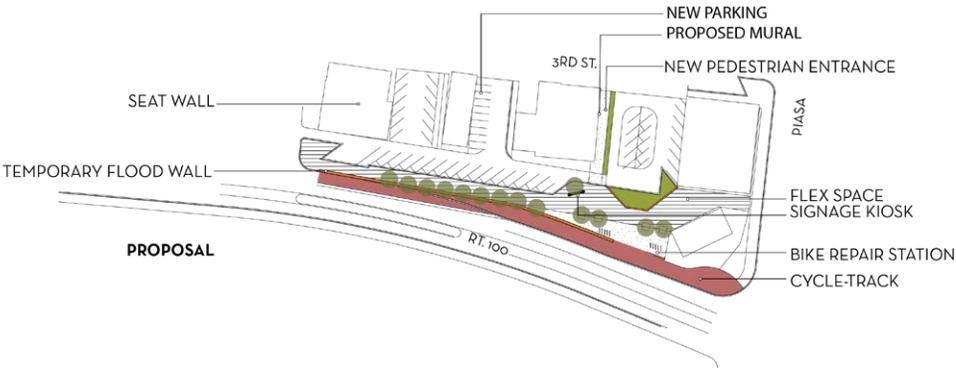
Alton can be a regional destination for cyclists as it is the "hub" between the greater St. Louis regional trails, Madison County trails and the nationally known Scenic Byway along the Great River Road. The intent of this goal is to create a more complete bike mobility network that positions downtown Alton as a hub for cyclists. "Bicycle Hubs" introduced at two key locations can provide a jumping off point to serve the regional trail network and encourage visitation into downtown Alton. The northwest corner of East Broadway and Piasa Street (U.S. 67) intersection adjacent to the Alton Regional Convention & Visitors Bureau building presents an opportunity to create a "hub" where cyclists can repair their bikes, review downtown destination and system maps, hold events, and park bicycles before walking into downtown. This location currently accommodates ten parking spaces that could be relocated by reconfiguring existing parking in adjacent parking lots or on-street spaces. The bike hub could connect directly to the core of the Entertainment District via a cut-through walkway in the parking lot to the north. The other bicycle hub could occur in concert with the proposed "Park Park" at the corner of Ridge Street and Broadway. As discussed in earlier goals, Ridge Street is a critical bicycle connector into the riverfront given that it is one of the few at-grade pedestrian and vehicular crossings across the rail lines. Tactical urbanism can be utilized to create these spaces in the interim while funding applications and partnerships are secured.

NEXT STEPS TOWARD IMPLEMENTATION:

1. Fund raising campaign for tactical urbanism of temporary use of these spaces



Proposed bicycle hub locations.



Concept sketch of the cycle track and bicycle hub at the visitors center.

CM 04.04 Create a bicycle loop

The intent of this goal is to create a bike "loop" that connects Alton's historic squares as well as residents in surrounding neighborhoods to downtown, to the transit center, and to the riverfront. This loop could be branded with signage clearly indicating the "loop" and directional signage to the next historic square. In line with the Alton Bicycle and Pedestrian Plan, bicycles should be accommodated on the following streets to create a "loop" which can be marketed to visitors:

- 3rd Street from Market Street to Henry Street to visit panoramic view from the restored "Court Square" at City Hall (See the Character and Identity Framework)
- North along Henry Street to 6th Street to visit the view and open space at Seminary Square (Barth Park)
- West on 6th Street to visit Public Square
- South on Market Street along the new "linear park" (See the Character and Identity Framework)

CM 04.05 Formalize the Alton Bike Route within the downtown

The Alton bike route was established almost fifty years ago but has limited green "bike route" signs throughout the City. Currently it does not have designated lanes or markings and a rider must ride with vehicular traffic. In downtown, the following route connections should be formalized and better indicated with physical signage and pavement markings:

- As a shared street along 6th Street from Henry Street to the Transit Center
- As a cycle track along Henry Street
- From the transit center south on Belle, per the Alton Bicycle and Pedestrian Plan



Roadway markings in the City of St. Louis Source: Terrain Magazine



Example of bicycle hub and parking at Festival Park in Castle Rock, Colorado

NEXT STEPS TOWARD IMPLEMENTATION FOR CM 04.04 AND CM 04.05:

1. City of Alton to reference recommendations in the Alton Bicycle and Pedestrian Master Plan for application of bicycle lanes or sharrows on above roadways.

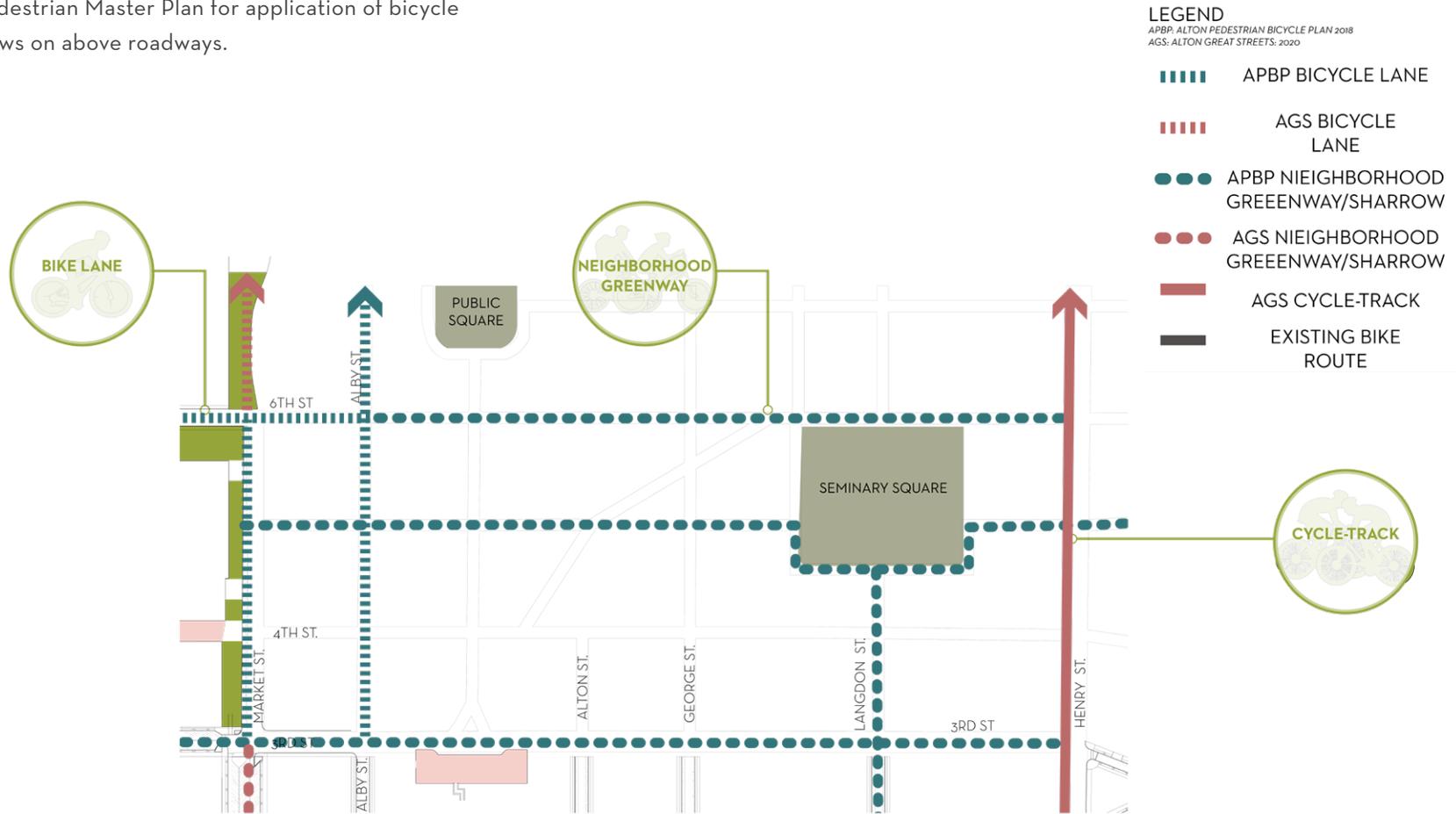


Diagram of bike loop connecting historic squares and surrounding communities

GOAL CM 05

QUICK FACTS

Bolster transit downtown

CM 05.01 Increase transit service

Opportunity exists to increase transit ridership as a method to bolster multiple visits along with Broadway corridor by parking once and walking and/or riding the bus up and down Broadway. Existing Madison County Transit (MCT) bus service is highly coordinated throughout the region, so a more likely scenario are free, dedicated, branded service like the Cougar Shuttle (Southern Illinois University - Edwardsville) or the St Charles Trolley. The idea would be for patrons to hop on a bus about every 10 minutes. This strategy could be tested and would be particularly useful during promoted events within the Broadway districts.

Another method to increase visitation to the downtown districts is to organize a shuttle or van to meet each Amtrak train to bring more people downtown. Again, this strategy would be particularly beneficial during large events or concerts in the riverfront amphitheater. Similarly, a shuttle service from the Riverfront Park parking lot to the Broadway districts during events would better leverage the large surface parking lot in the riverfront, lessening pressure for on-street parking within the downtown.

CM 05.02 Provide dedicated space for transit

The proposed reconfiguration of the Broadway corridor provides dedicated waiting areas for transit users to promote ridership and increase pedestrian safety. "Bus bulbs" serve as dedicated waiting areas for transit while providing sufficient space for a permanent shelter when funding becomes available. Stops should be clearly marked with the MCT logo, stop name, route map and schedule. The areas of highest ridership and need for a permanent bus shelter include the intersection of Broadway and Ridge Street, Marian Heights senior living apartments, East Broadway near Vine Street, and Broadway between Market and Piasa Streets. The stop location adjacent to the Lincoln Douglas Plaza could provide a multimodal public shelter that could serve several functions, including restrooms, waiting and wayfinding given the potential available space if the Broadway - Piasa Street - Landmarks Boulevard intersection is reconfigured and its location is prioritized as a landing area between the riverfront and the downtown districts.

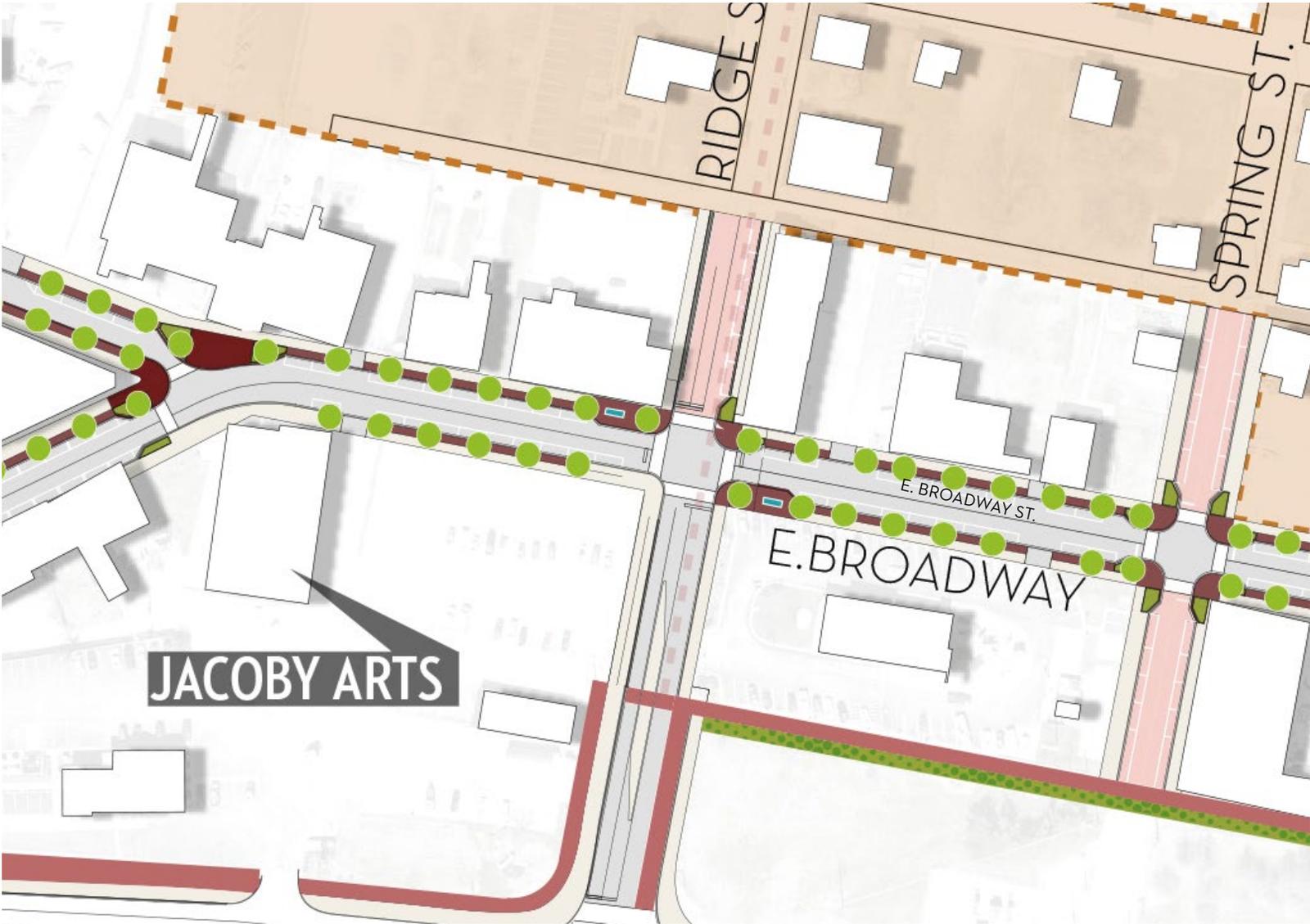
NEXT STEPS TOWARD IMPLEMENTATION:

1. Feasibility studies for the recommendations above.
2. City of Alton to coordinate Broadway corridor improvements with Madison County Transit to include signage at bus stop locations.

Opinion of Probable Cost:
See the Implementation Matrix in the Appendix for estimated opinion of cost

Responsible Entity:
Madison County Transit,
City of Alton

SEE ALSO
[CM 01](#)
[CM 04](#)



- LEGEND
- SIDEWALK IMPROVEMENTS
 - PROPOSED RAIN GARDEN/HABITAT RESTORATION
 - STORMWATER PARK
 - PROPOSED PLAZA
 - EXISTING PARK
 - LONG-TERM CATALYST SITE
 - BUS STOP
 - CYCLE-TRACK
 - BIKE ROUTE
 - BIKE LANE
 - INVEST IN FLOOD RESILIENCY

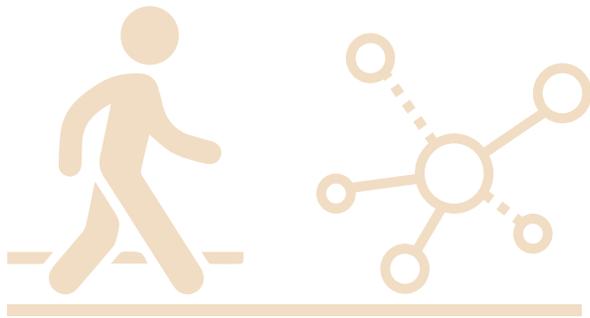
Dedicated E. Broadway St. bus stop stations.



4 DEVELOPMENT ASSETS

The market trajectory for Broadway will need to shift

There is market support for new retail, office, housing, and hospitality within the Study Area; however, these opportunities are finite. The community will need to be strategic to leverage opportunities for maximum impact, while also making holistic investments that improve market conditions over time.





DEVELOPMENT ASSETS

TO ACHIEVE THE ASPIRATION FOR CONNECTIONS AND MOBILITY THE FOLLOWING GOALS HAVE BEEN IDENTIFIED. EACH OF THESE GOALS ARE SUPPORTED BY A MULTIPLE ACTIONABLE RECOMMENDATIONS WITH IMPLEMENTATION DETAILS IN THE FOLLOWING SECTION.

GOAL 01 Develop the product

GOAL 02 Fill and improve storefronts

GOAL 03 Support local businesses

GOAL 04 Invest in neighborhoods and people

GOAL 05 Build on anchors and assets

GOAL 06 Create the catalysts

The purpose of this framework is to summarize a market, land use, and economic development strategy for the Alton Great Streets Study Area. This framework seeks to pair the goals of the Alton community with market-based opportunities and establish a framework for achieving those goals. There is market support for new retail, office, housing, and hospitality uses within the Study Area; however, these opportunities are finite. The community will need to be strategic to leverage opportunities for maximum impact, while also making holistic investments that improve market conditions over time. Essentially, there is a need to change the market trajectory of the place, which will require a long-term, incremental approach. The following near-term, medium-term, and long-term strategies can position Alton to seize current and future opportunities in alignment with the plan's driving vision to improve connectivity, safety and economic vitality, and to prioritize future investment.

The COVID-19 pandemic and subsequent economic shutdown on the market for development is anticipated to have some potential impact on the Alton Great Streets Plan. It is important to note that all of the market analysis, development conclusions, and market strategies for were completed prior to the start of the pandemic when economic and market conditions were stronger and more conducive to new development. While our conclusions remain valid, especially as they relate to long-term development, the pandemic will likely have some negative impact on short-term development prospects and implementation.

Market & Economic Strategy: How is Development Improved?

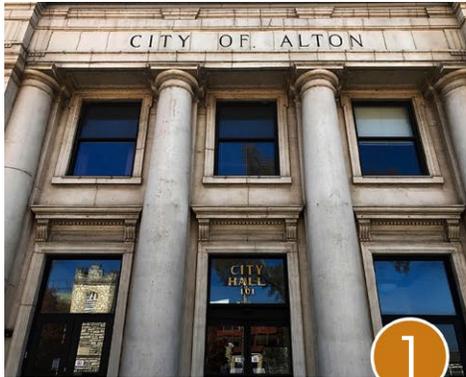
Given the relatively limited market-based opportunity in the near term, a Market and Economic Strategy aims to “put all of the pieces together” by harnessing current momentum, leveraging existing assets, and aligning investment activity to set Alton on the best path forward enabling it to realize tangible results. Within this context, “development” is defined as the intersection of community, economic, and real estate development. Based on the Market Analysis conducted during the existing conditions phase of work, this strategy sets forth a framework to accomplish three goals:

- Attract Outside Spending, by leveraging its already well-established visitor and tourism ecosystem, which can further support local entrepreneurs and increase visibility and marketability for the community;
- Attract and Retain Talent, by making sound investments in place and neighborhoods, which will not only improve quality of life, but also create the spaces and amenities that are attractive to a talented and mobile workforce; and,
- Grow from Within, by providing the necessary resources to support entrepreneurship and small businesses, workforce development, and arts and culture, which in turn, can attract future outside investment.

These strategies are not intended to be mutually exclusive—they represent an interdependent and interlocking set of goals that, when aligned, can create an economic future that is greater than the sum of its parts.

- 1. Develop the Product:** A real estate strategy that focuses on market-supported uses, building typologies, and locations within the Study Area;
- 2. Fill and Improve Storefronts:** A strategy for maintaining tenant diversification and activating vacant or obsolete spaces;

- 3. Support Local Business:** This includes the creation of resources and aligning with regional efforts that promote entrepreneurs and small businesses;
- 4. Invest in Neighborhoods and People:** A framework for future neighborhood-based efforts that focus on housing stabilization and community building, especially in neighborhoods adjacent to the Study Area;
- 5. Build on Anchors and Assets:** This describes ways of leveraging existing assets with an emphasis on history, culture, and community identity; and,
- 6. Create the Catalysts:** Identification of key opportunity sites that would have the greatest positive impact if successfully implemented and could create the market conditions for additional private investment.



1

Develop the Product



2

Establish the District



3

Invest in the Public Realm



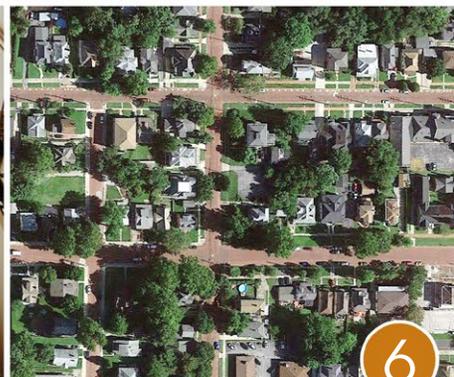
4

Fill & Improve Storefronts



5

Support Local Businesses



6

Neighborhoods and People



7

Build on Anchors and Assets



8

Create the Catalysts

GOAL DA 01

Develop the product

A real estate strategy identifies market support for certain products, a realistic timeframe for delivery, and the ideal locations within the Study Area based on existing assets, character, and preferences. The market analysis established the baseline supply and demand trends, while the market strategy incorporates more qualitative and place-based elements to best harness momentum to support future development opportunities. The end product is a development program that establishes a realistic expectation for the next ten years for market-based development assuming the other elements of this strategy are concurrently implemented. Though additional civic, institutional, and other community uses are encouraged for the Study Area, these are subsidy- or resource-driven uses, which cannot be forecasted in this context.

Based on current market conditions and pace of real estate development across uses, there is minimal market support for new construction in the near- to mid-term; however, if the strategies presented in this plan come to fruition and the overall market trajectory changes, there could be market support for new construction in a 10- to 15-year timeframe. Though the private market will drive future development, there is a role for the City of Alton and other key stakeholders, including Alton Main Street, Great Rivers and Routes Tourism Bureau, and Riverbend Growth Association, to work with the real estate development community and property owners to ensure the right types of products are delivered to the market.

QUICK FACTS

RECOMMENDATIONS

PHASE

Responsible Entity:
Alton Main Street; City of
Alton

DA 01.01 POSITION FUTURE RESIDENTIAL NEAR

Potential Partner(s):
Developers, property
owners, real estate entities

DA 01.02 POSITION FUTURE RETAIL NEAR

DA 01.03 POSITION FUTURE OFFICE NEAR

DA 01.04 POSITION FUTURE
ACCOMODATION NEAR

Initial actions can be taken to position real estate for future development/redevelopment. A building-by-building assessment should be conducted within the corridor to identify which properties have reuse and/or redevelopment potential and through this process, vacant or underutilized properties with little to no historic contribution or reuse potential should be identified for potential demolition and redevelopment. A funding strategy should be developed to identify potential incentives or subsidies to support redevelopment in the near term and continued relationships with the regional development community should be forged. An undercurrent to this redevelopment strategy is recognizing that implementation will take more than 10 years and will depend on incremental changes to market conditions, which emphasizes the need for strategic property acquisition in the near term. Site control is critical for long-term district and corridor strategies to ensure that the right types of products are delivered to the market that are consistent with a cohesive plan and strategy in order to maximize community benefit. In order to support long-term strategic real estate acquisitions, patient capital is needed, in which investors can look towards a long-term vision and not expect immediate returns. The following development program should serve as a guide to the right balance of future real estate products and uses.

RETAIL		OFFICE		HOTEL	
Boutique/Local Retailers		Storefront Suites, Historic Rehab, and Above 1st Floor		Small Scale Historic Lodging	
50,000 SF		40,000 SF		40+ Keys	
\$10-\$14/SF		\$12-\$16/SF		\$100-\$140 (avg. rate)	
RESIDENTIAL					
Historic Rehab (Rental)		Historic Rehab (Condos)		Affordable Senior Apartments	
75-100 units		40-50 units		40-50 units	
1 BR 750 SF 2 BR 1,000 SF		1,600 to 2,200 SF		1BR 550 SF 2BR 725 SF	
Rent Range: \$800 - \$1,150 Rent/SF: \$1.00 - \$1.15		Price Range: \$175K - \$250K Price/SF: \$100 - \$115		Rent Range: \$550 - \$675 Rent/SF: \$0.90 - \$1.05	
market- and incentive-based		market- and incentive-based		Dependent on LIHTC, availability of local funds	
New Construction Apartments (Longer-Term)					
50+ units					
1 BR 750 SF 2 BR 1,200 SF					
Rent Range: \$950 - \$1,250 Rent/SF: \$1.05 - \$1.30					
market- and incentive-based					

DA 01.01 Position future residential

The market analysis identified market support for 150 to 200 residential units in the Study Area over the next 10 years. These units would consist of a mix of apartments and condominiums in renovated buildings with above-ground floor space or adaptive reuse of commercial or light industrial buildings (e.g. historic loft). To afford rents/prices supportive of rehabilitated or renovated units, two key demand segments were identified: young professionals and empty nester/retirees. Given market demand for affordable senior housing, new construction of this type of product (40-50 units) could

be supported with low-income housing tax credit (LIHTC) or other subsidies.

Apartments would be best positioned in the two activity nodes (Entertainment District and Arts District), while condominium products would be best suited for the stretch of Broadway between these two districts given river views and existing uses, although the Entertainment District could present opportunities given existing building stock. Affordable senior housing should be accessible to the corridor, but with more of a connection to adjacent residential neighborhoods.




AGE: 31

YOUNG PROFESSIONALS

TENURE

100% RENTER | 50/50 MIX | 100% OWNER

TARGET DEMO(S)
Singles
Couples

INCOME
\$35,000-\$45,000

DOWNTOWN ASPIRATIONS
Center of Activity; Nightlife

PEAK ACTIVITY HOURS
Evening; Late Evening; Weekends

LEVEL OF SUPPORT
Moderate

REHABBED APARTMENTS

Short- to Mid-Term Vision

AVG. RENT PER MONTH
\$800-\$1,200

UNIT SIZES
1,000-1,500 SF

AVG. RENT PER SF
\$1.00-\$1.15

DEMAND
75-100 units

TARGET MARKET
Young Professionals
Mid-Career Professionals




AGE: 45

EMPTY NESTERS

TENURE

100% RENTER | 50/50 MIX | 100% OWNER

TARGET DEMO(S)
Empty Nesters and
Professional Couples

INCOME
\$70,000-\$75,000

DOWNTOWN ASPIRATIONS
Center of Activity; Nightlife

PEAK ACTIVITY HOURS
Early Evening; Weekends

LEVEL OF SUPPORT
Moderate

REHABBED CONDOS

Short- to Mid-Term Vision

AVG. PRICE RANGE
mid \$100K to mid \$200K

UNIT SIZES
1,600-2,200 SF

AVG. PRICE PER SF
\$100-\$115

DEMAND
40-50 units

TARGET MARKET
Empty Nesters
Mid-Career Professionals



AGE: 65

AFFORDABLE SENIOR HOUSING

Short- to Mid-Term Vision

AVG. RENT PER MONTH
\$600-\$650

UNIT SIZES
550-750 SF

AVG. RENT PER SF
\$0.85-\$1.10

DEMAND
40-50 units

TARGET MARKET
Seniors

Providing and maintaining quality affordable housing opportunities will be critical for supporting the arts and small business community. The recent renovation of live-work spaces in the Jacoby Arts Center building is a first step in supporting this ecosystem, although additional programs and interventions should continue to ensure long-term, sustainable housing opportunities. LIHTC can be utilized for affordable arts-based tenancing and programming and were utilized to partially finance the redevelopment of the Metropolitan Artist Lofts or Leather Trades Artist Lofts in St. Louis. Given market

conditions, there are naturally occurring affordable housing opportunities throughout Alton, which could be marketed and leveraged to attract more artists and entrepreneurs. Home ownership assistance programs, including low interest renovation loan or down payment assistance programs could be leveraged to promote the local housing stock. Some of these resources include the City of Alton’s Homeownership Program or Community Development Financial Institutions (CDFI) such as Justine Petersen.



DA 01.02 Position future retail

Up to 50,000 square feet of net new retail could be supported over the next 10 years. Given market constraints for new construction (beyond auto-oriented fast food restaurants), this demand would be captured in existing ground-floor retail spaces. The market analysis identified three key segments of demand (workers, residents, and visitors), each of which have specific retail needs at varying times of the day. There are two types of retail that serve the needs of these groups: “destination,” which includes bars, restaurants, boutiques, and local shops, and “neighborhood,” which includes grocery stores, dry cleaners, cafes, fitness centers,

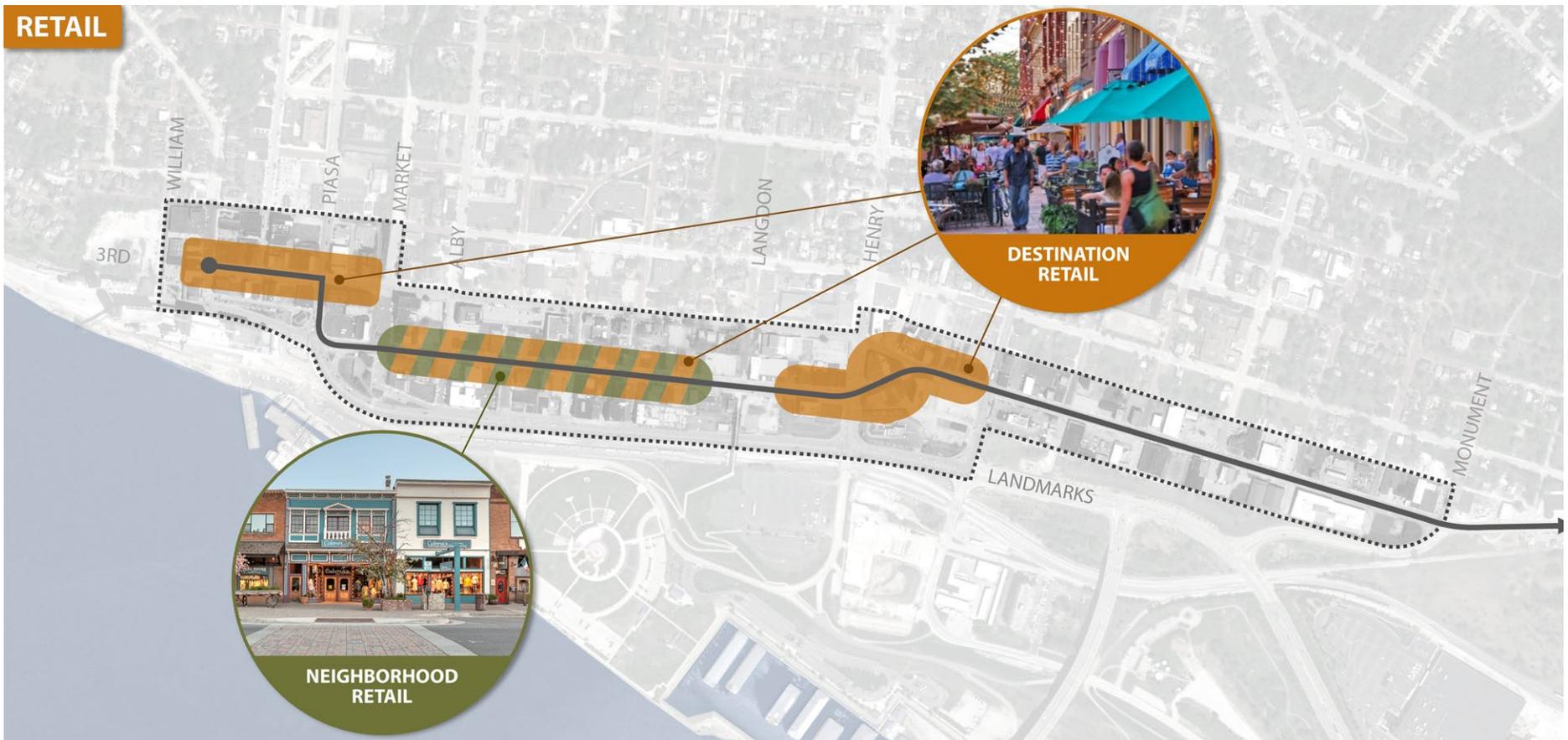
and other daily needs retail. Given socio-economic conditions and population trends, the level of local market support is finite, which emphasizes the importance of capturing more spending from visitors, including both tourists and those who rely on Alton for their daily needs shopping.

Destination retail would be best positioned in the key activity nodes (Entertainment District and Arts District), including along Market Street near the Grand Theater, while a mix of neighborhood and destination retail would be best located between these districts along Broadway.

				
WORKERS	RESIDENTS	VISITORS	DESTINATION	NEIGHBORHOOD
<p>GROUPS Downtown Workers Government Employees</p> <p>RETAIL PREFERENCES Fast Casual Dining</p> <p>PEAK ACTIVITY HOURS Weekday Lunch</p> <p>LEVEL OF SUPPORT Moderate</p>	<p>GROUPS Young Professionals Couples Singles</p> <p>RETAIL PREFERENCES Grocery Store, Pharmacy, General Merchandise, Dining, & Nightlife</p> <p>PEAK ACTIVITY HOURS Weekend Early Evening</p> <p>LEVEL OF SUPPORT High</p>	<p>GROUPS Leisure Travelers Daytrippers Cultural Events</p> <p>RETAIL PREFERENCES Upscale Dining Fast Casual Dining Boutique Retail</p> <p>PEAK ACTIVITY HOURS Lunch Weekends</p> <p>LEVEL OF SUPPORT High</p>	<p>TYPICAL RENTS Anchor: \$11.00/SF - \$12.50/SF</p> <p>AVG. SIZE AND FEATURES 1,500 to 3,500 SF Full rehab or light rehab</p> <p>TARGET MARKET Restaurants/Bars Artist Shops and Galleries Local Shops Gathering Places Coffee Shops</p> <p>DEMAND POOL Broad</p>	<p>TYPICAL RENTS Anchor: \$10/SF-\$14/SF</p> <p>FEATURES 3,000 to 7,000 SF Full rehab</p> <p>TARGET MARKET Grocery Convenience Store Café Fitness Dry Cleaners Salon</p> <p>DEMAND POOL Moderate</p>

Alton Main Street is best positioned to lead retail tenancing, diversification, and redevelopment activity throughout the Study Area. They should continue working with property owners to assist with accessing available resources for renovating and repositioning retail spaces and linking them to prospective small business owners.

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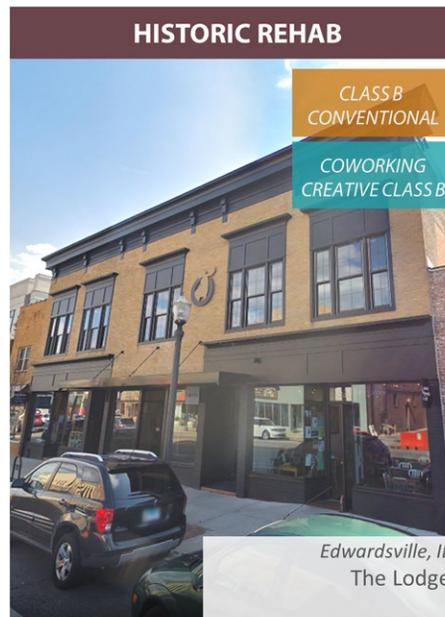
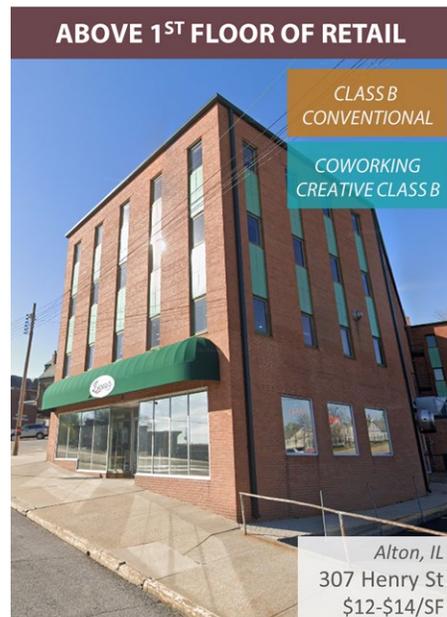


DA 01.03 Position future office

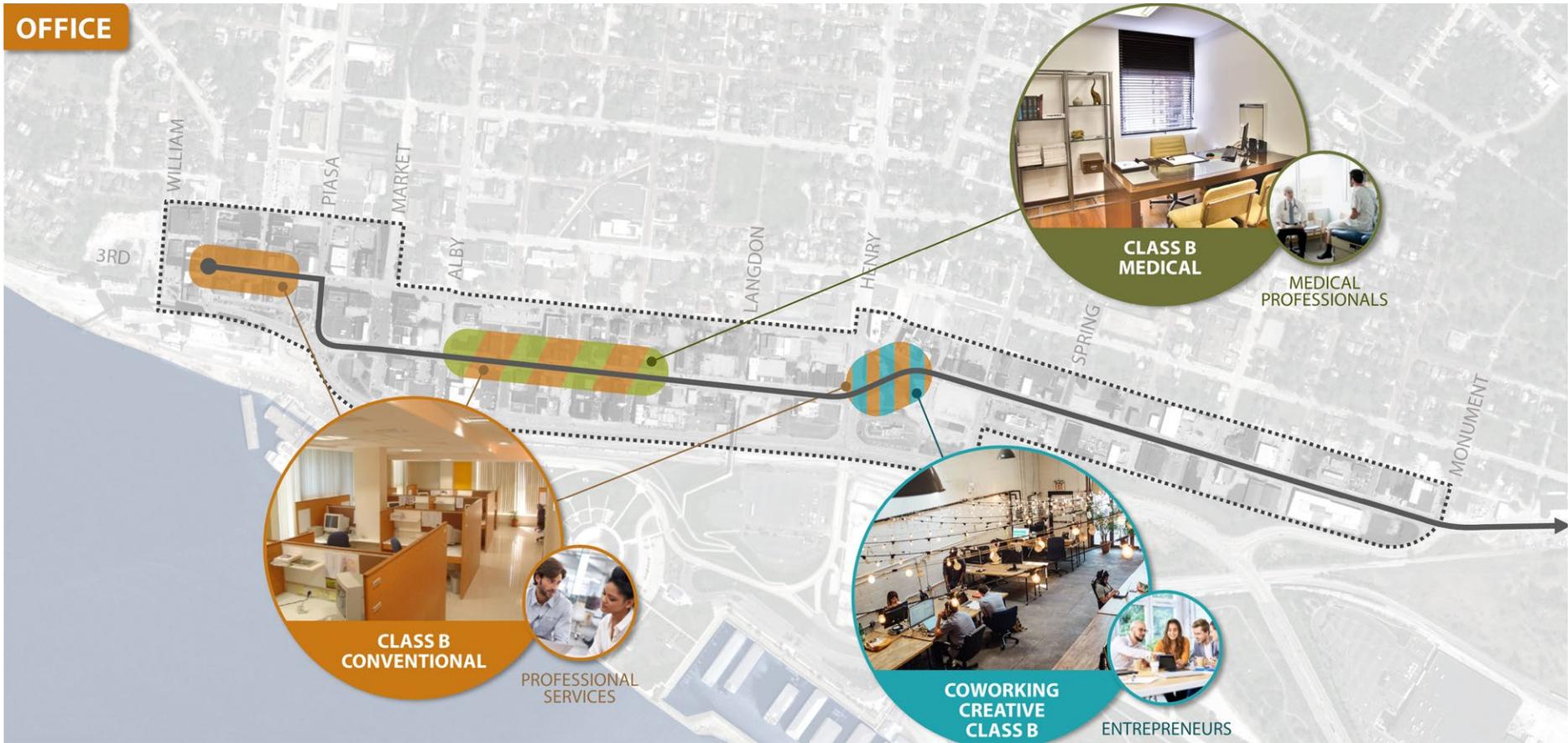
The market analysis identified market support for 40,000 square feet of rehabilitated office space, which considers historic office absorption rates and projected employment growth in Madison County. As the national and regional economies continue to diversify with projected growth in knowledge-based sectors (professional services, business and finance, information technology, and healthcare), there continues to be demand for office space, although the specific space needs vary depending on the type of establishment and industry. As part of the broader strategy to attract and retain talent, given that the Study Area offers the type of built environment and amenities that many professionals prefer, this emphasizes the need to continue providing appropriately sized and amenitized office space. There is limited market

support for Class A office space; therefore, future office demand would fall within the Class B classification. The future office market will be driven by three key users:

- Entrepreneurs and Creative Industries, which include information technology, design, programming, and related sectors. These individuals and firms typically seek affordable space in unique working environments that allow for greater collaboration, such as at a coworking space or repurposed historic space.
- Medical Professionals, which include dentist offices, family practices, physical therapy centers, and clinics (e.g. Urgent Care). These users typically need accessible, visible, and flexible space, which can be accommodated with renovated storefronts.



OFFICE



- Professional Services, which include more conventional office users such as finance, law, real estate, and insurance. Though storefronts can satisfy some of this demand, repurposing and renovating existing Class B properties in and around the Study Area could also provide needed space.
- Conventional office space would be appropriate throughout the Study Area corridor and complementary to existing uses. Given the potential synergies with the arts, innovation, and entrepreneurship, coworking or creative Class B spaces would be best suited for the Arts District. Medical office space would be best positioned west of the Arts District.

Given market constraints for new office construction, future demand will need to be accommodated by the existing commercial building stock in storefronts or conventional historic office space. Generally, rents in existing properties range from around \$13 to \$19 per square foot depending on amenities and rent structure.

Generally, residential units above commercial space is the desired mixed-use typology, but not all properties are configured and positioned to accommodate residential uses. Retail uses in highly visible storefronts should be the primary use, but office and other commercial uses can provide secondary market support for these spaces given finite demand for retail.



**COWORKING
CREATIVE CLASS B**

TYOLOGIES
Storefront
Above 1st Floor Of Retail
Historic Rehab

DEMAND POOL
Emerging



CLASS B MEDICAL

TYOLOGIES
Storefront

DEMAND POOL
Moderate



CLASS B CONVENTIONAL

TYOLOGIES
Storefront
Above 1st Floor Of Retail
Historic Rehab
Historic Conventional Office

DEMAND POOL
Moderate

Moving forward, Alton Main Street and Riverbend Growth Association should work closely with the regional business community to target office users, promote the Alton market, and assist in linking them to appropriate brokers and property owners.

These examples represent each existing office typology in the market.



ENTREPRENEURS AND CREATIVES

INDUSTRIES & OCCUPATIONS

Tech; IT; Art & Design

COMMON BACKGROUNDS

Computer Programming
 Entrepreneurship
 Graphic Design

NEEDS

Collaborative environments
 Cheap space
 Unique space
 Access to amenities
 Fiber/High-speed Internet

PEAK ACTIVITY HOURS

9-9; M-F



MEDICAL PROFESSIONALS

INDUSTRIES & OCCUPATIONS

Health Care

COMMON BACKGROUNDS

Medical Practitioners
 Counselors
 Dentists

NEEDS

Accessibility
 Flexible space
 Front desk

PEAK ACTIVITY HOURS

9-5; M-F



PROFESSIONAL SERVICES

INDUSTRIES & OCCUPATIONS

Business and Related

COMMON BACKGROUNDS

MBA
 Finance
 Law

DOWNTOWN NEEDS

Flexible space
 Conference rooms
 Accessibility

PEAK ACTIVITY HOURS

9-5; M-F

DA 01.04 Position future accommodation

The market analysis identified demand for around 40 beds of accommodation throughout the Study Area. Currently, the Study Area offers less than 10 beds of accommodation (not including Airbnb or other rental listings), while the city has a total supply of around 400 beds. Most of the conventional hotels and motels are located north along Old State Route 3. Given the critical importance of visitor spending to the local economy, the Study Area will need to expand its accommodation offerings to encourage more visitors to stay overnight, stay longer, and spend more. Future accommodation should be smaller in scale and maintain historic character where possible.

Other comparable historic downtowns, which include Hermann (MO), Washington (MO), and Paducah (KY), provide great examples of smaller-scale historic lodging. In some cases, a successful ground floor restaurant can improve economically feasible and provide consistent revenue streams in slower visitation seasons. The Alton Cracker Factory is a local example of this type of accommodation that should be expanded within the Study Area. While the traditional Bed and Breakfast model is also appropriate for this type of market, given the building stock and preference for single-family homes or mansions (e.g. Victorian style), this would be better suited in the residential areas to the north.



Alton Cracker Factory | Alton, IL

Features

Upscale Lodging
4 Units

Rate

\$220/night



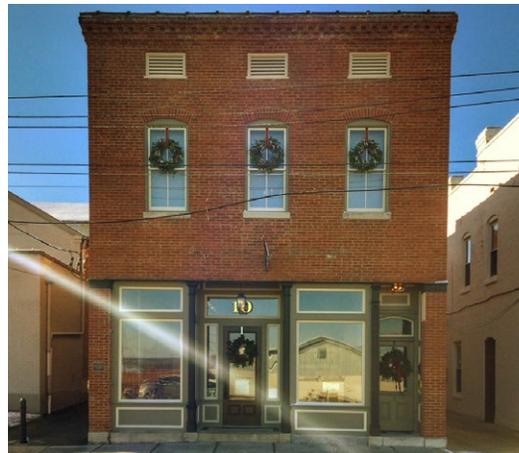
Hermann Crown Suites | Hermann, MO

Features

Inn with Restaurant/Bar
18 Units

Rate

\$120/night



**2nd Street Loft - Lodging |
Washington, MO**

Features

Downtown Luxury Loft
2 Units

Rate

\$80/night



The 1857 Hotel | Hermann, MO

Features

Boutique Hotel
13 Units

Rate

\$90/night

GOAL DA 02

Fill and Improve Storefronts

Given the ever-evolving nature of retail, space demands and the need to be adaptive to changing trends, storefronts must be customizable to a broad range of uses beyond traditional storefront retail. Though storefront vacancy is not widespread in the Study Area (total vacancy of around 10 to 12 percent), creating opportunities for space activation and tenant diversification are still critical for the future viability of the corridor. Though maintaining low storefront vacancy should continue to be an ongoing goal, from a market perspective, rent growth is more of an indicator of success, since higher rents can unlock real estate development potential. Typically, successful retail districts have average annual rent growth of at least two percent.

As the primary organization serving the local business community, Alton Main Street in conjunction with the City of Alton should serve as the lead entity supporting the following goals. The ability to implement the following goals is dependent on staffing and capacity of Alton Main Street, which currently has an annual budget of less than \$100,000 and only one part-time director. Enhanced services will require full-time staff, which would range from around \$50,000 to \$150,000 annually for wages and benefits.

QUICK FACTS

Responsible Entity:
Alton Main Street, City of Alton, Developers and property owners, GRRCVB

Potential Partner(s):
Riverbend Growth Association, GRRCVB

SEE ALSO
DA 01

RECOMMENDATIONS

- DA 02.01 CURATE A BROAD MIX OF GROUND FLOOR USES
- DA 02.02 FACILITATE STARTUPS AND POPUPS
- DA 02.03 CONTINUE OR EXPAND ASSISTING UPGRADES AND IMPROVEMENTS TO COMMERCIAL DISTRICT BUILDING STOCK

PHASE

- ONGOING
- NEAR
- ONGOING

DA 02.01 Curate a broad mix of ground floor uses

A successful commercial district maintains a diverse mix of ground-floor tenants to serve the needs of multiple segments of demand (workers, residents, and visitors) and to allow for greater vibrancy throughout the day and evening. In order to attract more visitor spending, destination and entertainment retail is needed, including bars, restaurants, venues, breweries, and boutiques; however, there is also a need to capture more local household spending with more service-oriented businesses such as dry cleaners, salons, fitness centers, or other daily needs retailers as well as daytime offerings for the local workforce, including cafes and lunch spots.

Given the length of the corridor and demand capture needed to support brick and mortar retail in the face of competition from big box stores, online sales, or other retail districts, the Study Area also needs to incorporate a mix of non-retail tenant users such as storefront offices, galleries or arts-based uses, or live-work residential spaces. Though not direct

contributors to the sales tax base, these types of uses can “fill the gaps” and offer additional market support for existing retailers. The diversification of retail users is an ongoing process and should be positioned to further enhance the broader sub-district vision and strategies.

DA 02.02 Facilitate Startups and Popups

Installing temporary or “popup” retailers, restaurants, art studios, and other uses in vacant storefronts can add vitality to an otherwise quiet block, provide property owners a modest source of revenue, and help local entrepreneurs test business concepts that could become permanent fixtures in the future. Popups also complement community events designed to bring visitors to the area for a special experience. Visitors that participate in these events will be even more likely to leave with a positive impression of Alton—and be more likely to return—if they see a district with more unique local businesses and a continual change in programming and offerings.



**DAYTIME AND
LOCAL RETAIL**



**STOREFRONT
OFFICE SUITES**



**SERVICE
RETAIL**



**CREATIVE/
ARTS**



**NIGHTTIME
ENTERTAINMENT**



**LIVE-WORK
RESIDENTIAL**

Alton Main Street in partnership with the City of Alton should be the facilitate these types of temporary uses—ranging from one weekend to six months—by matching entrepreneurs with willing and interested owners of vacant space, and by developing a framework for these short-term arrangements. Main Street Alton should develop an inventory of potential pop-up spaces and work with willing property owners. It should also serve as a liaison for entrepreneurs and pop-up spaces.

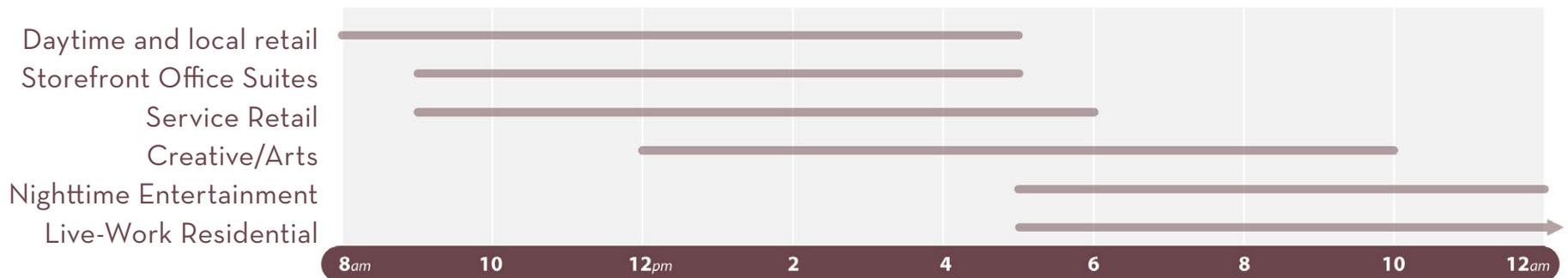
Resources such as a template popup lease could identify and address issues specific to a short-term occupancy and offer a balanced starting point for negotiation between landlord and tenant. Main Street Alton should work with the city to develop this short-term lease agreement.

Alton Main Street could also administer small matching grants (\$1,000 to \$2,000) for modest improvements that make space move-in ready for a temporary use, such as by clearing space, painting walls white, or building simple display cases. Finally, stakeholders could work with the City of Alton to codify occupancy permit standards appropriate for this

special type of short-term use. A “popup toolkit” could outline an approvals process, and connect interested parties to key resources and information. Licensing, permitting, insurance coverage, and leasing processes should be formalized to assign roles and responsibilities for property owners and tenants. There are a number of pop-up toolkit resources available online including Shopify (<https://www.shopify.com/blog/pop-up-shop>) and Pop-Up Shops (<https://pop-upshops.ca/>).

DA 02.03 Continue or expand assisting upgrades and improvements to commercial district building stock

Maintaining Alton’s historic character will be critical for its long-term positioning as an attractive destination for visitors and future residents, which emphasize the importance of maintaining its commercial building stock, especially its ground-floor retail environment. Fortunately, there are several existing programs that property and business owners can utilize that should continue or expand in the future. One such program is the City of Alton’s Commercial Facade Program that provides a 25 percent reimbursement grant for



investments in the facades of buildings, up to \$7,500 for one storefront or \$10,000 for multiple storefronts. The budget consists of about \$30,000 of Community Development Block Grant (CBDG) funds annually to support the program. Over the last five years, about 10 property owners have been allocated funding. Though located outside of the Study Area, the property at 1801 State Street and occupied by Nicky G's is demonstrative of the net positive impacts of the program. An impactful resource for historic presentation is the utilization of Historic Tax Credits (HTC), which can help finance the rehabilitation of historic structures for future commercial use. Eligibility for the program depends on historic designation of specific properties or properties within a formalized historic district. The official historic designation of all or a portion of the Study Area would open the door to a valuable, albeit competitive, pool of resources for creating more catalytic development opportunities and maintaining the historic building stock.

Given the challenges with and expense of maintaining historic building stock, the City and key stakeholders should continue offering, and explore the expansion of, technical assistance resources and programs for property owners seeking historic rehab/preservation. The City provides technical assistance for historic property rehabilitation through its Building & Zoning Department in consultation with the City's Historical Commission. Additionally, some architectural assistance is available from the Illinois Historic Preservation Agency (SHPO) for properties located within Alton Main Street's program boundary, although these resources have been limited in recent years due to state budget reductions.



Example of the commercial facade program

GOAL DA 03

Support Local Businesses

Building upon a growth-from-within strategy, programs, spaces, and resources need to be in place to ensure that aspiring entrepreneurs and small businesses have the tools to thrive in Alton. As identified in the market analysis, Alton currently has a strong local business community, which could be further leveraged to continue creating a culture of local entrepreneurship. This, in turn, will make the community more attractive to prospective home buyers or existing regional businesses seeking an alternative location.

Alton Main Street in conjunction with the City of Alton is best positioned to provide direct services or *laissez-faire* with city and regional small business resources on an ongoing basis. Funding for services will depend on the organization's staffing and capacity. Riverbend Growth Association should also be an active participant in facilitating peer-to-peer business networks, promoting Downtown Alton, and linking prospective businesses seeking space to local resources and entities.

QUICK FACTS

Responsible Entity:
Alton Main Street, City of Alton, Riverbend Growth Association

Potential Partner(s):
Riverbend Growth Association, SIUE, Developers and property owners, City of Alton, Lewis & Clark Community College

RECOMMENDATIONS

PHASE

DA 03.01	PROVIDE NEEDED SUPPORT AND TECHNICAL ASSISTANCE TO SMALL BUSINESSES	ONGOING
DA 03.02	ESTABLISH A COWORKING SPACE	NEAR
DA 03.03	CONTINUE STRENGTHENING LOCAL BUSINESS-TO-BUSINESS AND PEER NETWORKS	ONGOING
DA 03.04	EXPLORE CREATION OF A WORKFORCE DEVELOPMENT/ JOB TRAINING CENTER	MID

SEE ALSO
DA 01

DA 03.01 Provide needed support and technical assistance to small businesses

An important first step in supporting businesses and property owners in the Study Area is to maximize the tools and resources that already exist. The City of Alton currently works directly with area businesses and partners in conjunction with key regional small business organizations, entities, and resources. It regularly partners with the Southern Illinois University Edwardsville (SIUE) Small Business Development Center to provide support and resources to local small businesses and serves as one of the principal sponsors for the annual Metro East Start-up Challenge. It also works with Madison County Community Development on its Job Creation Loan Program. Main Street Alton should continue and/or expand its role as a liaison for these business assistance tools by connecting businesses in Alton directly to providers, hosting informational sessions about available resources, and/or by helping to showcase local successes for businesses that use these tools to expand or improve their businesses. Efforts that extend the reach of these programs into the Alton community in ways that are locally relevant and useful for Alton-area businesses would increase the likelihood of their use and impact.

The Metro East offers several programs and services geared toward startups and small businesses, including SIUE Small Business Development Center (SBDC) and Metro East Business Incubator (MEBI). The City of Alton and stakeholders should explore offering a similar small business assistance center in the Study Area or assisting local businesses with accessing service providers in the Metro East. In some cases,

new services may not need to be created, although offering an on-the-ground and physically accessible small business center or incubator would help grow, retail, or attract small businesses to the Study Area. The creation of a business incubator was a goal of the City of Alton's Riverfront TIF plan and efforts to implement this goal should continue to demonstrate support for business owners in Alton.

DA 03.02 Establish a coworking space

There are several coworking models that range from shared workspace to a more comprehensive business incubator with programming and services to assist startups and entrepreneurs. Coworking spaces have been successful since they allow entrepreneurs and small businesses an affordable home office location with flexible leasing and the ability to expand as needed. Creating a co-working space would create a small business hub and help establish an entrepreneurial culture in Alton, especially for younger professionals. There are several comparable spaces in Metro East, including The Lodge in Edwardsville, and Peer 151 in Belleville. There may be opportunities to link existing Metro East small business services with a satellite office or liaison stationed at the space. The City of Alton should collaborate with AltonWorks and Alton Main Street to identify potential entrepreneurial support organizations and entities in the region that could co-locate operations or provide services in the space. Currently the Elfgen Building has been identified as a targeted location for this use.



The Lodge | 2019
Edwardsville, IL

10,000+ SF Office: 24-hour access, conference room, café with beer on tap and coffee, common areas, and private working spaces.



Peer 151 | 2015
Belleville, IL

6,000 SF Office: 24-hour access, \$125/month, training rooms, conference rooms, mentorship team, break rooms, and kitchenette

DA 03.03 Continue strengthening local business-to-business and peer networks

Maintaining a healthy small business ecosystem not only requires direct business services, programs, and resources, but also foster peer networks that can establish a culture of entrepreneurship. Part of this network includes linking local businesses within the community, but also with regional entrepreneurial organizations and groups. Alton Main Street has a volunteer Economic Development Committee, hosts business support workshops, and continually engages with regional groups such as Venture Café, ITEN, and CORTEX. These types of activities also help improve marketing and exposure to Alton, which has a direct impact on the success of the small business community. To the extent possible, these activities should continue and/or expand. Riverbend Growth Association should continue providing business networking and mentoring services and promoting the Alton market for future business expansion and/or relocation and existing marketing and promotional platforms of the GRRCVB should highlight and celebrate local small businesses.

DA 03.04 Explore creation of a workforce development/job training center

In addition to serving the needs of entrepreneurs and small businesses, there is also a need to maintain a skilled workforce, which can not only help existing households find pathways to prosperity, but also help small businesses grow by linking them with a talented and capable labor force. The creation of a workforce development center (or expansion of existing programs) would further support growth-from-

within economic strategies and could offer training serving a wide range of industries from computer programming to more vocational paths, such as trades education, apprenticeship programs, or green jobs training. Lower Broadway could be an ideal location given the existing light industrial space and proximity to the Arts District, which should also be positioned as an entrepreneurial hub.

Lewis & Clark Community College Scott Bibb Center, located just north of the study area at East 5th Street and Central Avenue, is a valuable local resource that offers adult education programs, including the Highway Construction Trades Program, YouthBuild, GED, and English as a Second Language programs. There may be future opportunities to expand current programming, especially trade-oriented training by utilizing existing industrial space along Lower Broadway. The City of Alton and Alton Main Street in conjunction with the Riverbend Growth Association should identify potential spaces within the corridor and conduct visioning sessions with regional workforce development entities and organizations, including Southwest Illinois workNet, Lewis and Clark Community College, and SIUE. Engagement with the local business community will be critical to understand workforce needs, develop partnerships, and identify potential funders.

GOAL DA 04

Invest in Neighborhoods and People

Though devising specific neighborhood-based strategies for areas outside of the Study Area was beyond the scope of this engagement, it is still recognized that the success of Alton's commercial district is tied to the vitality and health of its surrounding neighborhoods. A vibrant, welcoming, and amenity-rich commercial district will raise the quality of life for households living throughout Alton, while also attracting new households to the area. And neighborhoods with a strong community, a stable population, and a diverse range of income levels and backgrounds will help to ensure that a wide range of businesses in Alton can survive, grow, and thrive. As identified in the market analysis, housing market and socio-economic conditions in the neighborhoods immediately north of the Study Area are relatively weak, especially Hunterstown north of Lower Broadway, indicating a need for housing preservation and stabilization efforts. In 2010, the City of Alton established the Hunterstown Tax Increment Financing District to support redevelopment, although a more comprehensive neighborhood stabilization plan is likely needed. Targeted strategies need to be developed that focus on long-term, incremental investments in people, places, and housing.

QUICK FACTS

RECOMMENDATIONS

PHASE

Responsible Entity:
City of Alton, Gretaer Alton Community Development Corporation, Developers and Property Owners, Alton School District, Alton Main Street

Potential Partner(s):
Rise Community Development, SIUE, OSF Saint Anthony's Health Center and Alton Memorial Hospital

See the Implementation Matrix in the Appendix for estimated opinion of cost.

DA 04.01	CONTINUE DEVELOPING NEIGHBORHOOD STABILIZATION AND REINVESTMENT TOOLS AND STRATEGIES	NEAR
DA 04.02	DIVERSIFY THE HOUSING STOCK TO SUPPORT NEEDS OF A MULTIGENERATIONAL COMMUNITY	ONGOING
DA 04.03	EXPAND FUNDING AND PROGRAMS FOR YOUTH AND EDUCATION	ONGOING
DA 04.04	LINK COMMUNITY DEVELOPMENT EFFORTS WITH HEALTH, WELLNESS, AND NUTRITION PROGRAMS	ONGOING

SEE ALSO

DA 01

DA 04

Moving forward, community engagement with adjacent neighborhoods should focus on appropriate ways to leverage investment in the Study Area to benefit area residents. Additionally, future neighborhood planning and redevelopment engagement efforts should be conducted with an equity lens to ensure that they are inclusive of People of Color and historically underrepresented populations.

DA 04.01 Continue developing neighborhood stabilization and reinvestment tools and strategies

Alton should explore conducting a citywide housing study and strategy to identify current and future housing needs, identify potential barriers to development, bolster current programs, and best leverage scarce resources. This type of study could help identify areas for public or institutional intervention, where subsidies or incentives are necessary to attract private investment activity, or where targeted intervention on a neighborhood level is needed. Potential interventions could include creation or expansion of homeownership programs, housing stabilization initiatives, land acquisition and assembly, and tax credit allocations. Though the city continues to support neighborhood stabilization efforts in a number of ways, it should continue to explore future partnerships with regional community development organizations to assist in these efforts.

The Greater Alton Community Development Corporation is the primary community development organization serving Alton, especially the Hunterstown neighborhood, but has

very limited capacity with no direct program or service offerings and operates more as a volunteer advocacy organization. Increasing capacity of the organization would require significant fundraising and staffing. In the near term, partnerships with regional community development organizations such as Rise are recommended to support community development efforts with a long-term goal of supporting a dedicated local organization. A fully-fledged community development organization typically requires around \$100,000 annually at a minimum to support a full-time executive director (pay and benefits) that can position the organization to build capacity over time.

DA 04.02 Diversify the housing stock to support needs of a multigenerational community

Given population loss and demographic shifts in the city (from 2010 to 2019, there was a net loss of population under 50 and net gain of population over 50), there is an immediate need to attract and retain younger households. There is also a need to provide the types of housing and resources to ensure that older generations can stay in the community. Creating and sustaining a multigenerational community is a multifaceted endeavor. It speaks not only to the importance of a vibrant downtown, economic opportunity, quality education, recreational activities for youth, and healthcare, but a housing stock that is diversified and can accommodate a wide range of lifestyles, preferences, and affordability levels.

The City of Alton should conduct a review of existing zoning to ensure that it supports and allows for higher-density and/

or mixed-use development that is contextually appropriate in the study and adjacent neighborhoods. The City should also engage with regional developers and real estate professionals to encourage and introduce new types of housing products in Alton.

DA 04.03 Expand funding and programs for youth and education

Continuing to invest in youth and the next generation of Altonians is not only sound public policy, but the quality of schools, facilities, and programs also has a direct impact on the marketability of the housing stock. As part of a comprehensive development strategy, resources should be identified and partnerships forged to invest in local schools, which will not only help place youth on paths to prosperity, but also help reposition Alton as an attractive community for families in the region. This will be necessary to change current trends with an aging population and declining population of children and younger households.

Alton should explore partnerships with and/or expansion of programs such as the Southern Illinois University Edwardsville (SIUE) East St. Louis Center that provides a wide range of services for youth and families, including Project Success that provides tutoring, nutrition, athletics, music, and other enrichment activities for children in protective custody. Continuing strong relationships with SIUE should continue for leveraging resources and partnerships and launching new initiatives such as the SIUE Successful Communities Collaborative (SSCC) that partnered with the City of Alton in 2018 and 2019.

DA 04.04 Link community development efforts with health, wellness, and nutrition programs

Alton is well-served with healthcare facilities, including OSF Saint Anthony's Health Center and Alton Memorial Hospital, but supporting a more holistic and healthy community will have a direct impact on future prosperity. Healthy eating programs and curricula should be incorporated in K-12 schools and opportunities for uses such as community gardens or urban farming should be incorporated as part of future community development efforts. In the mid-2000s, the City of Alton was designated a Weed & Seed community through the United States Department of Justice, and through this initiative, the City developed a comprehensive Youth Development Strategy. The strategy was developed and implemented in concert with the Alton School District. Future efforts should evaluate the status and effectiveness of this strategy with recommendations for adaptive changes. Another model health and nutrition-related program includes Healthy Schools Healthy Communities (HSHC) as part of the BJC School Outreach and Youth Development that has partnered with St. Louis Public Schools to support active living, nutrition, and healthy behaviors for children and families. Collaboration and partnerships with the Alton School District and local health centers should be explored to implement a similar program for the community.

GOAL DA 05

Build on Anchors and Assets

To change the trajectory of a local economy, future investment strategies must capitalize on local assets. In many scenarios, anchor institutions such as healthcare providers, institutions of higher learning, major employers, or major civic uses, can be leveraged. There is no major anchor in the Study Area, therefore other nearby assets must be leveraged and/or efforts should be made to facilitate the potential expansion of local and regional institutions into the Study Area.

The Argosy Casino is located just beyond the study area but serves as an anchor tourism attraction and major employer. Though casinos by their design are more “inward facing,” providing better connections to and from the Study Area could better link visitors and employees to other destinations through the corridor. Other local anchors and potential partners include OSF Saint Anthony’s Health Center and

QUICK FACTS

Responsible Entity: City of Alton, Alton Main Street, Developers and Property Owners, GRRCVB

Potential Partner(s): GRRCVB

SEE ALSO
 CI 02
 CI 03
 CM 03

RECOMMENDATIONS

PHASE

DA 05.01	CELEBRATE ALTON'S UNIQUE INDUSTRIAL CHARACTER	MID
DA 05.02	LEVERAGE HISTORIC BUILDINGS AND LANDMARKS	ONGOING
DA 05.03	ACTIVATE THE RIVERFRONT	MID
DA 05.04	IDENTIFY POTENTIAL ANCHORS	NEAR



Alton Riverfront



Community Programs



Ardent Mills

Alton Memorial Hospital. Though their immediate environs are disconnected from the Study Area, they stand to benefit from continued redevelopment efforts Downtown, since this could further support their own talent attraction and retention efforts. Conversely, continued reinvestment in these health care centers can provide additional tiers of market support for housing, retail, and other commercial uses Downtown, which emphasizes the importance of seamless connections and accessibility. Finally, partnerships with University of Southern Illinois – Edwardsville should continue, not only pertaining to expansion of educational programming and services, but for positioning Alton’s housing stock for current students, recent graduates, or university faculty and staff.

DA 05.01 Celebrate Alton’s unique industrial character

As with many Midwest communities that were founded upon the strong tradition of manufacturing, there is an opportunity to celebrate the past, while looking forward to the future. Whether Alton’s industrial assets maintain their operations or not, their structures could be enhanced with public art or adaptive reuse. Future marketing and district branding efforts should incorporate and maintain Alton’s historic industrial past.

DS 05.02 Leverage historic buildings and landmarks

Alton has a rich history that should be preserved, but more importantly, celebrated and brought to the forefront to further encourage visitation and promote civic pride. GRRCVB should actively promote the community’s historic and cultural assets as part of marketing and branding strategies.

DA 05.03 Activate the riverfront

The riverfront is one of Alton’s greatest assets. Considerable investment has taken place over the last two decades with the development of the amphitheater and recreational improvements. Creating better connectivity is desirable, but also critical is expanded programming and amenities to further activate the riverfront. Future programming and design changes within the riverfront area will need to balance zoning constraints and compliance with floodplain requirements.

DA 05.04 Identify potential anchors

Without a major anchor institution in the Study Area, there is a need to form partnerships and identify potential expansion of other regional institutions. Anchor institutions can provide market support for complementary uses, but also provide much needed programs, resources, and services for the community, which can have a direct impact on quality of life.

GOAL DA 06

QUICK FACTS

RECOMMENDATIONS

PHASE

Create the Catalysts

Catalyst sites and projects are those that, if realized, can trigger further investment in adjacent or nearby areas creating a ripple effect that can have profound impacts on the community. New real estate development generates new market activity and vibrancy, but also signals to future investors that market conditions are sound. Catalyst sites (single parcels or assembled) are typically those of scale with considerable development capacity.

As presented in the market analysis, though some properties are vacant or underutilized, there is not widespread vacancy within the corridor, which limits redevelopment opportunities of scale. Market conditions are currently not supportive of new construction of commercial real estate development and topographical challenges within the Broadway corridor also further limit development feasibility.

Responsible Entity:
Developers and Property
Owners, City of Alton

DA 06.01 CREATE THE CATALYSTS

MID

SEE ALSO
DA 01

Therefore, renovation, rehabilitation, and reuse of existing structures within the Study Area is market supported and will satisfy demand in the near- and mid-term (three to ten years). In this context, given limited sites within the Study Area, catalyst sites were identified just beyond the Study Area boundaries. These sites have more long-term development potential assuming key elements of the market strategy are implemented, including investing in the public realm, improving the economic conditions, and increasing demand for real estate.

The identification of catalyst sites was influenced by several key development projects currently underway. These projects, once realized, will create two activity nodes and future investment efforts should reverberate from these areas and further highlights the importance of creating sound connections throughout the corridor.

Near-Term Catalysts (planned or underway)

Grand Theater Renovation

The Grand Theatre, located on the southwest corner of East 3rd Street and Market Street, has been vacant since the late 1970s, but AltonWorks plans to reopen the theater once renovated. Though specific programming is still in progress, a venue of this size and capacity (previous capacity was 1,000 people) could be a major activity generator and source of new market demand for the Entertainment District and other parts of the Study Area.

Planned Arts District Park

Numerous studies have shown that parks and greenspace can have a profound impact on property value appreciation. The planned park, to be located just east of the Jacoby Arts District, will make surrounding real estate more visible and marketable, but also create a public space in the Study Area to enhance vibrancy and promote community building. The specific timeline for implementation is unknown at this time but is expected to break ground within the next few years.

Jacoby Arts Apartments

Plans are currently underway to create 30 new live-work studios in the Arts District. Though modest in terms of the number of units, this type of development will put underutilized space back into productive use, enhance visibility for the Arts District, and further establish the Study Area as a hub for arts, culture, and entrepreneurship.

Long Term Catalyst Areas

Piasa Street Corridor

One of the focus areas of the Great Streets plan is to improve conditions along Piasa Street. Roadway and public realm improvements to improve connectivity, safety, and overall pedestrian experience would help unlock development potential for the parcels stretching north of West 3rd Street. As presented previously, the current state of the market would not allow for the construction of new real estate development in or around the Study Area without deep subsidy; therefore, the development potential for this area should be considered long term (10 to 15 year timeframe) and dependent on implementation of the Great Streets plan as a whole.

These parcels would have considerable future market potential given their capacity and location within a few blocks of the Entertainment District and Madison County Transit bus terminal. Future mixed-use development could be transformative putting underutilized parcels back into productive use and creating better connections within the urban fabric, further linking Alton's commercial core with the residential neighborhoods to the west and northeast, which, in turn, would improve their own marketability.

FUTURE DEVELOPMENT

The primary recommended typology for this district is mixed-use multifamily along with ground floor commercial space with frontage along Piasa Street. The commercial component would help establish a highly visible pedestrian connection from the transit center to the north to the core of the Entertainment District. The recommended scale should be three to five stories with on-site rear or side surface parking, as it is unlikely that market conditions would be strong enough to support the development of structured parking. However, there could be opportunities for shared structured parking to serve downtown visitors and residents to create the necessary economies of scale.

Other complementary uses could include medium density office development, although currently there is limited precedent for urban infill office development in the Metro East. At the same time, this area would be attractive for future office users given access to local amenities and transportation, especially for built-to-suit or institutional users. Depending on the conditions of the existing industrial improvements, other potential uses could include adaptive reuse for retail or commercial tenants such as creative office space, event space or a food hall.

KEY STEPS FOR DEVELOPMENT-READINESS

Flood Mitigation for Entertainment District: Without a flood mitigation plan or strategy, flooding will continue to have an adverse impact on the economic viability of the Entertainment District. Not protecting the most intact and vibrant historic commercial district in the City would negatively impact the Study Area and city. By addressing the flooding, property and business owners would have more incentive to invest in their properties and sustain their operations, which, in turn, would make the Piasa Street Corridor parcels more marketable.

Site Acquisition and Assembly: The City of Alton owns a portion of the properties within this area, although some acquisition and assembly is needed to enable site control for future development of scale and impact with a collective vision.

Public Realm Improvements: Implementation of roadway, pedestrian, and public realm improvements along Piasa Street will improve safety, connectivity, and marketability of the corridor and adjacent parcels. Without these interventions and continuation of status quo with vehicular traffic moving at relatively high speeds, the adjacent parcels would have less market potential beyond auto-oriented uses such as light industrial or fast food restaurants.

Highest and Best Use Analysis: The redevelopment and adaptive reuse of industrial buildings is costly and typically requires some form of subsidy (tax credits or other equity investment), even in areas with very strong market characteristics. Existing properties not only need to be structurally sound but have floor plates and configurations to support sufficient numbers of residential units or commercial square footage to make the project economically viable. Typically, the renovation and/or restoration of obsolete industrial space into “niche” light industrial uses or artisan workspaces is not economically viable without deep subsidy. It is assumed that most existing improvements have limited reuse potential, although a detailed Highest and Best Use analysis of the existing improvements is needed to understand the development possibilities across a number of uses.

Environmental and Infrastructure Assessment: As with any parcels with former industrial uses, an environmental assessment is needed to identify any potential contamination, the type and level of contamination and cost of remediation. Additionally, an assessment of water, sewer, electrical and other utilities is recommended for each of the parcels, and a stormwater assessment is necessary to understand what types of facilities are needed district wide.

Land Use and Zoning: The study area as focused on the Broadway corridor is comprised of largely three zoning designations:

1. C-2, General Commercial District, located on both sides of Broadway between Monument Ave and Henry Street, and on the north side of Broadway from Henry Street to Market Street, and both sides of 3rd Street between Market Street and the study boundary.
2. C-4, Downtown Commercial District
3. MR, Marina Recreation District

The zoning code should be modified to allow for and encourage higher density mixed-use development and flexibility for incorporating progressive development and parking practices. While there are some similarities between the zone districts from a use perspective, the current allowances may not reflect the uses desired by the City in these areas and should be examined and updated to reflect current day desires. Residential typologies are limited in the study area zoning districts and should be amended to allow for and encourage the market demand outlined. Additionally, there are significant dimensional differences between the zone districts in the study area, with little to no transition between heights and setback requirements. Given the lack of adopted design guidelines directing development for the study area, new development could be inconsistent with the existing building types, and potentially impact the strong character that exists in downtown Alton.



Hospital Site

The soon to be vacant St. Clare's Hospital and surrounding blocks present a considerable redevelopment opportunity of scale, but the realization of this market potential would require an area-wide development plan. With continued investment in the Arts District, the market potential for the surrounding parcels will continue to improve. Redevelopment in the area could establish a transitional district from the commercial corridor to the residential areas to the north. Given the topography, many of the parcels with frontage on East 4th have premium views of the river and could be highly marketable as "bluff view" lots for townhomes or other single-family development. The hospital building could support several adaptive reuses, including multi-family, office, or institutional, such as higher learning or other civic use. The existing parking structure, if structurally sound, could satisfy any parking requirements or demand for the entire redevelopment area (although a capacity analysis would be needed).

FUTURE DEVELOPMENT

Given the availability of subsidies for historic preservation through the state and federal Historic Tax Credit program, the adaptive reuse of the existing hospital structures into multifamily apartments (market rate or mixed-income) would have catalytic impacts on the surrounding neighborhood; however, eligibility would require modifying the boundaries of the Middle Town Historic District to include the property or designating the property as a historic landmark. Given its location a few blocks from the Arts District and Broadway corridor, future viability will also depend on investments within these areas. The adaptive reuse into office space is also a potential future use, although the viability would likely require an anchor tenant such as an institutional partner. On the parcels adjacent to and near the hospital site, especially those along East 4th Street from Ridge Street to Central Avenue, there is potential opportunity for residential development to better link the hospital site to the Arts District, including townhomes, medium density multifamily, and single-family infill. Redevelopment of these parcels could help stabilize and help change the economic trajectory of the neighborhood. However, any redevelopment of scale would better serve the neighborhood if coupled with community-based stabilization efforts.

KEY STEPS FOR DEVELOPMENT-READINESS

Explore Historic Tax Credit Eligibility: The existing hospital improvements are not within a historic district or designated landmarks; therefore, the best path for historic tax credit eligibility should be explored since tax credits would most likely be needed to support financing for redevelopment/ adaptive reuse in the near- to mid-term.

Site Acquisition and Assembly: In addition to securing the hospital buildings and parking structure, assembling adjacent parcels can help create the foundation for a district-wide redevelopment strategy that could have a tremendous impact on the surrounding neighborhood, Broadway corridor, and city as a whole.

Continued investment in Arts District and East Broadway: The future development potential for the hospital and adjacent sites are dependent on the success of the planning and revitalization efforts in the Arts District and East Broadway corridor. These sites are several blocks off the corridor, which emphasizes the need for better connections within the built environment. Redevelopment and investment activity within the corridor will help create a ripple effect and enhance the marketability of these sites.

Mixed-Use Residential



Industrial Rehab



Mixed-Use Office



Incentives and Other Subsidies: An adaptive reuse of scale of a historic building will likely require some form of subsidy. A strictly market-rate multifamily development would likely require the utilization of Historic Tax Credits, and an assessment of the property's eligibility (individual buildings or as a district) should be conducted. For a more near-term redevelopment opportunity, a mixed-income redevelopment could utilize Low Income Tax Credits (LIHTC), which would be dependent on stateside funding cycles. Future jobs-based uses could potentially utilize New Markets Tax credits, depending on eligibility. For future institutional use, private fundraising could also help bridge any feasibility gaps.

Neighborhood Stabilization Strategy: The future viability of the hospital site and redevelopment of adjacent parcels is somewhat dependent on community-wide stabilization efforts. The surrounding Hunterstown neighborhood needs a long-term and incremental investment strategy to improve housing and neighborhood conditions and provide paths to economic opportunity for residents. It is critical that future redevelopment of the hospital and adjacent sites has community support and can be integrated as part of a broader neighborhood strategy.

Highest and Best Use Analysis: A Highest and Best Use Analysis was completed by the hospital leadership prior to the pending sale, which should be leveraged to link future redevelopment with broader community efforts. If not included in the analysis, an important component would be a structural analysis of the hospital improvements to understand reuse potential and the need for additional structural interventions. Additionally, a structural assessment of the hospital parking structure would be needed to understand its economic life and viability to provide parking for future development. Shared use agreements could help alleviate barriers to redevelopment for adjacent parcels.

Land Use: Similar to the Piasa Street Corridor sites, the zoning code should be modified to allow for and encourage appropriately scaled residential and mixed-use development, such as townhomes and condominiums or smaller lot single-family homes.

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5 GREEN NETWORKS + STORMWATER

Streets should be ecosystems where man-made systems coexist with natural systems

Sustainable stormwater management captures water closer to the source, reducing combined sewer overflows and roadway flooding. The Broadway corridor will manage stormwater through a tool-kit of strategies.





GREEN NETWORKS + STORMWATER

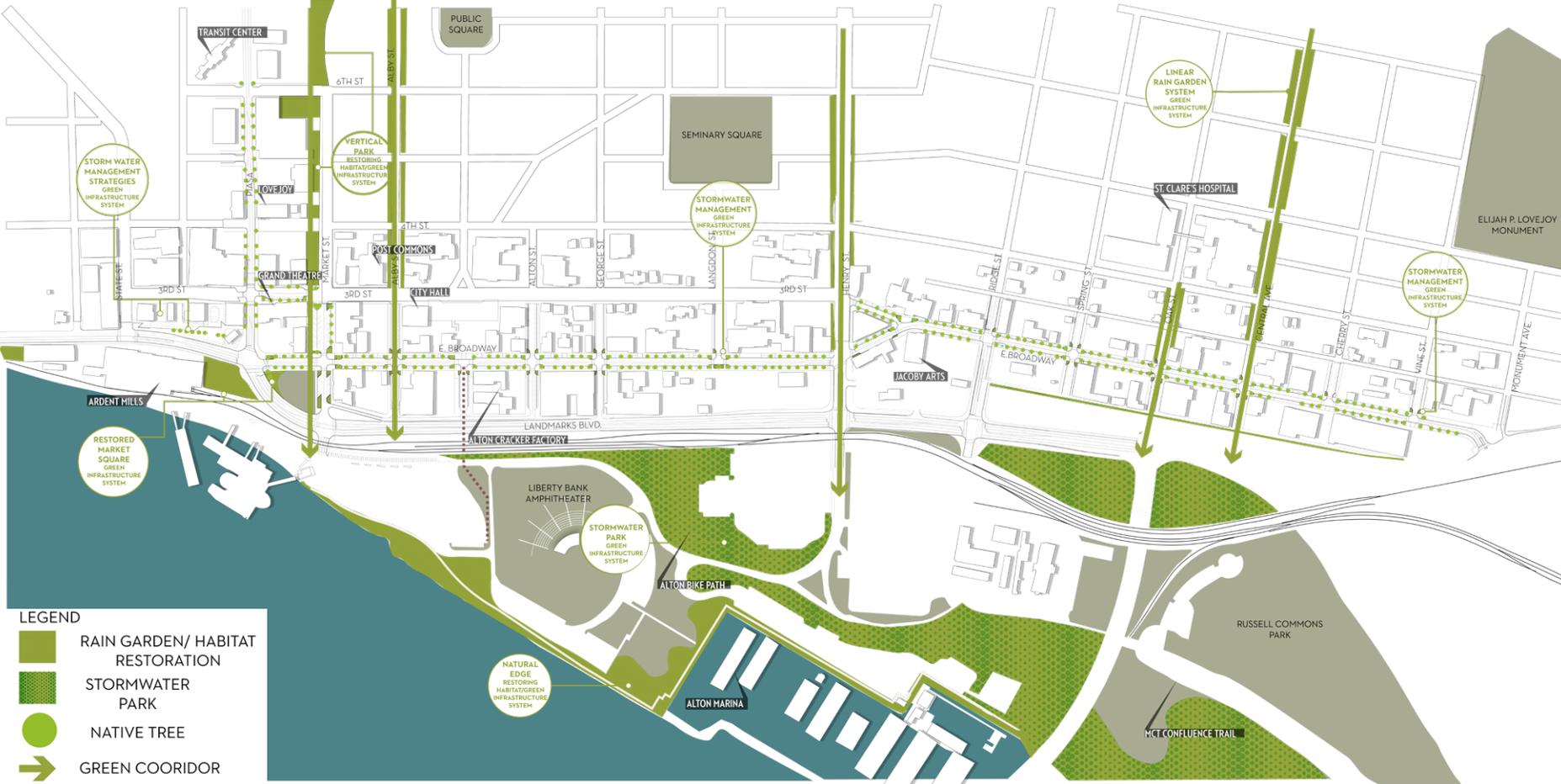
TO ACHIEVE THE ASPIRATION FOR CONNECTIONS AND MOBILITY THE FOLLOWING GOALS HAVE BEEN IDENTIFIED. EACH OF THESE GOALS ARE SUPPORTED BY A MULTIPLE ACTIONABLE RECOMMENDATIONS WITH IMPLEMENTATION DETAILS IN THE FOLLOWING SECTION.

GOAL 01 Create storage for water through a green stormwater infrastructure (GSI) plan

GOAL 02 Reduce stormwater flow by integrating green stormwater infrastructure (GSI)

GOAL 03 Infuse biodiversity

GOAL 04 Plan for river flooding



Green Networks framework plan

ECOLOGICAL APPROACH

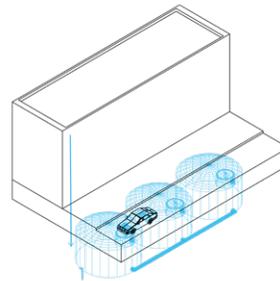
The approach to developing a Green Stormwater infrastructure (GSI) strategy for Broadway integrates an analysis of the natural conditions of the study area with concepts for land use and mobility planning. This integrated strategy ensures a comprehensive plan for the downtown's future and creates opportunities for complementary uses of GSI projects and landscapes with surrounding neighborhoods, and opportunity development sites. GSI improvements provide new programmatic opportunities for underutilized land creating new amenities in the downtown and promoting an enhanced sense of community well-being.

Downtown Alton is located within the Mississippi River Valley watershed. The watershed's natural contributor streams have been re-graded and paved, and buried in combined sewer lines for much of their length. The combined sewer outfall is located on the southern edge of downtown near the Sewage Treatment Plant. This plan will suggest long-term improvements which will assist the City in achieving

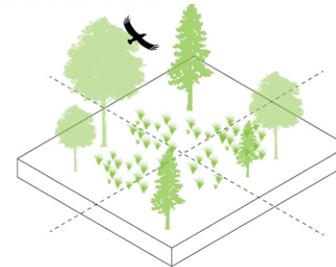
their stormwater goals. However, the plan will prioritize natural solutions over highly engineered ones as well as solutions which add ecological value to the downtown and the surrounding neighborhoods.

The recommendations include strategies for a variety of scales and sites whose combined capacities will ease the potential risk of combined sewer overflows within the watershed. The master strategy for GSI includes three major concepts: create storage for water, reduce the flow of water, and clean the water before it is released back into the river.

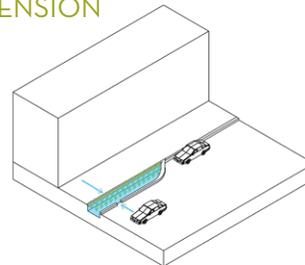
CISTERN



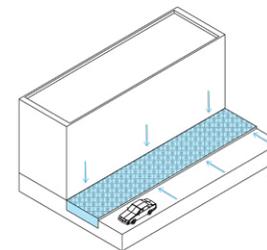
NATIVE PLANTING



RAINGARDEN CURB EXTENSION



POROUS PAVING



GOAL GS 01

Create storage for water through a GSI Plan

The intent of creating a city wide GSI plan is to reduce the impact of current flooding, manage stormwater runoff (volume and quantity) from current and planned impervious surfaces, and create a system of green public assets and community spaces that will be multifunctional systems. The plan identifies sites in the downtown that provide an opportunity for a variety of scales of water storage strategies. Creating these opportunities and linking them existing infrastructure can remove significant amounts of water from the combined system and help reduce the impact of backups and overflows.

Our approach strives to work with the existing character of Alton and landforms while helping to create a robust ecological system and corridors that tie the downtown back with the river. Creating a GSI framework Plan will be key to establishing a re-constructed ecology built from natural functioning systems. A GSI Framework Plan that works with natural and native ecologies through integrating green infrastructure practices and selection of appropriate plant materials will be key to maintaining long-term ecological health of downtown Alton. Where we can, we aim to preserve existing vegetation, areas of interest and special character, and native flora to tie into the newly recommended GSI areas. GSI will be integrated throughout the site in a variety of scales. Small scale strategies are woven into the public rights-of-way to minimize or eliminate stormwater entering the combined storm sewer system through best management practices (BMPs).

QUICK FACTS

Opinion of Probable Cost:
N/A

Responsible Entity:
City of Alton Public Works/
Planning

Potential Partner(s):
Alton Main Street, Corps
of Engineers

SEE ALSO
PS 01
PS 04

RECOMMENDATIONS

GS 01.01 CREATE AN INTERCONNECTED SYSTEM TO DECENTRALIZES WATER INFRASTRUCTURE

GS 01.02 CREATE A GREEN INFRASTRUCTURE MAINTENANCE PLAN

GS 01.03 GENERATE MOMENTUM THROUGH DEMONSTRATION PROJECTS

PHASE

NEAR

NEAR

NEAR



Example of a rain garden just following a rain event

Goal GS 01.01: Create an Interconnected System to Decentralize Water Infrastructure

Stormwater management is an integral component to the overall framework and functionality of the site as a whole. Through robust engineering and creation of decentralized storage areas for natural and piped water flows, flooding can be minimized. Creation of these decentralized areas where they have the maximum stormwater benefits also have the added advantage of creating dynamic social experiences throughout the year. In creation of these strategies ranging from Stormwater/ Wastewater parks at a larger scale to small rain gardens, the maintenance and management of these community landscapes need to be carefully considered. Key opportunity sites can play a huge role in the success of the overall GSI plan and working closely with the future developers of these sites will ensure long-term success of the recommendations.

GS 01.02: Create a Green Infrastructure Maintenance Plan

As part of the GSI strategies, large portions of lawn areas where appropriate will be transformed into ecological landscapes using native plantings. A Green Infrastructure Maintenance plan will outline the Landscape “management” for these renewed and repurposed areas. The new maintenance needs will also provide employment opportunities for a local workforce. A further detail of all the maintenance activities related to the GSI strategies can be found in PS 04.03. The City of Alton Department of

Public Works will need to champion this strategy with key stakeholders like Corps of Engineers and Alton Main Street. Funding for the annual maintenance can be accommodated through an expanded business district as recommended through the mechanism described in PS 01.02.

GS 01.03: Generate Momentum Through Demonstration Projects

Demonstration projects can be incorporated into site development of various phases associated with new buildings as well as retrofits to existing public open space amenities. Some of the GSI strategies can be easily integrated with strategies recommended in other chapters. Costs associated with specific strategies can be found in the opinion of probable cost in the Appendix. It is important to generate local support, acceptance and excitement through carefully choosing quick-hit sites for the implementation of small scale demonstration projects at the onset. The first phase of the demonstration projects can be undertaken within the Broadway corridor. Some examples of likely sites are at Henry Street and East Broadway and Henry Street and Landmarks Boulevard. Adding initial GSI strategies at Henry Street and East Broadway will alleviate some of the downstream flooding impacts. The City of Alton Department of Public Works will need to champion this strategy with an involvement by Alton Main Street who will be key in distributing information and garnering support from the local business community within the project area.

GOAL GS 02

QUICK FACTS

RECOMMENDATIONS

PHASE

Reduce stormwater flows by integrating green stormwater infrastructure (GSI)

There are several city owned parcels, facilities and right-of-way locations throughout downtown Alton that possess characteristics qualifying the site for GSI integration that would help to slow rainwater movement and reduce flow rates of stormwater runoff. By incorporating practices that improve water quality, such as GSI, Alton will contribute to local human and wildlife health as well as reduce costs for regional stormwater treatment.

GS 02.01: Reduce stormwater runoff.

BMPs such as rain gardens, continuous tree trenches, and subsurface storage and treatment will improve stormwater quality, minimize stormwater quantity, and fit within the general character set out in the Conceptual plans for Broadway. The recommended configuration for both the east and west Broadway segments will increase pervious surfaces by increased planting areas and rain gardens, as well as utilizing pervious paving materials within the right-of-way to store and utilize stormwater on site and decrease the volume of runoff entering the combined sewer system. Carefully implementing these strategies in sections of the corridor will also enhance and improve the stormwater infiltration. In addition, the north-south streets that connect to Broadway are steep and provide an ample area to address stormwater

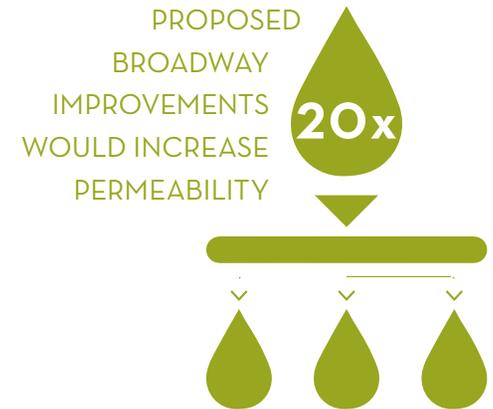
Opinion of Probable Cost:
N/A

Responsible Entity:
City of Alton Public Works,
Forestry Division

Potential Partner(s):
Federal and State Green
Infrastructure Grants

GS 02.01 REDUCE STORMWATER RUNOFF

MID

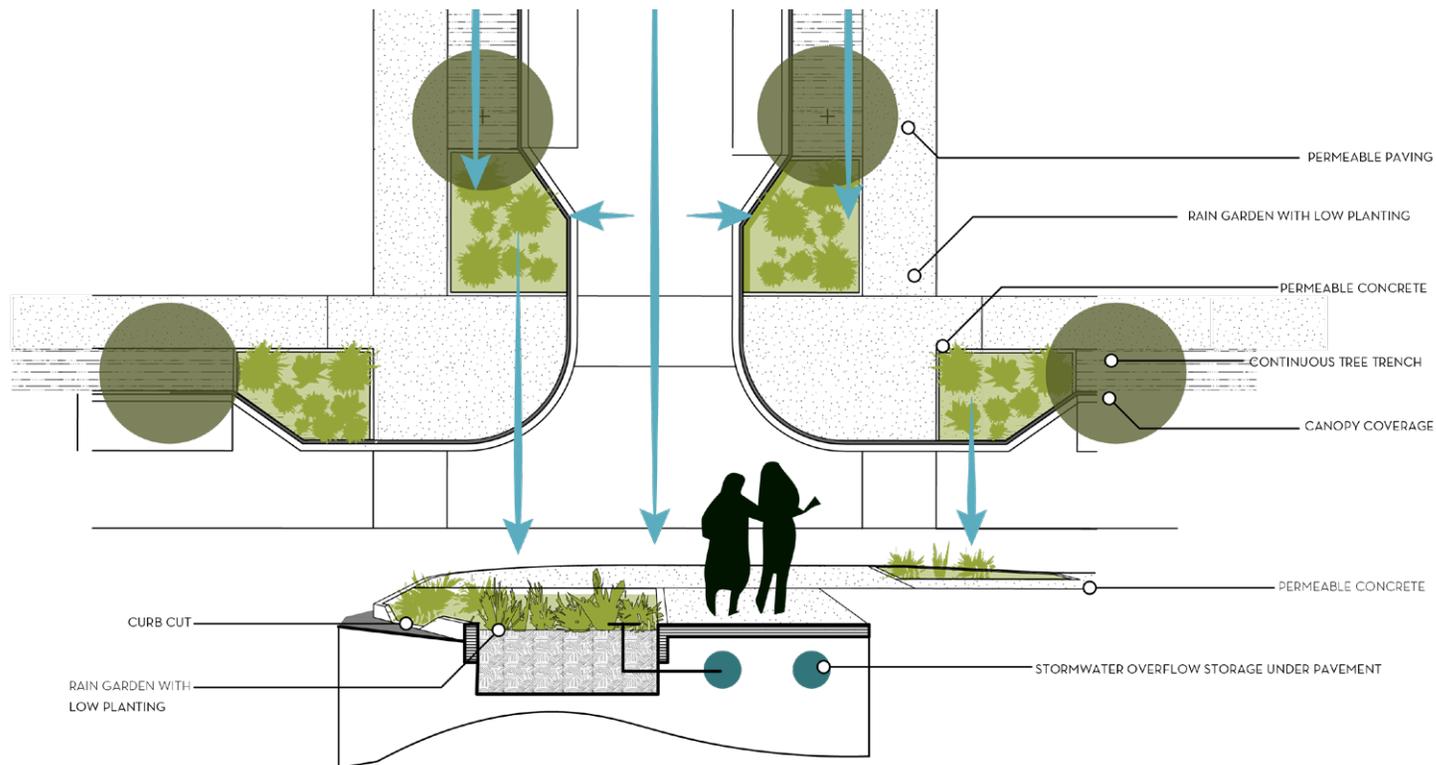


storage before it reaches Broadway and the riverfront. Assuming a 10-year design storm we will be able to reduce the stormwater flow to the sewers from 11.08 cfs to 9.13 cfs (1.95 cubic feet per second) within ROW and lessen the pressure on combined sewer system within each block. This reduction assumes a combination of methods like continuous tree trenches, rain garden/bioswales, storage and bioretention systems such as Contech’s Filterra. These strategies can be refined as detailed engineering design is performed in the implementation phases. City will Alton Public works will be responsible for planning, designing and executing the plan for reducing stormwater runoff within the project area.

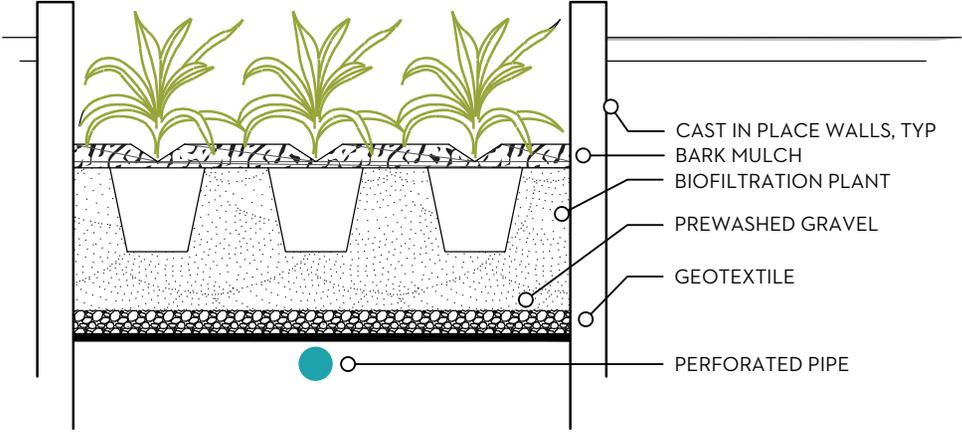
Strategy 1: Integrate permeable paving and rain gardens.

Over 90 percent of participants in the planning process supported adopting sustainable landscape standards to create a “greener” district for downtown going forward. Streets should be designed as ecosystems where man-made systems interface with natural systems. Conventional stormwater management infrastructure has been engineered to move the largest volume of water from a site as quickly as possible, collecting surface runoff in subsurface structures. Sustainable stormwater management captures water closer to the source,

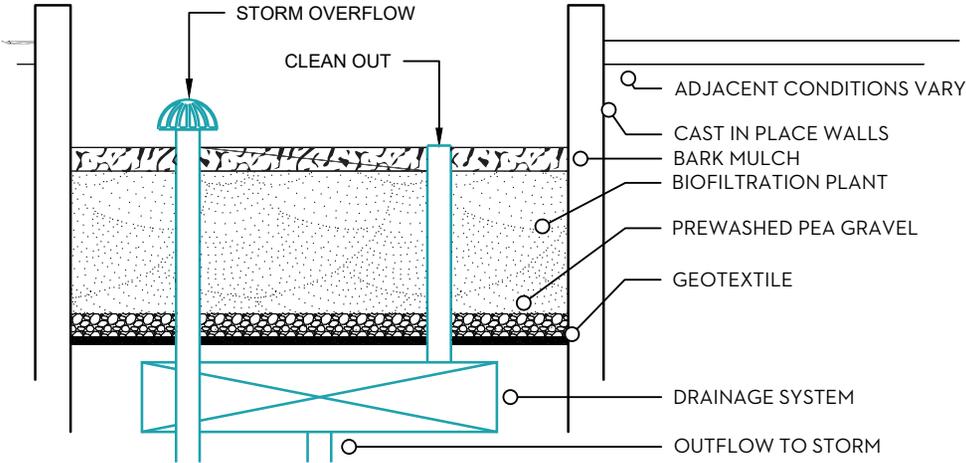
reducing combined sewer overflows and roadway flooding. Broadway will manage stormwater runoff through a system of pervious pavers to feed street tree soils below. The use of permeable paving and installing additional rain gardens and vegetated areas along streets would reduce the overall area of impervious surfaces, thus reducing stormwater runoff. Rain gardens and increased vegetation would help to cleanse stormwater of pollutants in the downtown area, in particular. Creating a management entity for operations and maintenance is an option for the City. However, maintenance agreements are necessary to establish responsibility for the



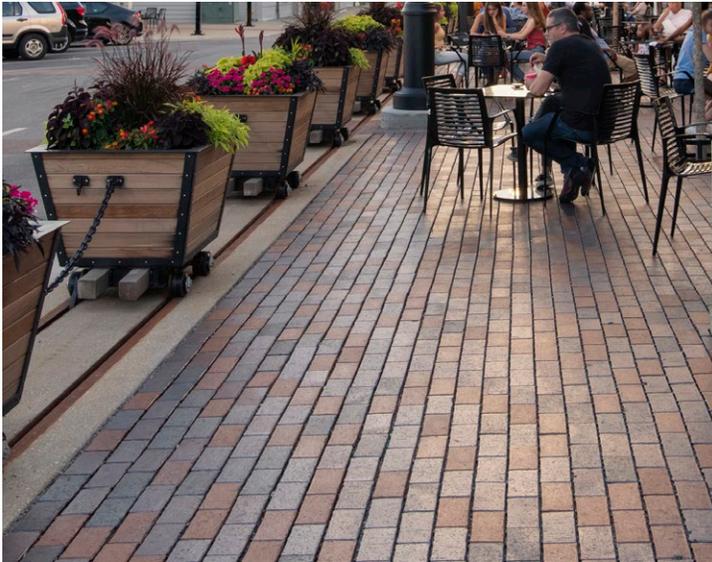
upkeep of the systems installed. The goal of rain garden planting within downtown is to provide year-round aesthetic improvements through form, color, and texture while providing a very low-maintenance and low-irrigation solution for the City. Stormwater runoff is detained in structural soils below permeable pavers. By detaining the stormwater flow, peak flow rates are reduced which lessens demand on the City's wastewater treatment facilities and improves water quality.



TYPICAL RAIN GARDEN PLANTING DETAIL



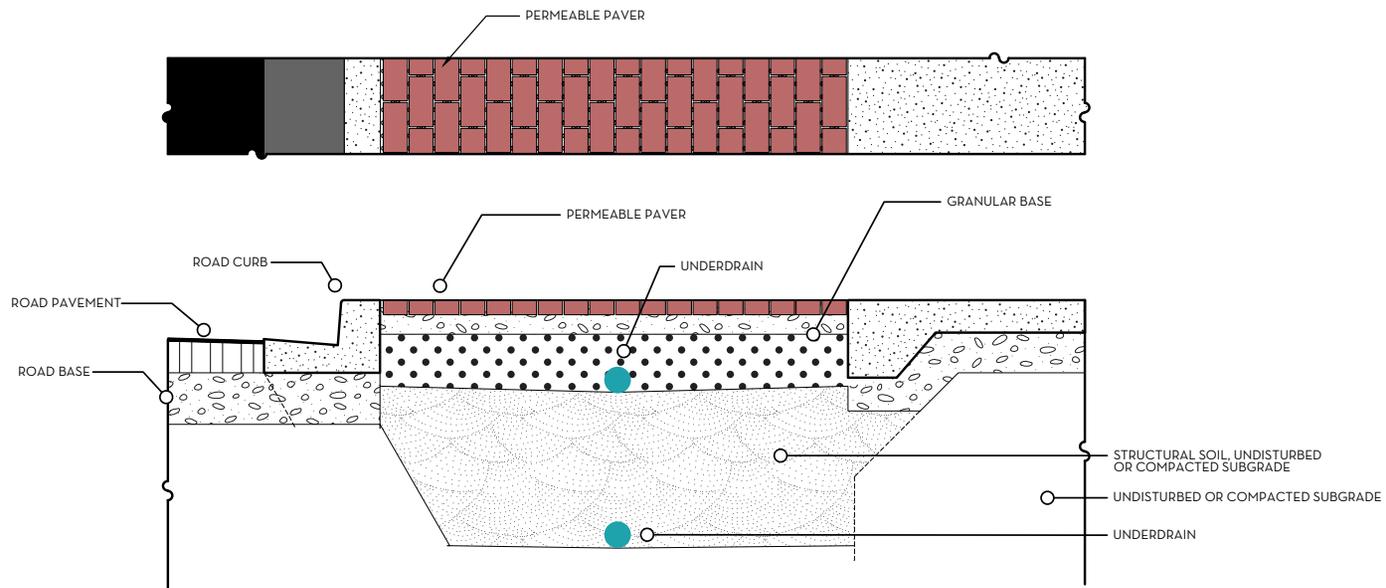
TYPICAL RAIN GARDEN DRAINAGE DETAIL



Permeable clay pavers



Native plantings in a rain garden



480 CUBIC FEET PER TREE SOIL ON AVERAGE PER TREE

Strategy 2: Subsurface Storage and Bioretention Systems

Cisterns are storage reservoirs built to catch and store stormwater. They can also detain the peak flow of the “design storm” and release it slowly over time. They can be placed either above or underground. Given the urban nature of the public realm only subsurface cisterns are recommended. Cisterns range in capacity from a few liters to thousands of cubic meters and will be sized for the Broadway corridor according to the engineer’s calculations. While underground stormwater storage provides minimal stormwater quality benefits, when coupled with other stormwater BMPs, it can be a successful addition to a bio-retention system like Contech’s Filterra. The addition of pretreatment features at the system’s inlet can improve water quality by removing floatables, skimming off oils and grease, and trapping sediments through deposition.

Pretreatment is important if stored water is to be allowed to infiltrate into the soil, otherwise rapid clogging of the system could occur. Pretreatment features are designed and built into the Filterra system.

Strategy 3: Increase tree health and effectiveness

Most successful downtown retail and dining places have a healthy tree canopy. Current trends in design focus on the technical benefits of understory plant material, like reductions in ambient air temperature and the reduction and treatment of urban water runoff.

The streetscape planting strategy focuses on both healthy trees and an appropriate understory presence to provide continuity within Downtown.

Street trees serve the public realm functionally and aesthetically. While creating a rhythm and identity to the street, trees also provide shade, intercept rainwater, provide energy savings by reducing radiant energy, reduce air temperature, improve overall air quality, create wildlife habitat, and increase property values. Trees that are provided proper growth area and volumes will grow above retail signage and require less maintenance to surrounding paving. Street trees placed in curb extensions on Broadway will visually narrow the street, thus potentially reducing traffic speeds. Including practices and materials that enhance the environmental integrity of the downtown will not only contribute to improvements in local and regional ecosystems, but these considerations can also enhance user experiences and have significant energy and monetary implications.

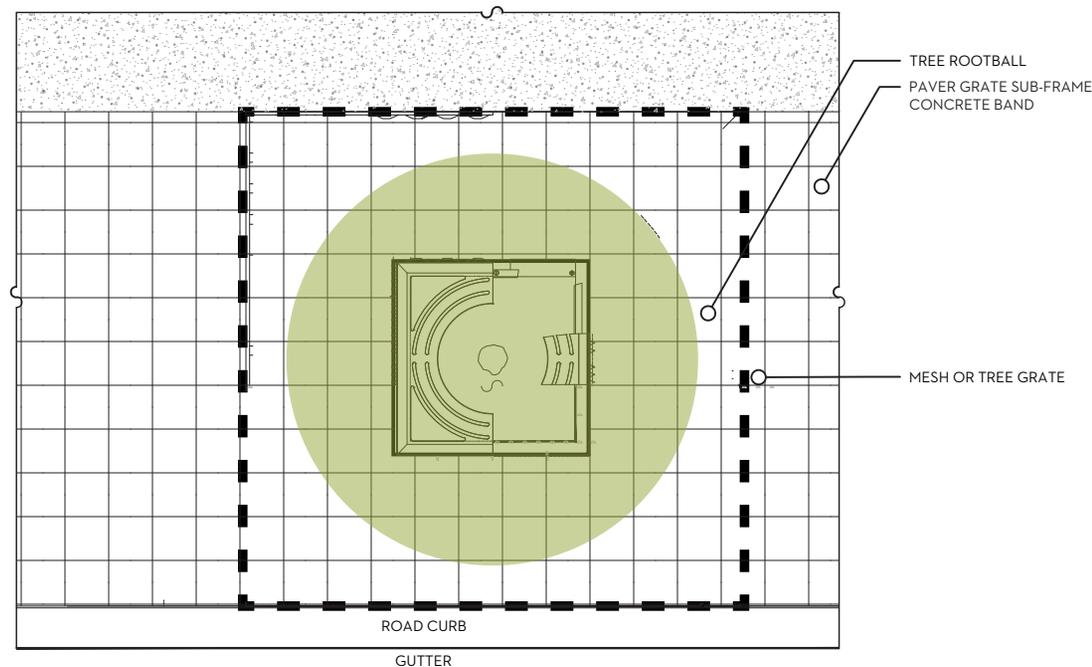
The existing landcover within downtown is comprised of 74 percent impervious surfaces with sparse vegetation and a tree canopy of 1 percent. There are very few healthy trees along the length of the Broadway Corridor. Trees that exist

are planted in a 4' x 4' tree pit carved out of the hardscape. To be healthy, urban street trees need to have adequate soil volume and root paths, as well as the ability to store water within the surrounding soil. Compaction is the greatest threat to healthy trees in an urban environment.

Large tree pits provide air, soil volume and nutrients to the trees, while an underdrain system provides the proper drainage. The proper soil mix replicates the tree's optimum soil horizon. It is critical to salvage the good existing subsoils and supplement with compost and amendments. Combined with the surrounding porous pavement, this strategy provides the maximum area for root volume and water storage. The target soil volume is 1,000-1500 CF rooting area per street tree. The existing trees currently have between 60-150 CF per tree of total soil volume and rooting area.

- A continuous tree trench is a long, linear planting bed that frequently parallels sidewalks or streets. These long, linear trenches allow for a greater area of root growth and for the sharing of soil, water, and nutrients between individual trees. To maximize the pedestrian and amenity zone, the use of structural soil is required from the back of curb and extending to the next adjacent tree pit in each direction along the block face under all pervious hardscape materials. Structural Soil, is a system comprised of a rigid highly angular crushed stone ranging from 3/4 to 1 1/2 inches in diameter with no fine materials; soil filling the voids in the stone base; and a minimum of 20 percent clay. Among soil textures, clay has the most water and nutrient-holding capacity and is essential for

TYPICAL TREE GRATE IN PERMEABLE PAVERS DETAIL

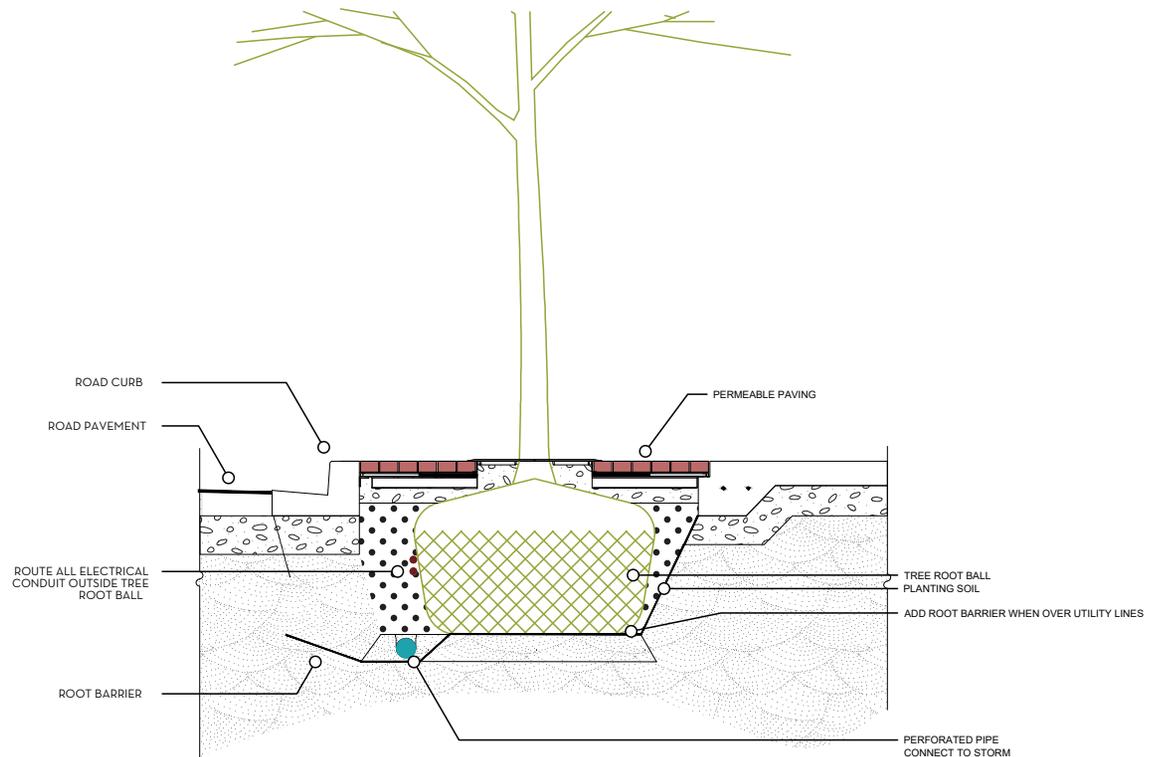


increased soil fertility. Organic matter content ranging from 2 to 5 percent ensures nutrient and water holding while encouraging beneficial microbial activity.

- The proposed tree planting strategy is intended to scale the downtown core by creating visual consistency by street segment. All recommended trees are native to the Illinois landscape, or resilient cultivars of native species. The species selected are high branching trees that will not visually block ground floor signage from the sight of potential customers. This ensures that the leafy portion of the tree will always rest above ground floor signage. Specifying large species allows for branching up to avoid conflicts with vehicles, pedestrians, and views of signage and businesses. Trees commonly do not reach their largest height in urban environments. The recommended list includes trees that are approved by the City and have proven successful in urban street tree conditions.
- The trees recommended for the Broadway corridor will also include species with canopies and leaf structures that will be more effective in rainwater interception and evapotranspiration.

City of Alton in collaboration with the other city agencies like the Forestry Division can lead the strategy of increasing tree plantings within the downtown. Capital funding for this program can be supported by state and federal green infrastructure grants as well as support from the recommended Business Development District (BDD).

TYPICAL TREE PLANTING IN PERMEABLE PAVERS DETAIL



Entertainment District Tree Palette

Quercus macrocarpa- Bur Oak
Platanus x ac. 'Exclamation'- London Planetree

Arts District Tree Palette

Acer x freemanii 'Autumn Blaze' -Freeman Maple
Ginkgo biloba-Ginko
Quercus rubra- Red Oak

Rain Garden Planting

Nyssa sylvatica- Black Tupelo
Ulmus americana- American elm
Taxodium distichum- Bald cypress
Athyrium filix-femina- Lady fern
Caltha palustris- Marsh Marigold
Aquilegia canadensis- Red columbine
Coreopsis verticillata - Whorled tickseed
Liatris spicata- Blazing star
Monarda didyma- Scarlet beebalm
Oenothera fruticosa- Narrow-leaved sundrops
Zizia aurea- Golden Alexander
Sporobolus heterolepis- Prairie dropseed
Schizachyrium scoparium- Little Blustem
Monarda fistulosa- Wild bergamot
Echinacea- Conflower (multiple)

Artisan Heights District Tree Palette

Acer saccharum 'Green Mountain'- Sugar Maple
Quercus alba- White Oak
Ulmus americana- American elm

Lower Broadway Tree Palette

Tilia americana- American Linden
Liquidambar styraciflua 'Moraine'- Sweetgum

Habitat Restoration Planting

Carya ovata- Shagbark Hickory
Quercus bicolor-Swamp White Oak
Quercus palustris- Pin Oak
Crataegus viridis 'Winter King'-WinterKing Green Hawthorn
Schizachyrium scoparium-Little Bluestem
Sporobolus heterolepis- Prairie dropseed

Alton sits within the River Hills ecoregion and has a natural vegetation of Oak and Hickory forest. The list above includes trees that are proven to be successful in an urban street environment and have characteristics such as flood and drought tolerance, salt tolerance and conditions of urban stress. The palettes reflect the local ecoregion, therefore any additional plants selected during detail design should reflect the natural vegetation prior to settlement.

For additional information: <https://www2.illinois.gov/dnr/education/Pages/PlantLists.aspx>

Entertainment District Tree Palette



Bur Oak



London Planetree

Artisan Heights District Tree Palette



Green Mountain Sugar Maple



White Oak



American Elm

Arts District Tree Palette



Freeman Maple



Ginkgo



Red Oak

Lower Broadway Tree Palette



American Linden



Sweetgum

BROADWAY: PIASA TO HENRY ST.



BROADWAY: HENRY ST. TO MONUMENT AVE.



Entertainment District Tree Palette	Artisan Heights District Tree Palette	Arts District Tree Palette	Lower Broadway District Tree Palette	Rain Garden Planting	Habitat Restoration Planting

GOAL GS 03

QUICK FACTS

RECOMMENDATIONS

PHASE

Infuse biodiversity

GS 03.01 Strengthen ecological connections from the river into downtown

Disconnected landscape areas severely impact the ecological health of such spaces and impair their ability to provide meaningful ecological services and healthy urban habitats. To create high functioning urban habitat, each remaining tract of high quality and ecologically significant area needs to be protected and/or appropriately mitigated. In areas suffering from severe disturbance and overtaken by invasive species, plant removals need to be paired with replanting to create ecological corridors. While to most people the obvious function of such spaces is visual—providing green fingers through what is otherwise a harsh urban environment, pockets of landscaped spaces and corridors function as biodiversity corridors. Having a significant frontage along the Mississippi River, Alton has the opportunity to lead it neighbors in jumpstarting a movement to restore the ecological functions of the riverfront and the beginning of a National Mississippi Riverfront Park.

On a smaller scale, Market Street provides an opportunity to create a series of connected public spaces to strengthen the ecological connections from the river into downtown.

Opinion of Probable Cost:
N/A

Responsible Entity:
City of Alton

Potential Partner(s):
Heartlands Conservancy,
State of IL, Madison
County

SEE ALSO
CM 01
CI 01

GS 03.01 STRENGTHEN ECOLOGICAL CONNECTIONS FROM THE RIVER INTO DOWNTOWN

LONG

The proposed linear “green” corridor will provide habitat and act as connector between diverse habitats. Most species can utilize smaller patches of bio-diversity areas within the urban environment as “steppingstones” to make effective connections. In addition to the Market street corridor other north south streets like Easton, Henry and Monument can be infused with native planting and other mix GSI strategies to accommodate desired ecological pathways and stormwater management.



GOAL GS 04

Plan for river flooding

It is widely known that Alton frequently experiences the effects of Mississippi flooding events. It came as a surprise, however, that the most updated flood map on record is from 1984. While the map appears to be accurate with recent flooding events (the Entertainment District experiencing most of the flooding), there is going to be a greater need to invest in flood resiliency and updated data. The City should continue to collaborate with the Corps of Engineers to complete a flood study to investigate the application of a flood wall to protect the Entertainment District.

GS 04.01 Protect and Enhance the Investment made in the Riverfront

The City of Alton has already made a commitment to an active riverfront through significant investment in the public spaces. Protecting the investment made in the Entertainment District with a permanent levee along River Road to prevent river encroachment in downtown should be considered. The levee recommendation should be made in conjunction with other infrastructure improvements such as a permanent pumping system for downtown.

GS 04.02 Create a Plan for Environmental Resiliency

A portion of the Riverfront Park can be allocated to strategically flood to lessen the flooding in other downtown

QUICK FACTS

Opinion of Probable Cost:
N/A

Responsible Entity:
City of Alton, Corps of Engineers

Potential Partner(s):
APA Community Planning Assistance Team for Resilience Planning
Funding resource: Flood Mitigation Matching Funds, IDOT

SEE ALSO CM 04

RECOMMENDATIONS

GS 04.01 PROTECT AND ENHANCE THE INVESTMENT MADE IN THE RIVERFRONT

GS 04.02 CREATE A PLAN FOR ENVIRONMENTAL RESILIENCY

GS 04.03 CREATE A PLAN FOR FLOOD RESILIENT ACCESS

GS 04.04 CREATE A PLAN FOR ENVIRONMENTAL ART

GS 04.05 CREATE A COMMUNITY FOCUSED PLAN

PHASE

LONG

NEAR

MID

LONG

LONG

areas. As previously recommended a downtown-wide green infrastructure plan will help to minimize storm runoff contribution to downstream flooding. Also, identifying areas for wastewater treatment wetlands to reduce Combined Sewer Overflows (CSO's) will contribute to overall resiliency of the Sewage Treatment Plant.

GS 04.03 Create a Plan for Flood Resilient Access

Integrating flood barriers into existing infrastructure, such as retaining walls will be instrumental in creating multifunctional strategies. Locate and design flood barriers to minimize impact when there is no flooding. As an example, a future levy can serve as a flood wall and integrate a multi-function trail atop it. Some key roadways can be re-graded to maximize drainage and minimize flooding. While evaluating the flood prevention and mitigation strategies it will be important to maintain multiple redundant street connections without dead ends, to facilitate building in resiliency and for safety and access during emergency flood conditions.

GS 04.04 Create a Plan for Environmental Art

The flood mitigation and prevention strategies to be used as a canvas for artists. Modifications to topography and landforms in conjunction with building GSI strategies can be approached as land art. An art for environment program can be established to study and facilitate execution of environmental art in the riverfront area of downtown which can be instrumental in education. Participating with local schools can be evaluated. This can be part of the recommendations to establish an overall Public Arts Program for the Downtown

areas as detailed in CI 01 03. The plan can include study options to minimize the visual impact to Downtown's districts and character.

GS 04.05 Create a Community Focused Plan

Some of the community gathering spaces are also where flood mitigation will be more efficient and effective. Allocating these much-loved community spaces to also function for flood protection will create a stronger community connection with the environment. Maintaining existing historical or otherwise significant structures and public spaces will support expanded areas for public use while at the same time designing them as multifunctional spaces that also aid with flood mitigation. An update to the Riverfront master plan can evaluate the need for accommodating the ecological health improvements of the downtown area in conjunction with the programmatic uses of the park.

NEXT STEPS FOR IMPLEMENTATION:

1. Green Stormwater Infrastructure Plan
2. Stormwater Infrastructure Maintenance Plan
3. Demonstration Green Infrastructure Projects in Broadway Corridor at Broadway Street and Henry Street and Market Street and Landmarks Boulevard.



Example of a stormwater park



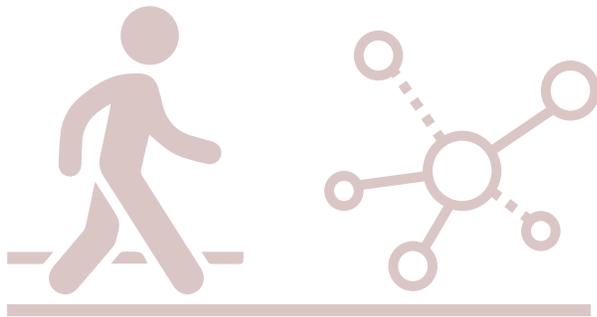
Ecological enhancements through habitat creation and education



6 CHARACTER + IDENTITY

Alton needs an identity that reflects its modern outlook and historic roots.

There are many stories that Alton has to tell. The challenge is creating a narrative that engages visitors and residents alike in the modern era. This plan aims to solve this problem through meaningful branding, strategic pedestrian networks, and innovative placemaking techniques.





CHARACTER AND IDENTITY

TO ACHIEVE THE ASPIRATION FOR CONNECTIONS AND MOBILITY THE FOLLOWING GOALS HAVE BEEN IDENTIFIED. EACH OF THESE GOALS ARE SUPPORTED BY A MULTIPLE ACTIONABLE RECOMMENDATIONS WITH IMPLEMENTATION DETAILS IN THE FOLLOWING SECTION.

GOAL 01 Invest in the public realm

GOAL 02 Establish a consistent “look and feel”

GOAL 03 Establish the Districts

GOAL CI 01

Invest in the public realm

Investing in the public realm focuses on the impact of investment in connectivity, public space, and public realm that can have a positive impact on marketability and value creation. In addition to investments in people and buildings, there is also a need to invest in the “in between” places and spaces that can have a profound positive impact on value creation and quality of life. When a public space is dynamic and inviting, whether it is a park, a plaza, or just a city sidewalk, people will want to come to it and stay at it. These types of interventions and investments are at the core of the Great Streets program and this planning effort. However, within the context of economic and community development, these investments are one of the key tools for changing the trajectory of the market. The first set of strategies involve activating spaces and the second set involve creating better connections.

QUICK FACTS

RECOMMENDATIONS

PHASE

Opinion of Probable Cost:
Varies

CI 01.01

ACTIVATE PLAZAS, PARKS, AND UNDERUTILIZED SPACES

VARIES

Responsible Entity:
City of Alton, Alton Main Street, GRRTB

CI 01.02

RESTORE THE HISTORIC SQUARES OF DOWNTOWN ALTON

MID

Potential Partner(s):
Alton Works, Jacoby Arts Center, Love Joy, The Great Rivers & Routes Tourism Bureau (GRRCVB), Ardent Mills (Market Square), Jacoby Arts Center, Regional Arts Commission (RAC), National Endowment for the Arts (NEA), National Endowment for the Humanities (NEH)

CI 01.03

ESTABLISH A FORMAL PUBLIC ART PROGRAM

NEAR

SEE ALSO

CM 01

GS 02

SM 02

CM 04



Plan diagram of the "Wedge" showing potential design and programming.

Goal CI 01.01 Activate plazas, parks, and underutilized spaces

Creating destinations, and also places for people to congregate, changes general perceptions of a place. Numerous studies have shown that retail districts stand to benefit from making public spaces more inviting, encouraging customers to stay longer and spend more. The unquantifiable, yet invaluable, benefit of these interventions in the public realm is creating more community interaction, which enhances vibrancy, identity, and sense of place and ultimately increases retail sales and property values. The level of investment for public spaces like these can vary from a "good," (\$30 per square foot), "better," (\$50/square foot) and "best" (\$120/square foot) in terms of material treatment.

FOCUS AREA: THE "WEDGE" (HENRY TO RIDGE)

There is an opportunity to create spaces for passive recreation and support social activity in "the wedge" by realigning 3rd Street from Henry east to Broadway into a "T" intersection. This would create additional public gathering space at the core of the already-successful downtown redevelopment area. The realignment would also create an opportunity for an iconic gateway element or art piece in front of the Elgin Building. While the street would remain on-way, the "T" alignment is safer than the "Y."



Artist sketch of the "Wedge" at 3rd Street and Broadway looking west toward the sunset.



Artist sketch of the festival plaza at 4th Street looking east toward the stairs to Market Street.

FOCUS AREA: 4TH STREET

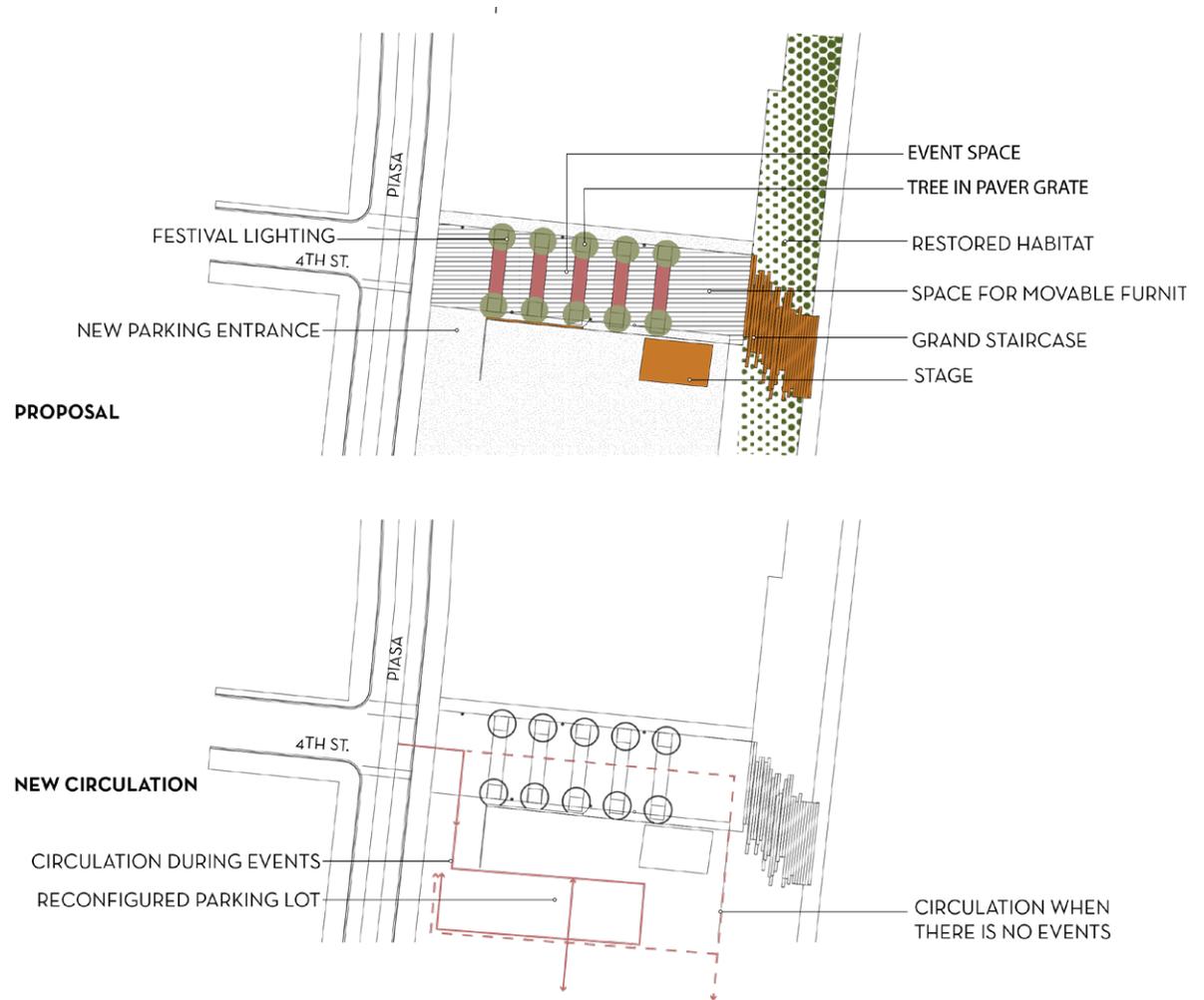
The old staircase between 4th and Market Street mitigates the connection from the neighborhoods north of Broadway to the Entertainment District. This street would benefit from redesigning the staircase into a grand entrance and creating a festival space that still accommodates vehicular access when not in use. However, the structural integrity of the wall should be examined prior to any increased usage of this space. This events plaza could be developed in partnership with the adjacent events venue to attract food truck vendors, small performance events, as well as act as spillover space for the Entertainment District, and facilitate greater movement for pedestrians between the neighborhoods and the adjacent downtown districts and the transit center. Partnerships with the local and regional programming and event organizers is a possible route for fundraising for implementation. Positioning the project as a key connection avenue for surrounding neighborhoods to the transit center may elevate the funding opportunities through state grant funding.

FOCUS AREA: MARKET STREET

The current configuration of Market Street between 3rd and Broadway is not conducive to its location and potential uses. By adding vibrant lighting, activities and features, the west/ lower portion of Market Street can be transformed into an exciting plaza space that will act as a place of respite for pedestrians moving to the riverfront through the proposed crossing at Landmarks Boulevard. AltonWorks is already planning a public space as part of the renovation of the Grand Theater.

NEXT STEPS TOWARD IMPLEMENTATION:

1. Public-Private Partnership Request for Proposals for design fees for schematic design and marketing renderings for use in fundraising.

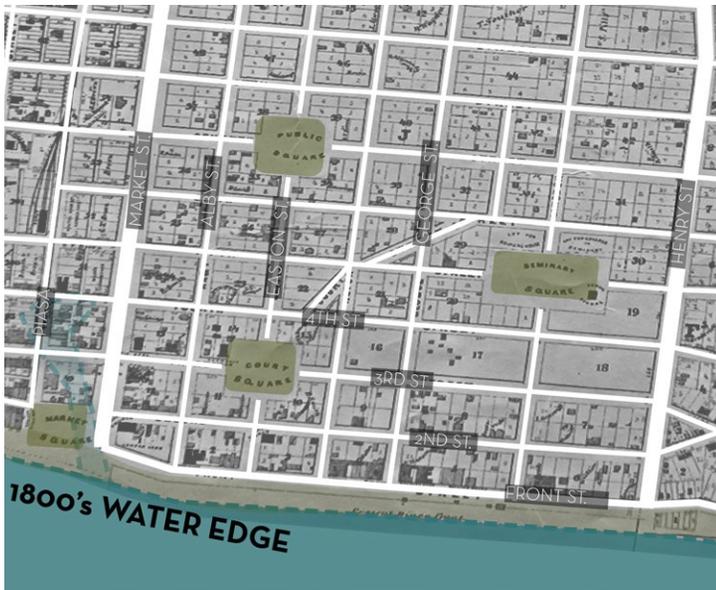


Plan diagram of 4th St. showing potential design and circulation during events.

Goal CI 01.02 Restore the historic squares of downtown Alton

It should be no surprise that Alton is rich with history. There are however instances of covering up some of the City's historic public spaces. This plan identifies opportunities to reconnect with Alton's lost green spaces and reimagine them with modern amenities and activities. Court Square and Market Square are located in prime areas for pedestrian activity and connection. Court Square could continue to serve as a parking lot for day use yet contain flexibility to accommodate some of the soft programming events within the Downtown including the potential for a wedding pavilion for revenue generation. The parking lot is currently owned and

1845 MAP OF ALTON, IL



maintained by the City. Restoration as a square should take place in partnership with event programmers interested in leveraging the incredible view to the south.

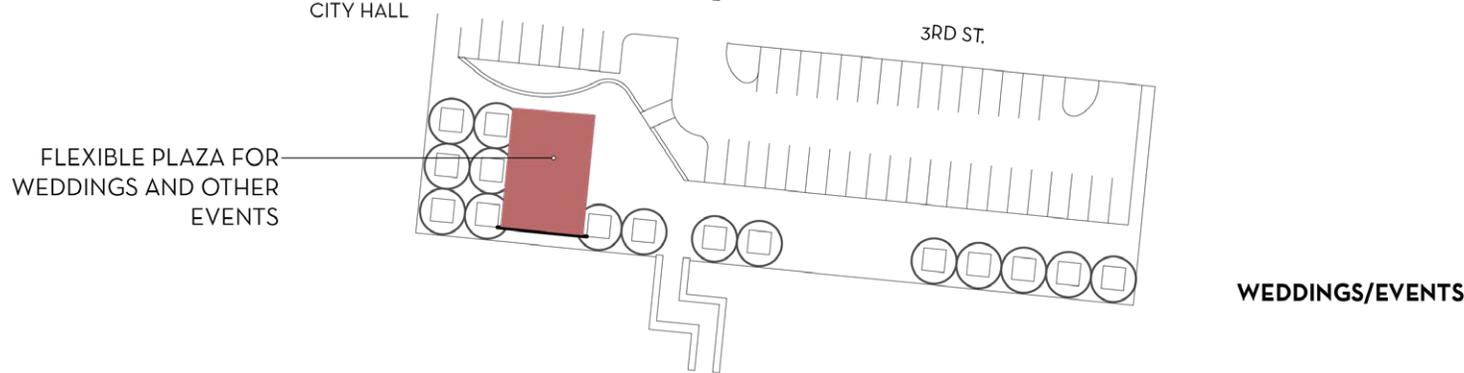
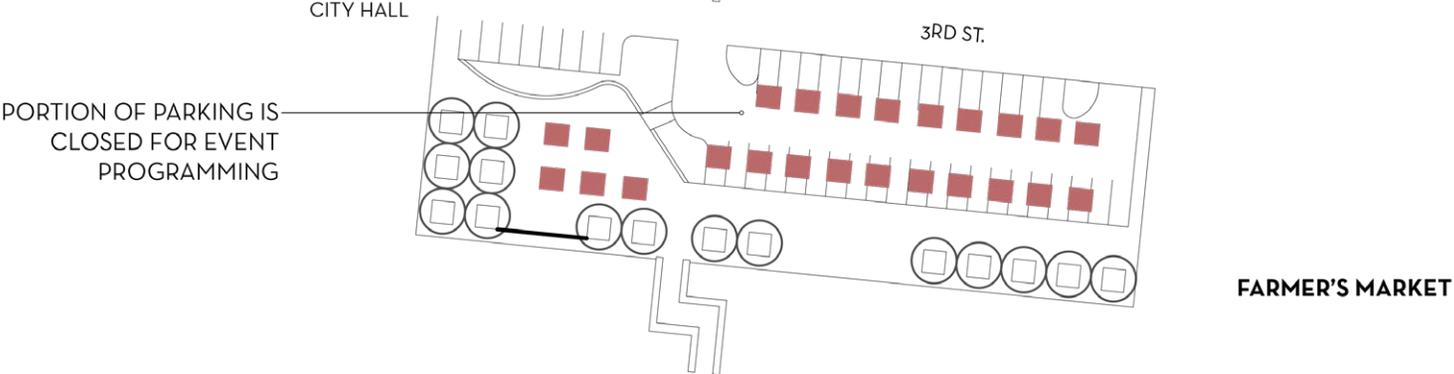
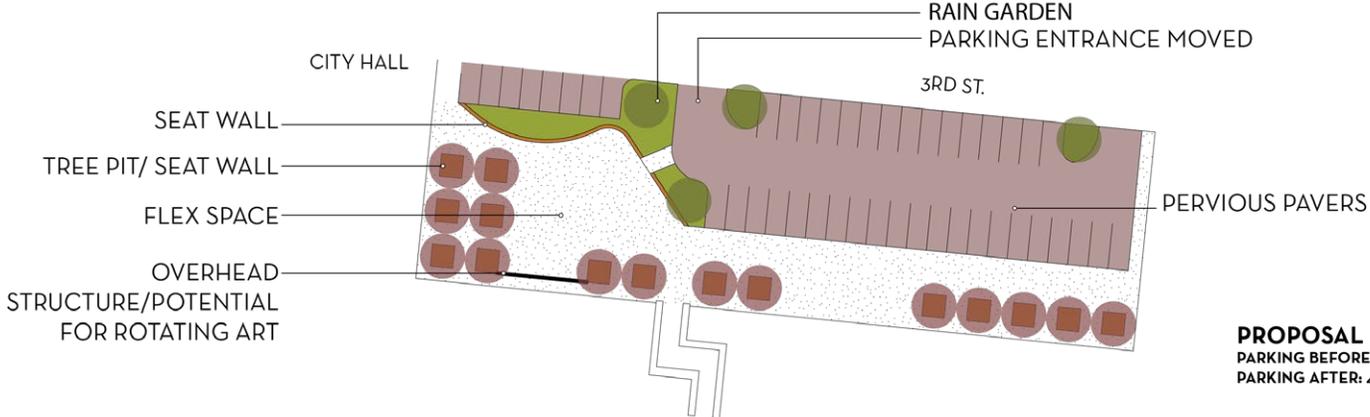
Market Square could be established by closing the access to Ardent Mills just west of the East Broadway/Piasa Street intersection and enlarging the Flood Memorial that exists there today. Reinvigorating these spaces with outdoor seating, lighting, vegetation, and activities will bring light to these great historic places and pay homage to their original use for public enjoyment. By reconnecting the historic squares to the modern pedestrian grid, these areas will become nodes of life in which Altonians can once again gather and enjoy the City's breathtaking views and experiences. An initial implementation action for this recommendation includes the creation of schematic plans and perspective renderings to aid in marketing and funding campaigns, as well as grant applications. In addition, partnerships with the Visitor's Bureau should aim to promote this concept from a tourism standpoint.

NEXT STEPS TOWARD IMPLEMENTATION:

1. City Request for Proposals for design fees for schematic design.

LEGEND

- Historical road network 
- Public space 



Plan diagram of "Court Square" showing potential design and programming opportunities.



Artist sketch of the parking lot at City Hall restored as "Court Square"

Goal CI 01.03 Establish a formal public art program.

The intent of this goal is to establish a formal public art program to manage calls to artists, acquisition, funding, and maintenance. Public art in the form of murals, installations (temporary or permanent), lighting, and sculpture add character and vibrancy to a district. It is often a low-cost way to activate the urban form, especially those “in between” spaces such as walls, alleys, and vacant lots that can be found throughout the Broadway corridor. Within the larger Broadway streetscape redevelopment, it is recommended that one percent of the construction budget be set aside for the purposes of public art.

As part of Alton Main Street’s ongoing branding efforts, the organization should seek funding to hire an administrator of a Downtown Public Art Initiative to commission, guide, and partner on future public art projects. The types of projects that should be prioritized by the Initiative include those that highlight Downtown as an area of creativity and possibility, share the history and identity of the community, and welcome people to Downtown. Initial next steps should include seeking the guidance of an established public art program such as the Downtown STL Public Art Initiative, which is a partnership between the Regional Arts Commission of St. Louis (RAC), Explore St. Louis and Downtown STL, Inc. Funding sources for administering the public art program should seek partnerships with The Great Rivers & Routes Tourism Bureau (GRRCVB) and the Jacoby Arts Center as well as seek corporate sponsorships and private donations/endowments.



Examples of specialty lighting, art and branding in the public realm.

GOAL CI 02

Establish a consistent “look and feel”

Goal CI 02.01 Refine the palette.

The brand of a place is the collection of memories visitors take away from their experiences. This understanding of brand is especially profound in the built environment where no specific product or service is rendered by the brand. As the schematic design and design development phase begins for the streetscape of the Broadway corridor, it should be noted that stakeholders within the planning phase of design have a preference for a “transitional” style—an aesthetic that utilizes historic materials but in a more contemporary form. The “transitional” style is classic, layered, and distinctive. The schematic signage design for Broadway reflects this style and begins to establish the brand for downtown’s districts. Ultimately, the material and furnishings palette should remain consistent for the entire length of the Broadway Corridor to create a unified outdoor environment and reflect the character of downtown Alton. As an initial step to prepare for the construction documentation stages of design, the City should reach out to the vendor as noted to negotiate a discount based on volume for the initial implementation area.

QUICK FACTS

RECOMMENDATIONS

PHASE

Responsible Entity:
City of Alton

CI 02.01

REFINE THE PALETTE

NEAR

See the Implementation
Matrix in the Appendix for
estimated opinion of cost.

CI 02.02

HELP VISITORS FIND THEIR WAY

NEAR

SEE ALSO

CM 01



MANUFACTURER	LANDSCAPE FORMS
MODEL	MELVILLE BENCH
SIZE / TYPE	BACKED, ONE DIVIDER, 19" D X 76" W X 22" H
FINISH / MATERIAL	BRONZE POWDERCOATED METAL
MOUNTING	EMBEDDED OR SURFACE ANCHORED
WARRANTY	3 YEARS



MANUFACTURER	LANDSCAPE FORMS
MODEL	VERONA CHAIR AND TABLE
SIZE / TYPE	ARMLESS, 22.5" D X 20" W X 31" H
FINISH / MATERIAL	BRONZE POWDERCOATED METAL
MOUNTING	NONE
WARRANTY	3 YEARS



MANUFACTURER	LANDSCAPE FORMS
MODEL	RING BIKE RACK
SIZE / TYPE	25" W X 27" H
FINISH / MATERIAL	BRONZE POWDERCOATED METAL
MOUNTING	EMBEDDED
WARRANTY	3 YEARS



MANUFACTURER	LANDSCAPE FORMS
MODEL	CONCORD POE LITTER AND RECYCLING
SIZE / TYPE	34 GALLON, 29" W X 44" H, SLOT OPENING
FINISH / MATERIAL	BRONZE POWDERCOATED METAL
MOUNTING	EMBEDDED OR SURFACE ANCHORED
WARRANTY	3 YEARS



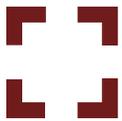
PATHS

The user's first experience centers on these channels of movement, we break them down into vehicular and pedestrian pathways.



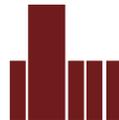
NODES

Nodes are points of intersection. They are important decision making points and often a place of gathering.



EDGES

Edges create places by marking divisions between different parts of the project as well as its outer perimeter.



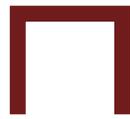
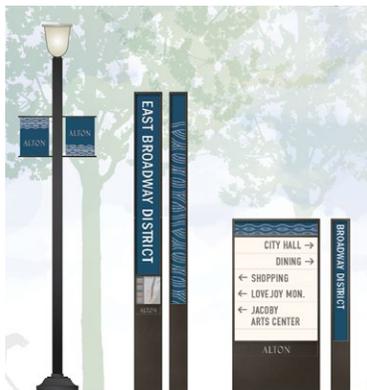
LANDMARKS

Landmarks create bold first impressions and are increasingly relied upon for orientation & wayfinding with continued use.



DISTRICTS

Districts are places with an identifiable character, visible both as one approaches and once one has entered inside of them.



GATEWAYS

Gateways are the grand experience when entering a new zone within the City. These are the thresholds of new experiences and brand narrative.



Goal CI 02.02 Help visitors find their way.

The City of Alton has several key intersections in its established city grid that create decision points—moments that can change the trajectory of a visitor's experience. It is critical to identify and utilize these moments to leverage pedestrian, cyclist, and vehicular traffic into Alton's districts and to connect them to the variety of experiences offered. Each decision point will have some form of wayfinding, gateway feature, or landmark to direct visitors to their destination.

Various placemaking strategies and their placement will lead to a clear brand and identity that visitors will take away from their experience in Alton. By leveraging major circulation paths, delineating edges, branding districts, creating concentrated nodes, and providing landmarks for orientation, visitors will have a seamless experience throughout the Broadway Corridor.

The wayfinding signage kit-of-parts will both communicate and reinforce the downtown brand. Applications are thoughtful interventions in location, scale, and messaging. Graphics extend the brand vocabulary and narrative concepts with type, color, pattern, and materiality. The signage creates an emphasis on the pedestrian experience, encouraging exploration and inviting guests to linger and connect in various gathering spaces. The kit-of-parts includes streetlight directional signs, district banners and district identification markers, vehicular directional signage, pedestrian directional signage, and signs to indicate bike path locations.

NEXT STEPS TOWARD IMPLEMENTATION:

1. The City should create a Request for Proposals for signage construction documentation based on the schematic design in this plan, as part of an overall RFP for implementation of the phase 1 Broadway corridor design

PROJECT LOGO, FONT & ARROWS

LOGOS

ALTON

Primary Logo
Felix Titling - REGULAR

ARROWS



Left



Right



Straight



Keep Left / Right

FONTS

DIN Condensed - REGULAR

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z
a b c d e f g h i j k l m n o p q r s t u v w x y z
0 1 2 3 4 5 6 7 8 9

PAINTS, MATERIALS & PATTERNS

PAINTS

All paints to have Satin Finish unless otherwise specified. All painted surfaces are to be on aluminum.



P1

MP 00000
White



P2

MP 02783
Las Palmas Blue
PMS 7477



P3

MP 15967
Colonial Red
PMS 492



P4

MP 00170
Moline Orange
PMS 715



P4

MP 11532
Freshfields
PMS 7743



P5

MP 00557
Galena Gray
PMS 5517



P2

MP 00984
Violet Wash
PMS 5025



P3

MP 01026
Apricot Milk
PMS 475

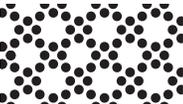


P4

MP 00000
PMS 5655

PATTERNS

All patterns are vector artwork



D1

Entertainment
District



D2

Artisan Heights
District



D3

Arts
District



D4

Lower Broadway

MATERIALS

All materials to be provided as 8" x 8" sample or as part of a mock-up for approval.



M1

Pure+FreeForm
Old Dirty Bronze



M2

Pure+FreeForm
Space-Dust

SIGN SCHEDULE

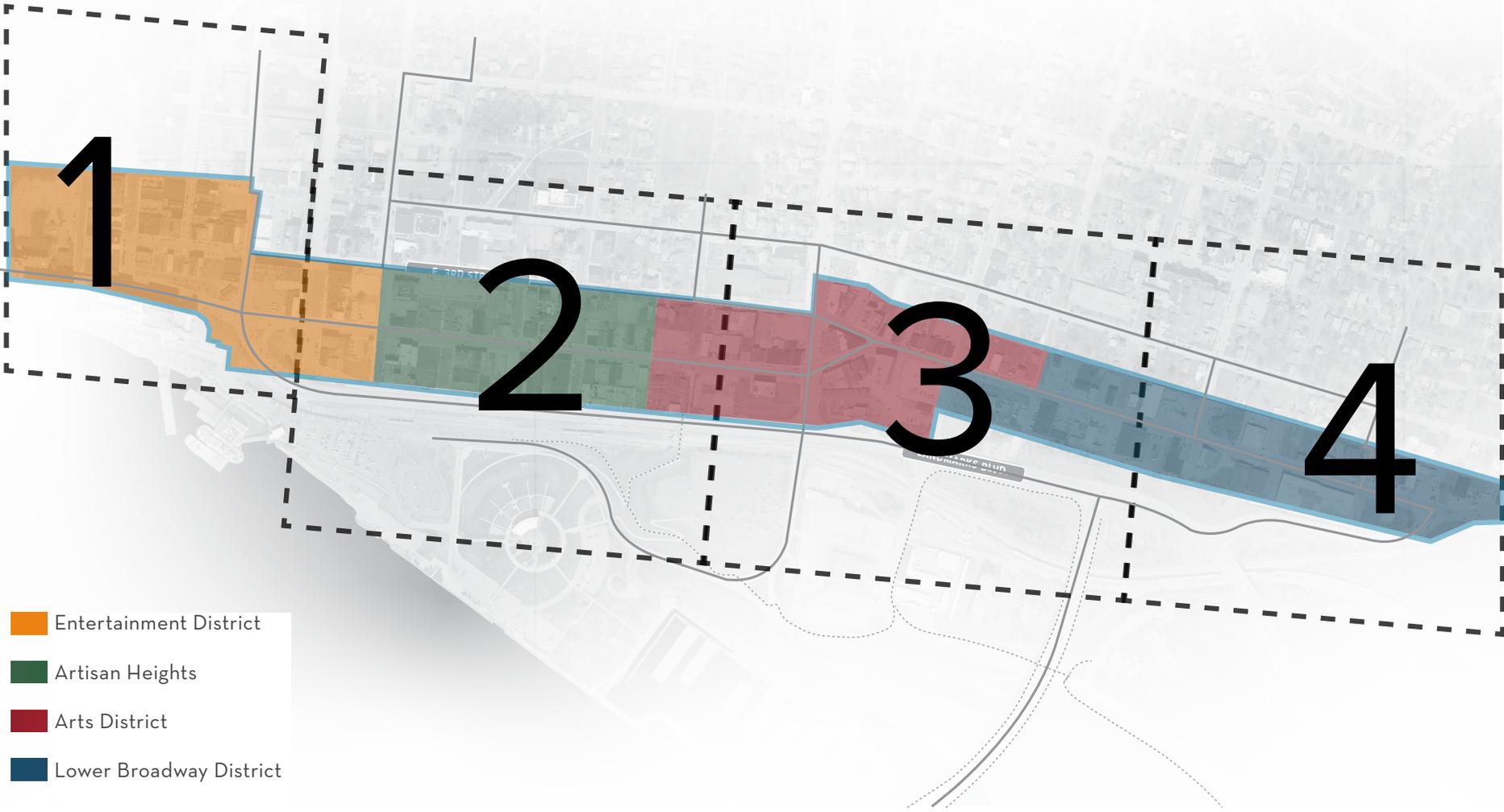
Sign Designation	Proposed Sign Type	Estimated Quantities	Electrical Required	Lighting	Digital	Foundation/ Backing	Notes
A.01	Gateway	09	Yes	Internal	No	Ground Foundation	Conceptual locations and quantities. Final locations to be field verified.
B.01	District Identity Sign	08	Yes	Internal	No	Ground Foundation	Conceptual locations and quantities. Final locations to be field verified.
C.01	Combo Street Light Directional	--	Yes	Internal	No	Ground Foundation	Conceptual locations and quantities. Final locations to be field verified.
C.02	Vehicular Directional	08	Yes	Internal	No	Ground Foundation	Conceptual locations and quantities. Final locations to be field verified.
C.03	Pedestrian Directional	02	Yes	Internal	No	Ground Foundation	Conceptual locations and quantities. Final locations to be field verified.
D.01	Banners	106	No	Ambient	No	Pole Mounted	Attach to existing street pole. Conceptual locations and quantities. Final locations to be field verified.
E.01	Bike Path Markers	18	No	Ambient	No	Ground Foundation	Conceptual locations and quantities. Final locations to be field verified.

NOTES LISTED HERE ARE TO APPLY TO ALL SIGN TYPES WITHIN THIS PACKAGE
UNLESS OTHERWISE NOTED ON THE INDIVIDUAL DESIGN DRAWING.

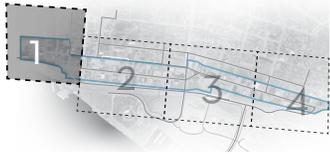
General Package Notes:

- All signs, structures and letters need to be engineered by sign fabricator prior to shop drawing submittal and fabrication for structural and backing requirements to withstand local regulations, codes and weather conditions.
- All sizes shown are approximate and should be verified prior to final fabrication based on construction documents and/or as built conditions on site, fabricator to notify team if difference occurs per as built conditions.
- Fabricator must use Matthews UV clear coat on painted surfaces to minimize / prevent as much as possible any noticeable fading.
- All metal edges to be eased; corners to have a maximum radius of .0125. All welds to be ground smooth prior to final painting and clear coated / vandalism coating are applied.
- No exposed fasteners unless noted within the design intent drawing or approved in shop drawing. Fasteners throughout package to be tamper proof, fabricator to submit sample for approval prior to ordering.
- All signage (Alton Downtown District signage and any MUTCD regulatory signage) to be coordinated with Architect and General Contractor prior to final fabrication and installation.
- Fabricator to calculate all sign weight loads to be provided to general contractor for additional backing that may be required.
- Fabricator to provide power requirement for each sign type prior to shop drawings submittal to General Contractor & Architect.
- All existing conditions to be field verified by fabricator prior to shop drawings are generated to ensure that all as built conditions are accommodated. Including all unknowns such as interior parking garage elevations / conditions and mounting details to support all sign types.
- All messaging within this package is placeholder at this time until written approval is received by the client team prior to fabrication.

SIGN LOCATION ZONES



SIGN LOCATION STRATEGY: ZONE 1

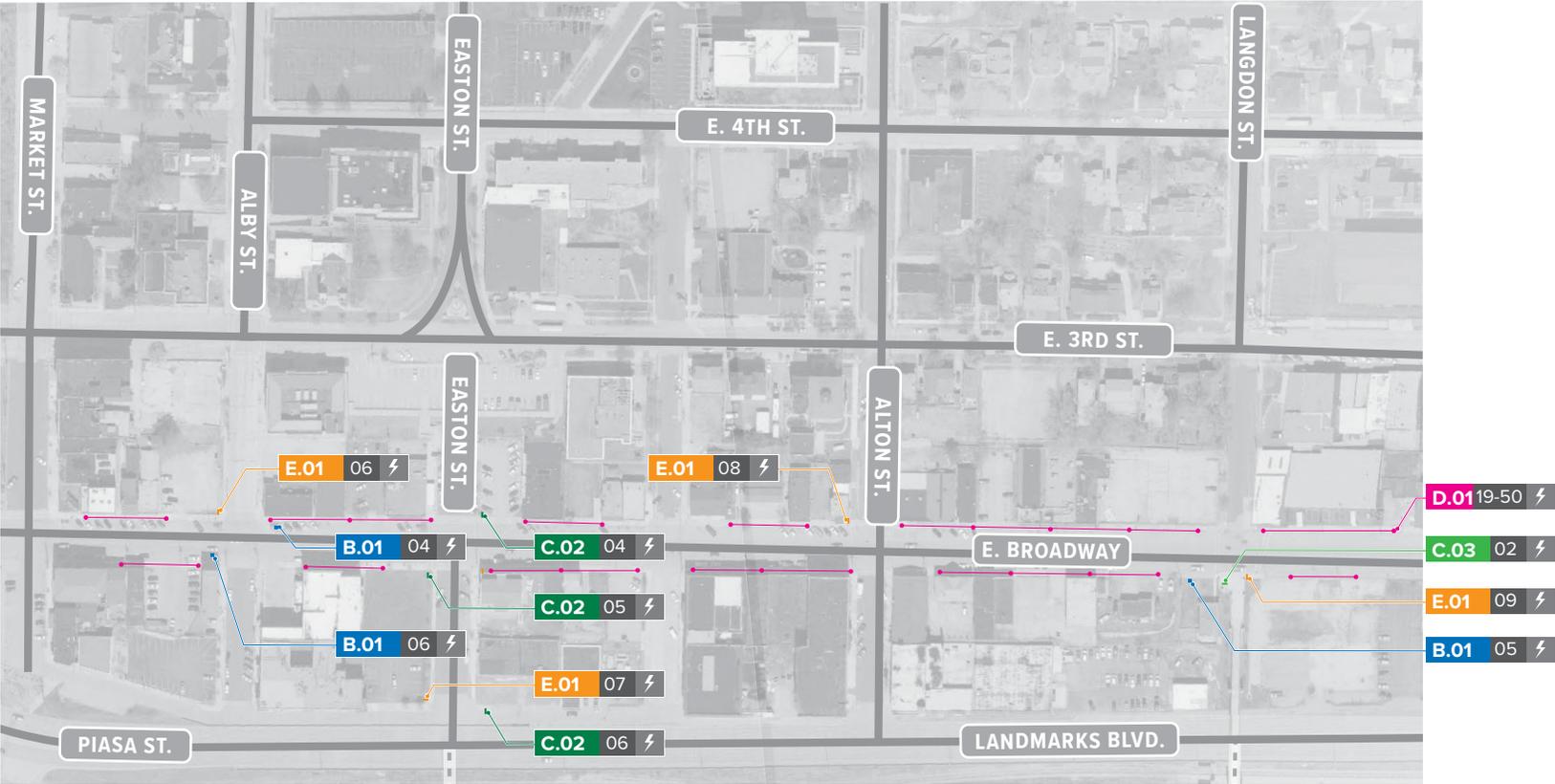


#	SITE SIGNAGE	
A.01	GATEWAYS	C.03 PEDESTRIAN DIRECTIONALS
B.01	DISTRICT I.D.	D.01 BANNERS
C.01	COMBO STREET LIGHT	E.01 BIKE PATH MARKERS

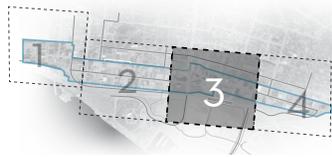
SIGN LOCATION STRATEGY: ZONE 2



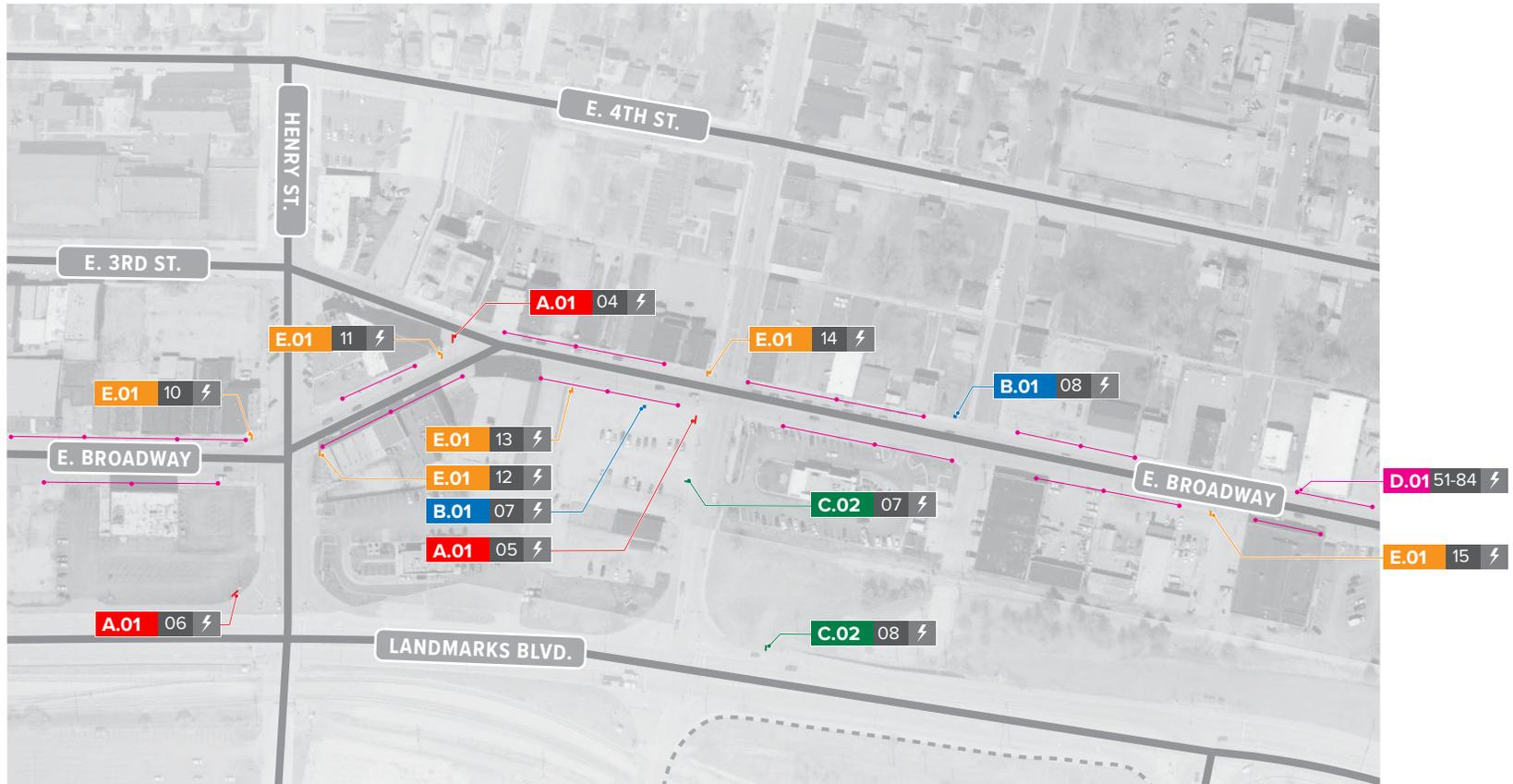
#	SITE SIGNAGE	
A.01	GATEWAYS	C.03 PEDESTRIAN DIRECTIONALS
B.01	DISTRICT I.D.	D.01 BANNERS
C.01	COMBO STREET LIGHT	E.01 BIKE PATH MARKERS



SIGN LOCATION STRATEGY: ZONE 3



#	SITE SIGNAGE	
A.01	GATEWAYS	C.03 PEDESTRIAN DIRECTIONALS
B.01	DISTRICT I.D.	D.01 BANNERS
C.01	COMBO STREET LIGHT	E.01 BIKE PATH MARKERS



SIGN LOCATION STRATEGY: ZONE 4



#	SITE SIGNAGE	
A.01	GATEWAYS	C.03 PEDESTRIAN DIRECTIONALS
B.01	DISTRICT I.D.	D.01 BANNERS
C.01	COMBO STREET LIGHT	E.01 BIKE PATH MARKERS



GOAL CI 03

QUICK FACTS

RECOMMENDATIONS

PHASE

Establish the Districts

A districting strategy offers a framework for identifying, branding, and reinforcing unique identities in various segments of a long commercial corridor. In the near term, this framework can shape investments in the public realm, and guide a marketing strategy for the area. In the longer term, this framework can guide a tenant recruitment strategy. A districting strategy is often a key component of a market strategy and is important to the Alton Study Area because of the length of the corridor (1.3 miles), finite market demand, and the unique attributes present in different sections of the corridor.

At 1.3 miles in length, the Alton Study Area is longer than many of the already thriving commercial corridors in the St. Louis region, including the Delmar Loop (Delmar Boulevard, 0.9 mile), The Grove (Manchester Avenue, 0.7 mile), and South Grand (Grand Boulevard, 0.3 mile). These areas also have considerably stronger neighborhood market conditions, indicating that creating a fully walkable Main Street environment along the entirety of the Study Area corridor is likely infeasible in a 10- to 15-year timeframe. This further supports the need to create district strategies that build upon key physical assets and support a diverse range of uses beyond traditional storefront retail. The market is not currently positioned for rapid economic growth, also

Responsible Entity:
City of Alton, Alton Main
Street, The Great Rivers
& Routes Tourism Bureau
(GRRCVB)

CI 03.01

COORDINATE CURRENT
MARKETING AND TOURISM
PLANS WITH NEW DISTRICT
ALIGNMENTS AND BRAND

NEAR

SEE ALSO
CI 02

emphasizing the importance of concentrating investment around key activity nodes. Given these conditions, the strategic framework establishes four distinct districts, which are described in detail in the following section.

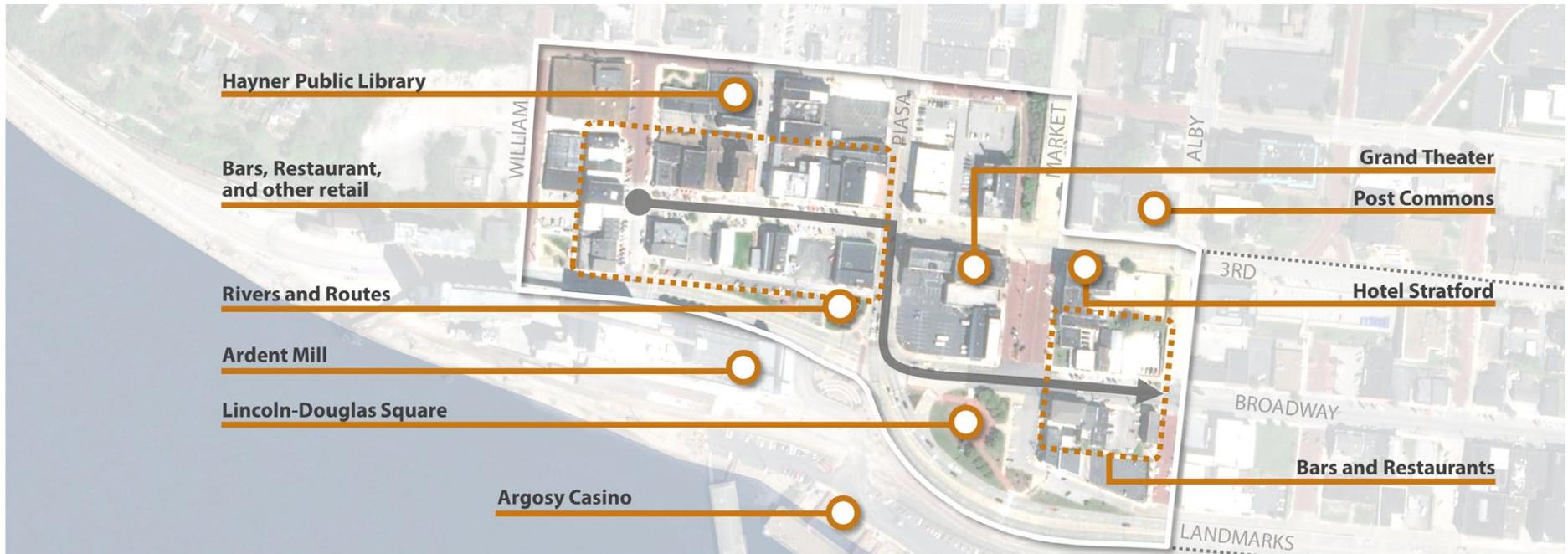
THE ENTERTAINMENT DISTRICT

With its densely developed, historic mixed-use buildings and walkability, this area forms the western portion of the historic commercial core of the city. This area has the highest density of storefronts in the city with very low vacancy. Given its many bars, restaurants, entertainment-oriented venues, and tourism-related attractions, including the Argosy Casino and Alton Regional Convention and Visitor's Bureau Office,

this area serves as the “gateway” to Alton and other regional visitor attractions. Currently, Piasa Street (U.S. 67) forms a hard barrier to the areas to the east with four lanes carrying relatively high-speed traffic, which hinders pedestrian safety and accessibility. Historically, the areas west of Piasa Street are considered the core Entertainment District. However, the anticipated opening of the Grand Theatre and potential rehabilitation of the now vacant Hotel Stratford will expand pedestrian activity to the east. A large portion of this district is within FEMA’s 100-year flood zone, which limits marketability. Therefore mitigation efforts should be explored to ensure that this core district remains intact.

STRATEGIC VISION

The future brand and character of this district should continue building upon its dense cluster of retail businesses as a vibrant entertainment district and core area for bars, restaurants, nightlife, and destination retail. Maintaining marketability of this district (as previously discussed) will require continued reinvestment in existing properties, retail tenant diversification, creating safe and more seamless connections across Piasa Street and to and from the riverfront, and flood mitigation. The planned renovation efforts of the Grand Theatre and future rehabilitation of the Hotel Stratford will serve as catalysts for the district by increasing market support for existing retailers and putting vacant historic properties back into productive use.



ALTON CITY-WIDE GATEWAY SIGNAGE



1 District Banner
Scale : 3/8"=1'

2 Alton Gateway - OPT. A
Scale : 3/8"=1'

3 Alton Gateway - OPT. B
Scale : 3/8"=1'

*Lightpole to be finalized

ENTERTAINMENT DISTRICT SIGNAGE KIT-OF-PARTS



Direct Print Map Art

Warm Gray Paint

Warm Beige Paint

Pure+FreeForm Wewatta Rust

White Pattern on Yellow Background



1 Combination Street light Directional Sign Scale : 3/8"=1'

2 Entertainment District Banner Scale : 3/8"=1'

3 District ID Scale : 3/8"=1'

4 Vehicular Directional Scale : 3/8"=1'

5 Pedestrian Directional Scale : 3/8"=1'

6 Bike Path Signage Scale : 3/8"=1'

*Lightpole TBD

ARTISAN HEIGHTS

With an eclectic mix of residential, commercial, and light industrial buildings, this section of Broadway bounded by Alby Street to the west and Langdon Street to the east is characterized by its cluster of antique stores, arts and crafts studios (ceramics and stained glass), restaurants, service-oriented businesses, and brewery (Old Bakery Beer Company). There are more “missing teeth” in this section compared to the Entertainment District, although given the bluff line, these gaps between buildings offer prime views of the Mississippi River and opportunities for smaller scale public realm improvements and programming. On the north side of this district are several civic and community uses including Alton City Hall, Marquette Catholic School, and YWCA of Alton.

STRATEGIC VISION

Future branding efforts for this district should build upon Alton’s craft-oriented history, present, and future. Given the premium river views, this district is ideal for residential uses in rehabbed buildings, especially those with frontage on Landmarks Boulevard. The nature of its building stock and commercial tenants lends to a more organic mix of eclectic uses that are attractive to visitors and residents alike, but steers to a more mature market segment.

As discussed previously, market conditions are not supportive of new construction, but the adaptive reuse of light industrial buildings could satisfy demand for residential, office, and other commercial uses. Given the eclectic nature of the district, vacant lots and underutilized spaces could be activated with low-cost capital investment and programming. Initial investment in this district should be in branding elements and



ARTISIAN HEIGHTS SIGNAGE KIT-OF-PARTS



Direct Print
Map Art



Warm Gray Paint



Warm Beige Paint



Pure+FreeForm
Wewatta Rust



White Pattern on
Green Background



1 Combination Street light
Directional Sign
Scale : 3/8"=1"



2 Entertainment District
Banner
Scale : 3/8"=1"



3 District ID
Scale : 3/8"=1"



4 Vehicular Directional
Scale : 3/8"=1"



5 Pedestrian Directional
Scale : 3/8"=1"



6 Bike Path Signage
Scale : 3/8"=1"

*Lightpole TBD

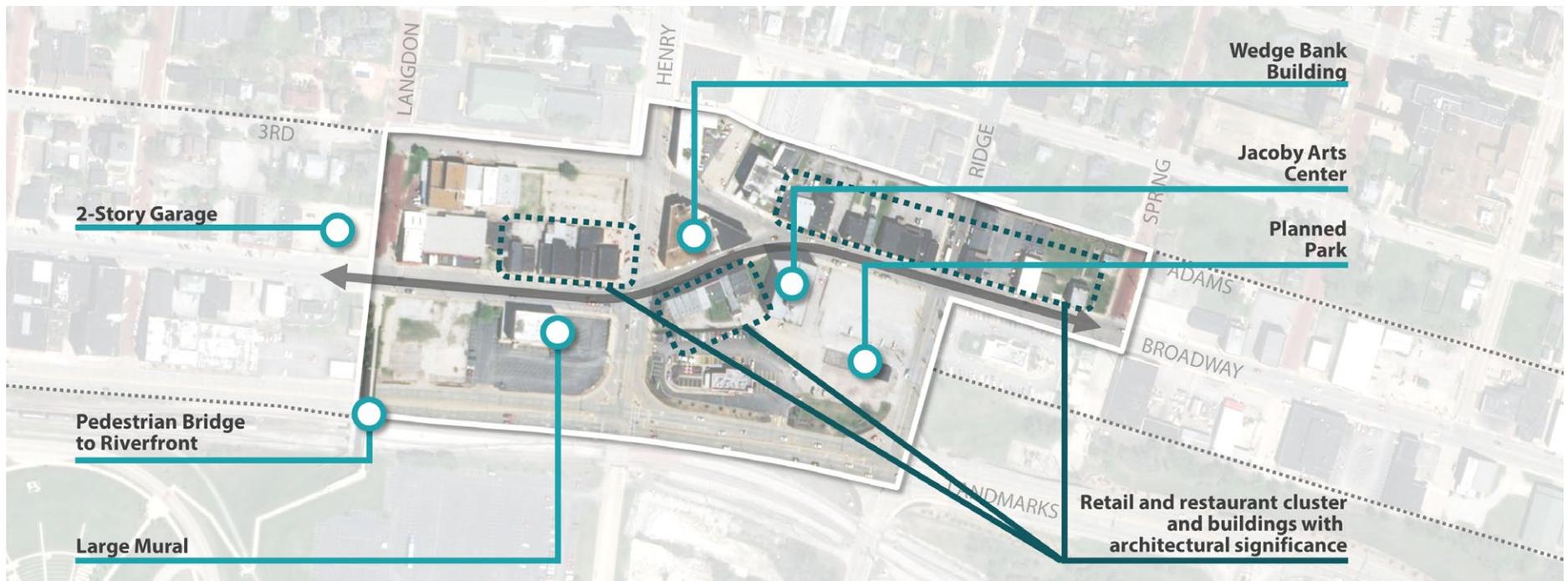
wayfinding signage as a low-cost, but impactful intervention. See the Character and Identity framework for further detail on signage recommendations. Other examples of low-cost interventions might include integration of murals on blank walls in partnership with local artists, allowing for temporary pop-up uses like food trucks, and providing temporary “tactical urbanism” elements like seating or “chair-bombing” at \$100-\$400 per movable chair and table set, outdoor games like oversized chess, shuffleboard or cornhole at \$1,000-3,000, temporary pavement murals at \$20 per square foot, or creating a small performance space at \$5,000-\$10,000 on a vacant lot (see Funding Opportunities section of the Path Forward section of the plan). Murals themselves can become destinations to attract visitors. With a focus on retaining and attracting younger population in Alton, the City, in partnership with Alton Main Street should consider a technology-based art installation. One example of a technology-based mural uses augmented reality through a cell phone interface when interacting with the mural. (<http://grapevinewall.com/murals/>). Another strategy to activate a space through tactical urbanism is through concrete sandblasting or staining. This approach takes concrete that is already in place and applies a sand blast or staining treatment using standard or custom patterns.

ARTS DISTRICT

Outside of the Entertainment District, the Arts District has the only other intact stretch of historic Main Street-oriented storefronts in the Study Area. The district is anchored by the Jacoby Arts, which serves as an arts and cultural activity generator. Storefronts are generally well-occupied with bars, cafes, and service providers, although there are some spaces that need reinvestment. The triangular parcel (known as The Wedge) and properties north of 3rd Street are improved with conventional office space, which contributes to the mixed-use nature of the district. There is a KFC/Taco Bell with drive-through on the northeast corner of Henry Street and Landmarks Boulevard. Though an economically productive use, it hinders pedestrian activity south of Broadway. Plans are currently underway to develop a park and greenspace on the vacant lot east of the Jacoby Arts Center, which will enhance marketability of properties along the Broadway corridor, serve as a hub connecting the district to the regional greenway networks, and should serve as a catalyst for new investment. There are also plans for converting the second and third floor loft spaces in the Jacoby Arts Center building into artist live-work spaces, which will further increase visibility of the district.

STRATEGIC VISION

The strategy for the Arts District is to leverage existing anchors, uses, and built environment to create an innovation and entrepreneurial hub. As with any innovation district, maintaining a mix of uses is key in addition to incorporating vibrant public space, walkable amenities, professional services, and arts and culture to create “collisions” for the cross-pollination of ideas and businesses. This district should not directly compete with the Entertainment District but offer a different type of experience that is more contemporary within a preserved historic setting. Small business assistance programs and resources, such as those described in Goal DS 03 “Support local business,” should be incorporated into this district to support and reinforce growth-from-within economic development strategies.



ARTS DISTRICT SIGNAGE KIT-OF-PARTS



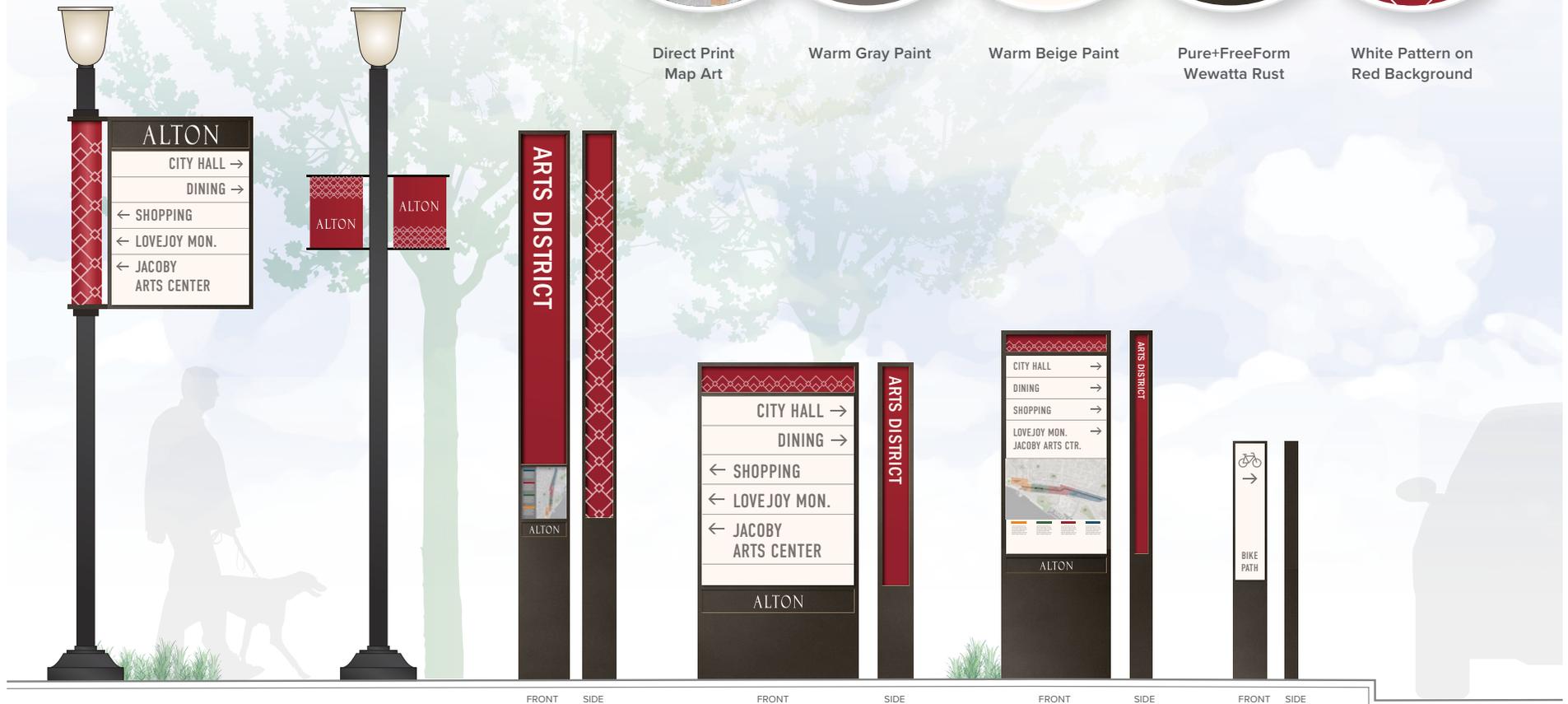
Direct Print
Map Art

Warm Gray Paint

Warm Beige Paint

Pure+FreeForm
Wewatta Rust

White Pattern on
Red Background



1 Combination Street light
Directional Sign
Scale : 3/8"=1"

2 Entertainment District
Banner
Scale : 3/8"=1"

3 District ID
Scale : 3/8"=1"

4 Vehicular Directional
Scale : 3/8"=1"

5 Pedestrian Directional
Scale : 3/8"=1"

6 Bike Path Signage
Scale : 3/8"=1"

*Lightpole TBD

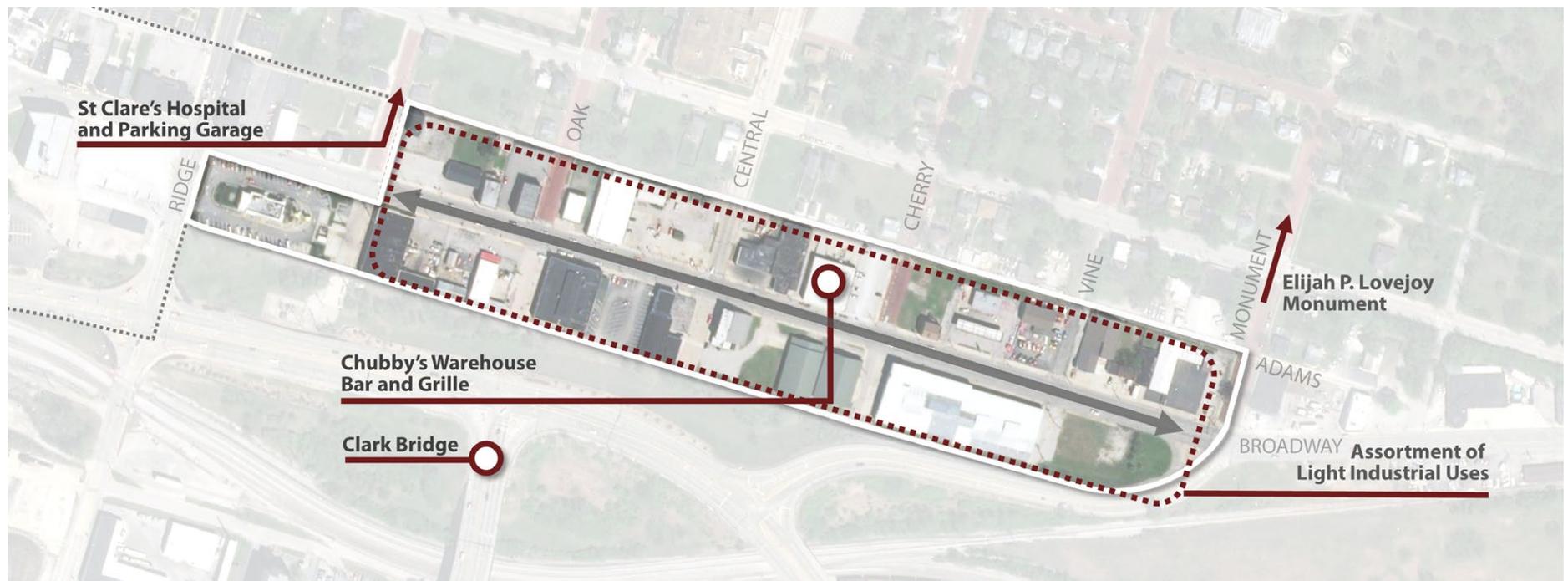
LOWER BROADWAY

The area between Spring Street (from Ridge on the south side of Broadway) to the west and Monument Avenue to the east is dominated by auto-oriented businesses and light industrial uses, including a McDonald's restaurant, body shops and auto parts stores, distribution/warehousing businesses, and construction supply businesses. There are also a few bars, restaurants, and other retail stores. Though less pedestrian friendly, most of the properties are well-occupied with the highest and best use given current market conditions. St. Clare's Hospital, one block north, will soon cease operations allowing for a potential reuse of the facility. The surrounding

neighborhood (Hunterstown) is characterized by weak market and socio-economic conditions.

Strategic Vision

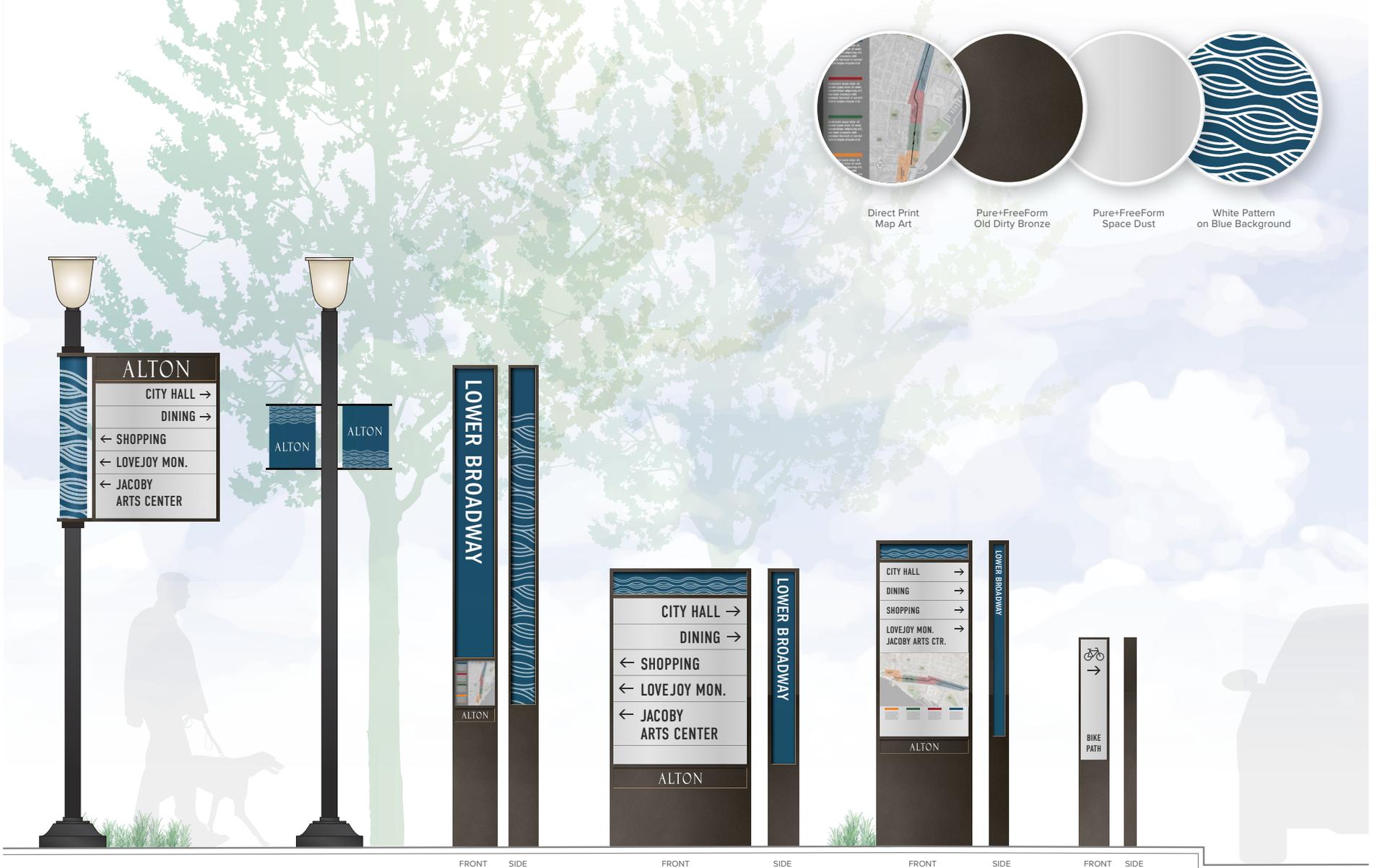
Given current market conditions with limited opportunity for new construction and lack of vacant properties with adaptive reuse potential, the strategy for Lower Broadway is to continue the existing light industrial, employment-based uses, but in a way that minimizes pedestrian and automobile conflicts, encourages more advanced, craft, or "maker" industrial users, and does not preclude the possibility of mixed-use development in the much longer term.



LOWER BROADWAY DISTRICT SIGNAGE KIT-OF-PARTS



Direct Print Map Art Pure+FreeForm Old Dirty Bronze Pure+FreeForm Space Dust White Pattern on Blue Background



1 Combination Street light Directional Sign
Scale : 3/8"=1'

2 Entertainment District Banner
Scale : 3/8"=1'

3 District ID
Scale : 3/8"=1'

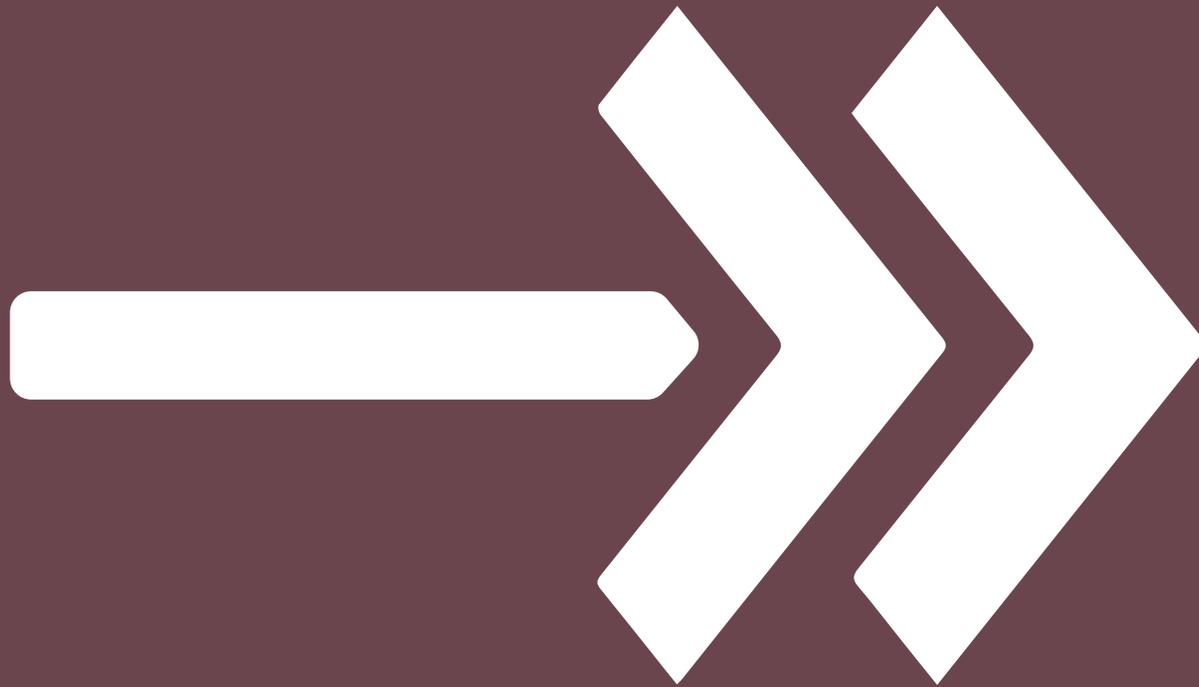
4 Vehicular Directional
Scale : 3/8"=1'

5 Pedestrian Directional
Scale : 3/8"=1'

6 Bike Path Signage
Scale : 3/8"=1'

*Lightpole TBD

In celebrating the industrial history of Alton, and recognizing the need to develop an economic strategy that supports a capable workforce across all education levels, maintaining and developing Blue Collar employment opportunities in the Study Area can create more equitable paths to prosperity, while utilizing existing uses. There could be potential synergies with the Arts District by linking entrepreneurial activities with fabrication-related practices, including prototyping, 3-D printing, craftwork (metallurgy, woodworking, etc.), fashion, food-related (commercial kitchen, preparation or manufacturing), emerging green energy practices, and other practices that utilize light industrial or flex space. An additional service or resource could be a workforce development center that expands upon the current adult education programming at the Lewis and Clark Community College Scott Bibb Center located at East 5th Street and Central Avenue. A future center could offer expanded curriculum with a focus on trades and other skills to support these industries. This component could further serve existing residents in Hunterstown and also provide additional market support for housing.



7 A PATH FORWARD

The frameworks are synergistic in crafting a guidebook for implementation

The Alton Great Streets Plan offers a multi-faceted vision for the Broadway Districts and key sections of the Great River Road (U.S. 100), Piasa (U.S. 67), 3rd Street and Market Street. The Plan's vision, goals and recommendations are organized within four framework topics:

- Connections and Mobility,
- Development Assets,
- Green Networks and Stormwater, and
- Character and Identity.

PATH FORWARD



TO ACHIEVE THE ASPIRATION OF THIS PLAN THE FOLLOWING GOALS HAVE BEEN IDENTIFIED. EACH OF THESE GOALS ARE SUPPORTED BY A MULTIPLE ACTIONABLE RECOMMENDATIONS WITH IMPLEMENTATION DETAILS IN THE FOLLOWING SECTION.

GOAL 01 Build the capacity of Alton Implementors

GOAL 02 Adopt plans and policies

The frameworks work together synergistically to offer the highest impact to the Alton community, property and business owners, future investors, future residents and visitors.

Synergistic elements of the Plan are evident when uses and benefits are not single-serving but layered, as demonstrated in the implementation matrix, found in the Appendix. This section of the plan focuses on tools and organizational strategies to move forward with implementation. The section is organized into the following:

- Building the capacity of those charged with implementing the plan recommendations,
- Providing tools for funding,
- Providing policies for operations and maintenance,
- Outlining a phasing strategy and timeline,
- Outlining near-term funding opportunities, and
- Providing an overview of opinion of probable cost for key projects within the plan.

GOAL PF 01

Build the capacity of Alton implementors

Goal PF 01.01 Identify “stewards” of the plan

It is important to assess the service offerings, programming, and capacity of existing organizations and other neighborhood-based entities providing economic and community development resources in and around the Alton Great Streets Study Area to aid in the implementation of the plan. Though not an implementation strategy itself, this section aims to identify potential “stewards” of key strategic initiatives as identified in the market strategy.

It is important to ask the following questions:

- Which organizations currently support local job creation, small business, tourism, real estate development, and the built environment?
- What is their capacity to implement aspects of the strategy?
- What are the gaps in service?
-

This goal does not provide a funding strategy but is intended to highlight specific organizational and resource needs for the future implementation of the plan. In some cases, new programs, partnerships, or organizational structures will be needed. There are two types of stakeholders:

Primary Stakeholders: local agencies and organizations that currently support economic and community development-oriented initiatives in or around the Great Streets Study Area. These agencies/organizations should lead future strategic efforts as identified in the plan.

Support Entities/Organizations: local, regional and state agencies, organizations, institutions, and other entities that should support primary stakeholder and/or serve as strategic partners.

WHY DO WE NEED THIS FRAMEWORK?

Successful commercial corridors, downtowns, and districts need to provide an environment that attracts and retains a diverse customer base with an appropriate mix of uses and spaces to support business needs. This emphasizes the importance of the public realm—streets, sidewalks, and in-between spaces—that must be well-programmed and well-maintained as part of this economic ecosystem. In many communities, local government does not have the capacity to provide the necessary investments, interventions, or programming to fulfil these needs; therefore, local organizations, stakeholders, alternative funding structures are needed to “fill the gaps” in service, but also dedicate specific attention to particular elements of the public realm and small business ecosystem. This is why main street organizations, downtown organizations, business associations, and special districts (Business Improvement Districts, Community Improvement Districts, Special Service Districts) are necessary to support the City, local businesses, and community at large.

What are typical services provided by commercial district organizations?

Downtown, main street, and other service district organizations can offer a wide range of services and their structure and capacity can vary considerably based on size of community and district needs. There is no one-size-fits-all structure and, in many cases, multiple organizations can take on different roles for achieving broader community goals. Additionally, organizations can evolve over time by increasing capacity with expansion of fundraising activities and service fees.

The following diagram shows the range of services and programs that special district organizations can provide for enhancing the public realm and supporting local economic development.



SUMMARY OF PRIMARY STAKEHOLDERS

To support implementation of the Great Streets Market and Economic Strategy, the following organizations were identified as primary stakeholders:

Organization	Year Founded	Location	Service Area	Mission	Core Services
Alton Main Street	1994	Alton, IL	Downtown Alton	"Engage our community in the continued renewal of our historic downtown district and Mississippi River heritage by cultivating an attractive center of economic and social activity."	Marketing, Small Business Assistance, Business Attraction/Retention, Events/Promotion, Networking/Facilitation
Great Rivers and Routes Tourism Bureau	1985	Alton, IL	Six-County Illinois Region (including Madison)	"Advance the overall destination experience and awareness for [service area counties] in collaboration with community stakeholders, to strengthen the local economy and quality of life."	Marketing and Promotion, Media and Outreach, Hospitality Support, Event Sponsorship
Riverbend Growth Association	1988	Godfrey, IL	12 communities in Northwest Madison County (including Alton)	"The mission of the Growth Association is to provide leadership required to attract, promote and support new and existing enterprise growth throughout the Riverbend community."	Business Directory, Communications, Business-to-Business Resources, Business Attraction/Retention, Programs/Events, Marketing

Source: Guidestar

PRIMARY STAKEHOLDER ASSESSMENT

ALTON MAIN STREET (DOWNTOWN ALTON)

Alton Main Street (also known as Downtown Alton) was formed in 1994 with a mission to “engage our community in the continued renewal of our historic downtown district and Mississippi River heritage by cultivating an attractive center of economic and social activity.” The organization’s website is the primary resource for local Downtown Alton news, events, and promotion as well as a centralized hub for economic and business development resources, including real estate listings. The organization’s district boundaries are generally consistent with the Great Streets Study Area, although it also serves the areas north of the Entertainment District and along 4th Street. See appendix for map of service area.

KEY SERVICE/PROGRAM OFFERINGS

Main Street Alton offers a wide range of services dedicated to downtown businesses, special events, and placemaking.

SUMMARY OF KEY SERVICES/PROGRAMS:

- Marketing
- Business Attraction/Retention
- Small Business Assistance
- Special Events/Promotion
- Networking/Facilitation
- Placemaking and Design

POTENTIAL ROLES IN GREAT STREETS IMPLEMENTATION

Alton Main Street should continue providing its small businesses services and potentially expand its role in leading placemaking efforts and supporting real estate development activities, although this would require additional funding.

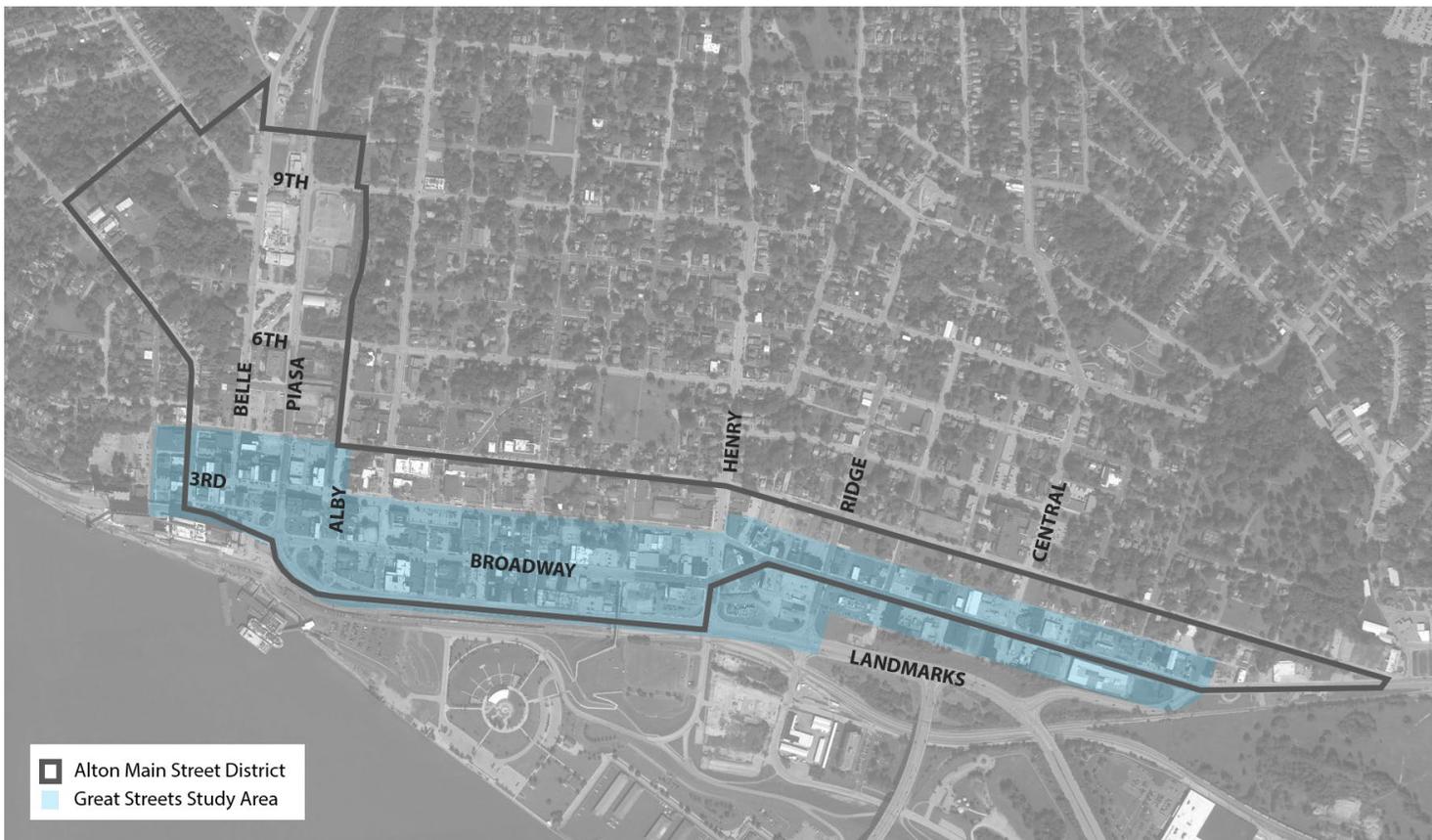
- Continue serving local businesses
- Establishment of co-working space
- Creative placemaking and programming (pocket parks, events, etc.)
- Facilitate local business-to-business and peer networks
- Networking/Facilitation
- Liaison for real estate services
- Retail tenant diversification efforts
- Co-sponsor pop-up events in retail spaces

CAPACITY ASSESSMENT

In 2018, Alton Main Street had an annual budget of just over \$90,000, which covered the payroll for a part-time director (20 hours per week) and expenses for events, advertising, promotion, and supplies. About 20 percent of its funding is from contributions, with the majority of funds from service fees, including sponsorships, vendor fees, ticket sales, and other fees. The City of Alton also contributed \$25,000 in 2018 to support operations, up from \$7,000 the previous year. The organization has also received grant funding to double Supplemental Nutrition Assistance Program (SNAP) dollars at the farmer’s market.

The organization serves local business by connecting them to local and regional resources, but currently does not have

the capacity to support dedicated full-time staff to provide technical assistance or other direct services. Though it could be a leader for placemaking efforts, the organization does not have a budget for capital investment, which would require additional funding streams. See the Path Forward section of this plan for further detail on establishing a BDD.



Alton Main Street District service area vs. the Great Streets study focus area

Great Rivers & Routes Tourism Bureau

The Great Rivers & Routes Tourism Bureau (GRRCVB; also known as the Alton Convention and Visitors Bureau) has a mission to “advance the overall destination experience and awareness for [service area counties] in collaboration with community stakeholders, to strengthen the local economy and quality of life.” It serves a six-county region in Southwest Illinois, including Madison, Macoupin, Montgomery, Jersey, Calhoun, and Greene counties with Downtown Alton as the launching point for regional tourist and visitor activity.

KEY SERVICE/PROGRAM OFFERINGS

GRRCVB provides marketing, promotion, and other media-related outreach to support its six-county service area. It maintains a website as the region’s primary visitor guide with information on attractions, events, lodging, dining and retail, and wayfinding. In addition to daily and overnight visitor promotions, it also supports group activities for youth sports, weddings, meetings, and smaller conventions.

SUMMARY OF KEY SERVICES/PROGRAMS

- Marketing and Promotion
- Media and Outreach
- Hospitality Support
- Event Sponsorship

POTENTIAL ROLE IN GREAT STREETS IMPLEMENTATION

Given GRRCVB’s existing marketing and promotional toolkit, it could align outreach materials to support local businesses, sponsor events, and support placemaking efforts with signage, districting, and branding. It can also provide a direct linkage between visitor spending and support for the local entrepreneurs.

- Promotion of small business community
- District branding strategies
- Public realm improvements (signage, programs, and events)
- Creative placemaking and programming (pocket parks, events, etc.)
- Promote historical and cultural assets
- Align programming with near-term catalysts (Grand Theatre, planned park)
- Co-sponsor pop-up events in retail spaces

CAPACITY ASSESSMENT

GRRCVB had 2018 expenses of around \$1.2 million to support payroll, advertising costs, and other promotional activities, including events, printing, and publications. Most of its funding comes from the City’s tourism tax, although a portion of revenue comes from advertising fees. Supporting the Great Streets plan could involve incorporating more local small business-related promotion, aligning marketing and advertising with implementation of the plan, and supporting district branding and wayfinding activities.

River Bend Growth Association

The River Bend Growth Association is the primary business membership organization for communities in northwest Madison County, which include Alton, Bethalto, East Alton, Elsau, Foster Township, Godfrey, Grafton, Hartford, Roxana, South Roxana, Wood River, and Wood River Township. The mission of the Growth Association is to “provide leadership required to attract, promote and support new and existing enterprise growth throughout the Riverbend community.”

KEY SERVICE/PROGRAM OFFERINGS

The River Bend Growth Association provides chamber of commerce-type services with networking, programs/events, and facilitating business-to-business relationships and activities.

- Communications and Marketing
- Business-to-Business Resources
- Business Attraction/Retention
- Programs/Events

POTENTIAL ROLE IN GREAT STREETS IMPLEMENTATION

River Bend Growth Association is best positioned to continue with marketing and business attraction efforts, linking local businesses with regional workforce development resources, and “selling” Alton to a broader regional and national market.

- Promotion of small business community
- Networking
- Support workforce development efforts

- “Sell” Alton’s historic and cultural assets
- Retail tenant diversification efforts Facilitate local business-to-business and peer networks

CAPACITY ASSESSMENT

With more than 80 percent of its nearly \$400,000 budget derived from membership dues, the organization’s capacity is dependent on maintaining its current members and expanding membership in its service area; therefore, broad expansion of services and programming is limited. However, the organization has a well-established network that could be leveraged to further support the Alton business community.

SUPPORT ENTITIES/ORGANIZATIONS

In addition to the primary stakeholders, there are other entities and organizations that can offer further support for the plan.

CITY/LOCAL

City of Alton: The City’s Department of Planning & Development will continue playing a critical role in the future of downtown Alton, especially through zoning and regulatory changes to support new real estate development as well as economic development-related programs, including the administration of the Riverfront TIF District, Hunterstown TIF District, and Community Development Block Grant (CDBG) program.

AltonWorks: Currently preserving dozens of historic and catalytic structures in and around the Great Streets Study Area, AltonWorks is leading the implementation of the planned park adjacent to Jacoby Arts Center. This

organization will be driving downtown real estate- investment over the next 10 years.

Greater Alton Community Development Corporation: The organization has limited capacity but should be a potential partner and contributor to housing and neighborhood-based efforts, especially in the residential areas just beyond the Great Streets Study Area.

Jacoby Arts Center: The gallery, exhibition, and education space could be a partner in future event planning, public art and beautification efforts in the study area as well as providing synergistic programming for entrepreneurial activities.

REGIONAL

East West Gateway Council of Governments: The St. Louis region's metropolitan planning organization will continue to be a key partner, particularly as it relates to issues regarding transportation funding, community development, and research assistance.

Madison County Community Development: As the county's administrator of Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) programs and a primary funder for economic and community development initiatives, this organization should be a continuing partner for future investment in the Great Streets Study Area.

Madison County Employment & Training: Future workforce development efforts, including the development of a

workforce development center or one-stop, which is a job center that includes hiring, training, and career development services, should leverage the services provided by Madison County.

Madison County Transit (MCT): MCT provides bus and bike trail service throughout Madison County will be a critical partner for the implementation of both bicycle and pedestrian enhancements as well as accessibility improvements to and from Downtown Alton.

Metro East Park and Recreational District (MEPRD): MEPRD awards grant funding for Madison and St. Claire County parks and trails and offers potential funding support for Great Streets implementation.

Southern Illinois University-Edwardsville (SIUE): SIUE is the location of the Small Business Development Center (SIUE SBDC), which provides resources to businesses throughout Southwestern Illinois. Additionally, SIUE could potentially expand its presence in Alton as well as developing a skilled and talented workforce.

St. Louis Regional Chamber: Alton stakeholders should maintain partnerships with the St. Louis Regional Chamber and ensure that local economic development efforts align with regional efforts.

STATE

State

Illinois Department of Transportation (IDOT): An ongoing partnership with the state's department of transportation will be necessary to advance a number of key projects.

Illinois Department of Commerce and Economic Opportunity (DCEO): DCEO provides funding programs and services that support economic development initiatives throughout the state that includes infrastructure investments, workforce development, and business development.

Illinois Division of Historical Preservation: Future renovation of historical structures in the study area will likely require financial assistance (incentives, grants, and loan programs) from Illinois Division of Historical Preservation.

Illinois Main Street: Supports organization for main streets statewide; Alton Main Street is a participating organization.

SERVICE GAPS AND RECOMMENDATIONS

Currently, Alton is well-served with business support organizations and promotional and marketing resources, which is a testament to its already strong small business community and tourism support ecosystem. Ongoing programs and services should continue and expand where possible with continued efforts to link local businesses to the broader regional economic development community.

PUBLIC SAFETY & HOSPITALITY

Full-time security personnel or guides are typically more common in larger downtown areas, although enhanced security services may be needed during certain times of day with larger volumes of pedestrian and vehicular traffic (such as Friday and Saturday nights) or during special events. Depending on the implementation timeline of proposed right-of-way and pedestrian improvements, added safety monitors may be necessary in the short term (such as crossing guards at Piasa Street and 3rd Street intersection). The presence of the Great Rivers & Routes office and visitor center provides an asset for the community as a “launching point” for visitors and satisfies most hospitality and tourism-related needs.

Hospitality services are currently provided, but given concerns about public safety, additional mitigation strategies and services should be provided in the long-term, such as safety personnel, security monitoring, enhanced lighting, and partnerships with local law enforcement. These additional services would require a funding strategy. Short-term efforts could support pedestrian-related safety concerns in high-traffic areas.

MARKETING & PROMOTION

The study area is generally well-served with marketing and promotional resources through the programming and operations of Great Rivers & Routes and Alton Main Street. There is a wealth of promotional materials available as well as a well-programmed and -sponsored schedule of events and festivals. As part of the implementation of the Great Streets plan, a district branding strategy will need to be incorporated in future marketing efforts and aligned with capital investment.

BEAUTIFICATION & PUBLIC ART

Planters, flowers, and other greenery are incorporated in some areas of the Entertainment District and along 3rd Street with a few murals along Broadway. Alton Main Street has design and placemaking as part of its core offerings, including public art and garden maintenance, but expanding these efforts will require additional funding and capacity building.

Alton Main Street is positioned to provide services, although funding and capacity is limited for providing district-wide services of scale. Dedicated funding and partnerships with local organizations will be needed.

CAPITAL IMPROVEMENTS

Currently, there is no dedicated funding stream for enhanced capital improvements within the Great Streets Study Area beyond routine city public works investments/improvements. The primary stakeholder organizations currently do not have the capacity for funding or overseeing major capital investment efforts, although Alton Main Street and Great Rivers & Routes could be positioned to implement smaller-scale improvements if funding were available.

Implementation of right-of-way improvements will require dedicated local funding streams as well as state and federal grant dollars.

BUSINESS DEVELOPMENT

Currently, the Great Streets Study Area is well-served with business resources through the three primary organizations. Added capacity and partnerships are needed to further

expand programming and provide more dedicated on-the-ground services, including a small business and entrepreneurship hub such as an incubator and co-working space.

All three primary organizations provide resources and services for downtown businesses, although a one-stop-shop small business center, incubator, or workforce development center would require additional funding and partnerships with regional organizations.

NEXT STEPS TOWARD IMPLEMENTATION:

1. The entities identified as key implementors of plan recommendations should draft a memorandum of agreement (MOU) to establish a Great Streets Task Force.

Goal PF 01.02 – Establish a Business Development District (BDD)

The establishment of a Business Development District (BDD), which levies revenue from taxable sales within a given district boundary (additional levy of 0.25 to 1.0 percent), can use funds to support real estate development, including site preparation, building renovations, and new development as well as fund planning efforts and infrastructure improvements. Based on current (2019) data, a rough estimate of revenue is included in the chart shown. As implementation takes place, a more detailed projection should be completed. The intent of the recommendation to establish the BDD is provide additional revenue to strengthen the role of Alton Main Street as a key implementor of this plan to support their current

role and expand their role into areas such as maintenance/ negotiation of maintenance agreements with the City and property owners. The Illinois Department of Revenue publication (PTAX-1002-20) addresses the procedures relating to the Business District Development and Redevelopment Act (65 ILCS 5/Art. 11 Div. 74.3 et. seq.). The business district sales tax would be imposed by the City in the form of the Business District Retailers' Occupation Tax and Business District Service Occupation Tax.

- Total SF Retail Uses/Storefronts: 220,100
- Vacancy Factor: 10%
- Weighted sales (per square foot): \$250
- Estimated. Total District Sales: \$49,522,500
- Esri Total District Sales: \$33,616,124
- Base District Sales: \$40,000,000

Increment	Revenue
0.25%	\$100,000
.50%	\$200,000
0.75%	300,000
1.00%	400,000

NEXT STEPS TOWARD IMPLEMENTATION:

1. Perform a detailed analysis of projected revenue generation for a potential BDD.

Goal PF 01.02 - Align the boundaries

Though Alton Main Street serves businesses throughout the greater downtown area and citywide, it is recommended to update their service boundary to include the portions of the Study Area east of Henry Street, since current and future funding programs may only apply to those businesses within the boundary.

GOAL PF 02

Adopt plans and policies

Goal PF 01.01 Identify “stewards” of the plan

The adoption of the Great Streets plan should include review by the Planning Commission followed by review and approval by City Council.

Goal PF 02.02 – Adopt a City-wide Complete Streets Policy

The National Association of City Transportation Officials (NACTO) unveiled a new design manual for city streets in September 2013. A blueprint for the 21st century streetscape, the Urban Street Design Guide served as a basis for recommendations within the Great Streets Plan. The City can utilize this guide and NACTO's guidance as a basis for a City Complete Street Policy to guide not only the implementation of the Great Streets Plan, but to assist the City in decision-making and planning City-wide into the future.

- <https://nacto.org/publication/urban-street-design-guide/>
- <https://nacto.org/publication/urban-street-design-guide/endorsement-campaign/>

Goal PF 02.03 - Strategize and formalize a plan for ongoing maintenance

Other than city services and waste management services for restaurants, there are no supplemental clean up and maintenance services provided in the Study Area. Though clean up and maintenance is not an immediate need, these services can enhance the overall perception and marketability of a district. Additionally, as visitation to the Great Streets Study Area increases over time, additional services will be needed to maintain its appearance. The recommended paving surfaces will require new equipment to maintain. Native planting areas and rain gardens will require staff acquire new training in maintenance practices to understand watering schedules and cleaning practices. New site furnishings and signs will require understanding of new installation and maintenance practices including cleaning and painting. A long-term funding strategy will be required for dedicated clean up and maintenance services. The recommendation to create a Business Development District could provide one source for dedicated funding for ongoing maintenance. It is recommended that the division of labor and strategy for maintenance (both in-house staff and contracted maintenance services) be determined in a MOU between IDOT, the City of Alton and the established BDD/Alton Main Street.

Maintenance and operations training should include:

RAIN GARDEN MAINTENANCE

Rain Gardens typically include plants, control structures, curbs, storm drains and underdrains. The maintenance of

these systems would include weekly inspection to ensure the system is operating properly, along with vegetation management. Periodic sediment and litter removal are required to minimize clogging of the soil bed. Plants should be selected for their maintenance needs and tolerance to snow storage and winter salts. Maintenance of vegetation includes weeding, pruning trees and shrubs, and monitoring plants to make sure they are thriving. Estimated annual maintenance costs ranges from \$750-1,000 per garden for regular inspection, weeding and plant replacement. If planned and designed properly, a rain garden is likely to retain its effectiveness for over 20 years.

PERMEABLE PAVING MAINTENANCE

Permeable paving allows water to drain through the pavement reducing stormwater volume and allows filtering down through soil to become groundwater. Particles can clog permeable pavers which is why they require periodic maintenance to ensure that water can adequately drain through the pavers. Proper maintenance can ensure that a permeable paving system maintains its efficiency indefinitely. The key process for maintaining a permeable pavement is vacuuming. Vacuum equipment is either truck-mounted or walk-behind, and most municipalities already own this equipment. Vacuuming lifts sediment out and restores the porosity of the system. The surface should be dry when cleaning; vacuuming should not be accompanied by washing. Vacuuming is necessary at least once per year: in the spring, following snowmelt. Additionally, when the open space between aggregate particles in joints is not visible, then sediment is clogging the pavement and vacuuming is required. More sophisticated permeability testing can be completed with infiltrimeters, if necessary.

Grit or sand should not be applied to the pavement for winter traction. Instead, rely only on snow removal and deicing agents. Seasonal blowing to remove surface debris such as tree litter, mulch and loose dry soil is also beneficial.

NATIVE PLANTING MAINTENANCE

Trees and plants should be inspected monthly to ensure they are healthy and free of disease and insects, plant beds are free of litter, debris and weeds. Staff should ensure that trees are trimmed and limbed on a regular basis and ensure that tree wells are not covered and inhibiting air circulation. Planting beds need to be mulched annually. Mulch should be pine or hardwood mulch, locally sourced. Weeding should be done at least three times during the growing season. While irrigation is not included in the plan recommendations due to cost and maintenance requirements, regular truck watering will be needed in summer months and during plant establishment (year 1-2). Native plants have an aesthetic that may differ from seasonal plants and therefore will require specific training to identify weeds within the native plantings.

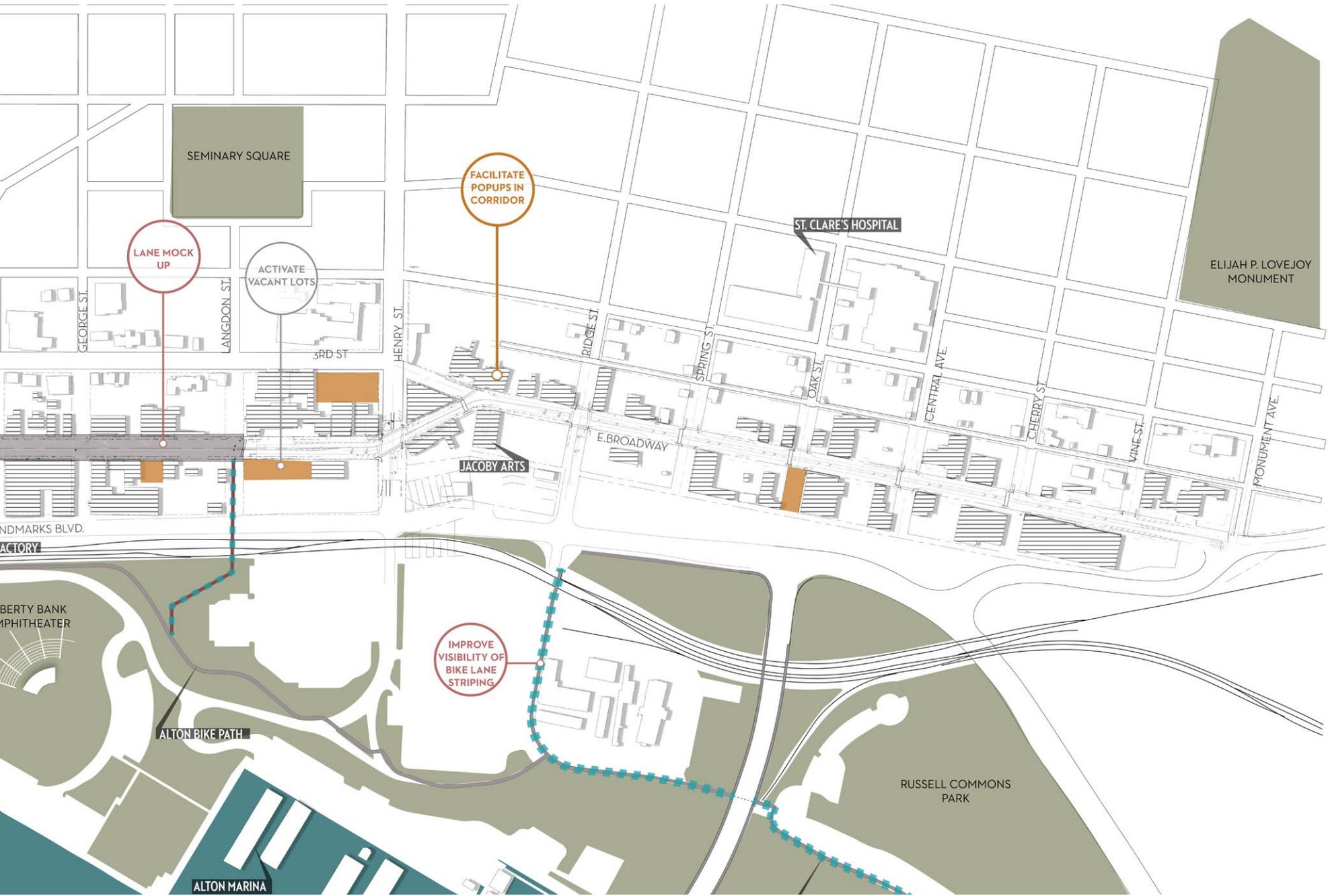
IMMEDIATE ACTION 0-3 YEARS

IMMEDIATE ACTIONS

The following actions can be completed in the immediate future (1-2 years). These actions are largely intended to set the stage for capital investment in the public realm and create the tools and policies necessary to implement the plan recommendations. Early action can build confidence that the plan is supported, and the path forward is clear.

LEGEND	
	TACTICAL URBANISM-PARKLET
	TACTICAL URBANISM-RESTRIPE
	TACTICAL URBANISM-VACANT LOT
	DEVELOP POPUP TOOLKIT
	SAFETY EVALUATION OF RR CROSSING
	RE-STRIPE FOR CYCLIST
	CREATE CYCLE-TRACK





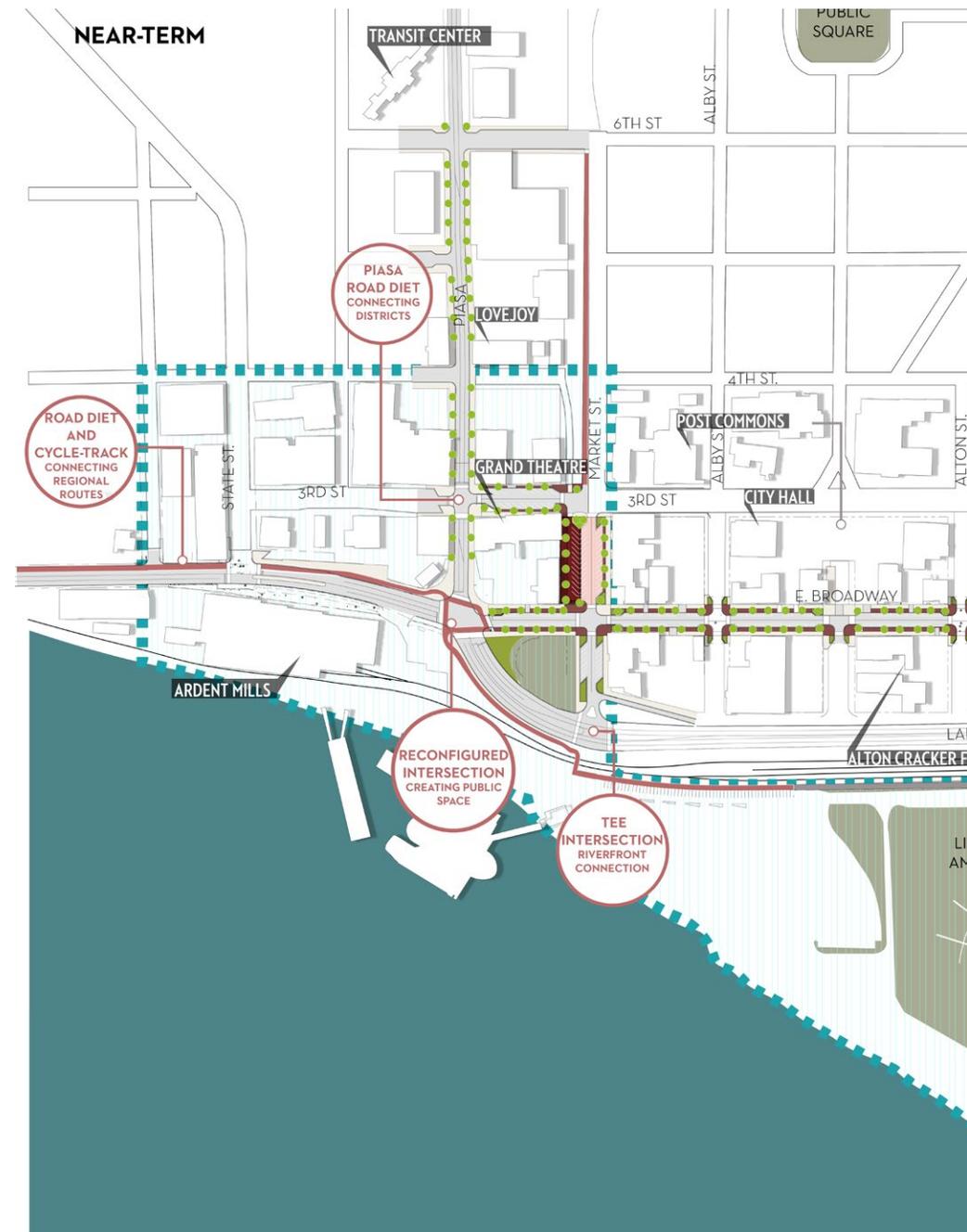
PHASING - NEAR TERM

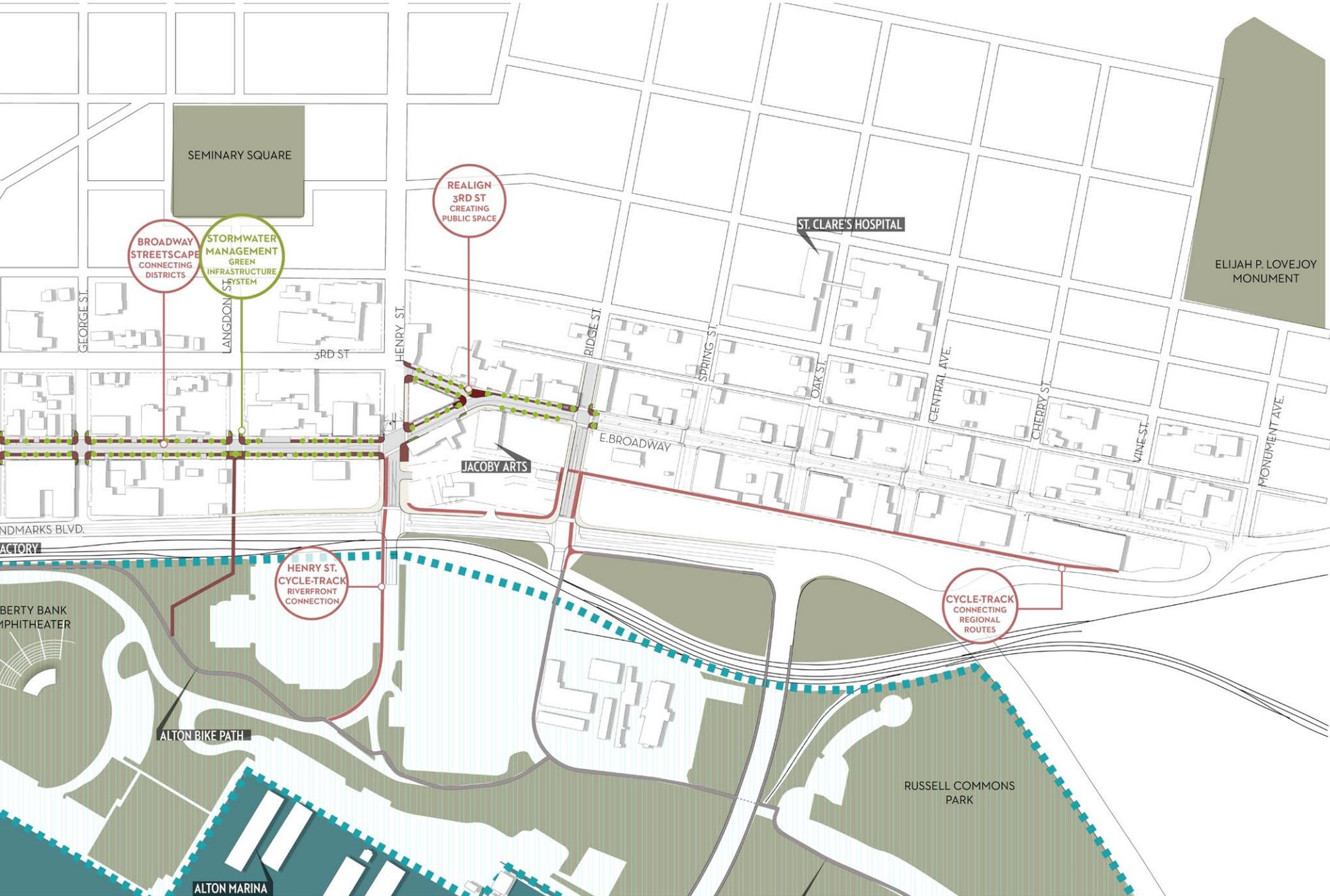
3-5 YEARS

NEAR TERM

Near-term recommendations focus largely on addressing issues related to safety and connectivity within the study area. Near-term actions include the further study and evaluation of the recommendations related to Piasa Street (U.S. 67), the Broadway, Landmarks Boulevard Intersection and The Great River Road (U.S. 100). Recognizing the more likely near-term economic development opportunities exist in Broadway's Artisan Heights and Arts District (the western segment of Broadway), the recommendation is to focus funding efforts from Piasa Street to Ridge Street.

LEGEND	
	SIDEWALK IMPROVEMENTS
	PROPOSED GREEN SPACE
	PROPOSED PLAZA
	EXISTING PARK
	CYCLE-TRACK
	INVEST IN FLOOD RESILIENCY



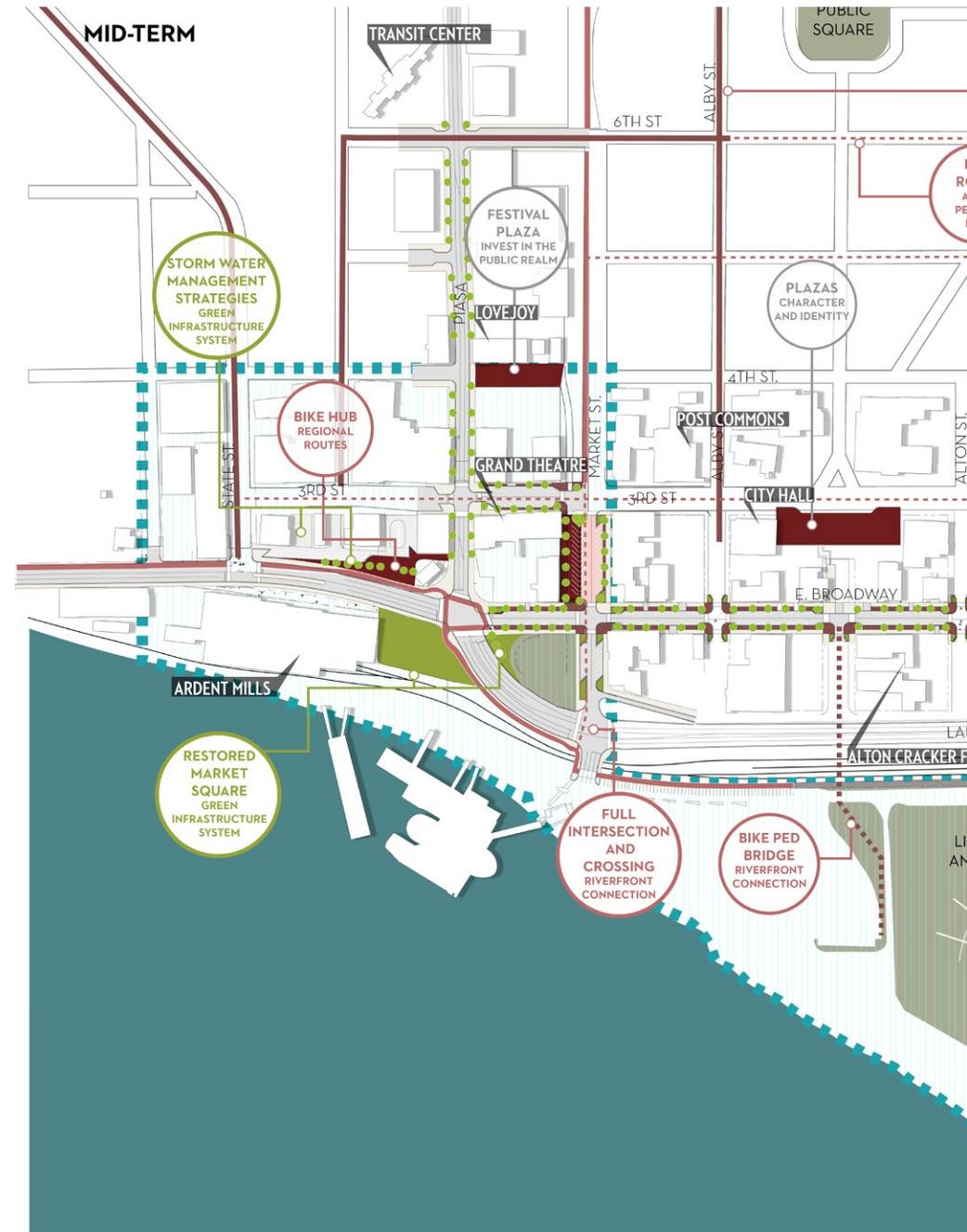


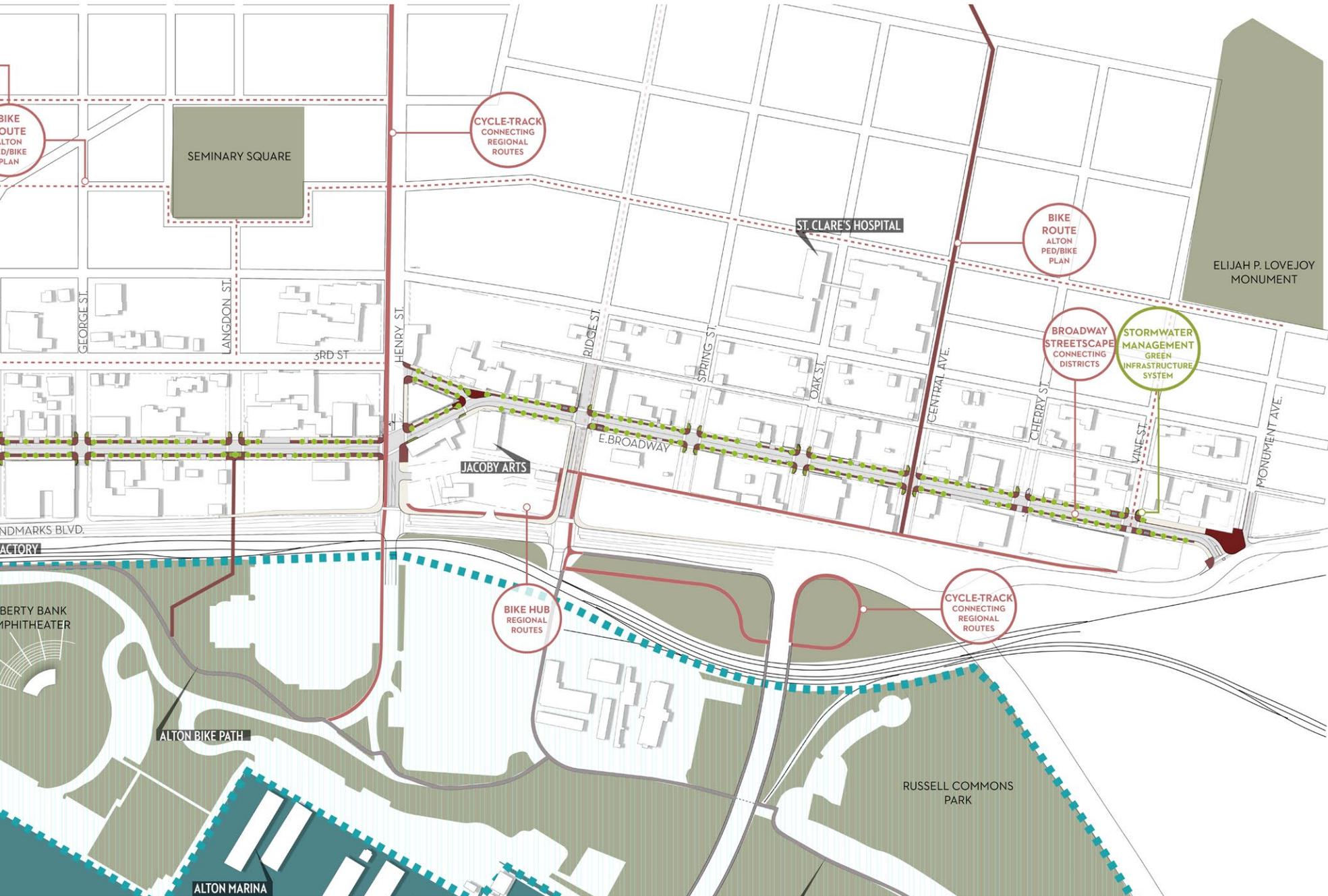
PHASING MID-TERM 5-10 YEARS

MID TERM

Mid-term recommendations will build off the momentum of the near-term improvements on Broadway and invest in essential public spaces. Mid-term actions will focus on completing Broadway's transformation from Ridge Street to Monument Avenue. Because this segment lies within the Lower Broadway District and redevelopment is expected to be long term, improvements will occur as future redevelopment takes place. Investments in the bicycle hub, 4th Street, and Court Square will create positive impacts on marketability, environmental systems and community interaction. Mid-term actions also include implementing the integral bicycle connections as outlined in the Alton Pedestrian and Bicycle Plan.

- LEGEND**
- SIDEWALK IMPROVEMENTS
 - PROPOSED GREEN SPACE
 - PROPOSED PLAZA
 - EXISTING PARK
 - BUS STOP
 - CYCLE-TRACK
 - BIKE ROUTE
 - BIKE LANE
 - INVEST IN FLOOD RESILIENCY





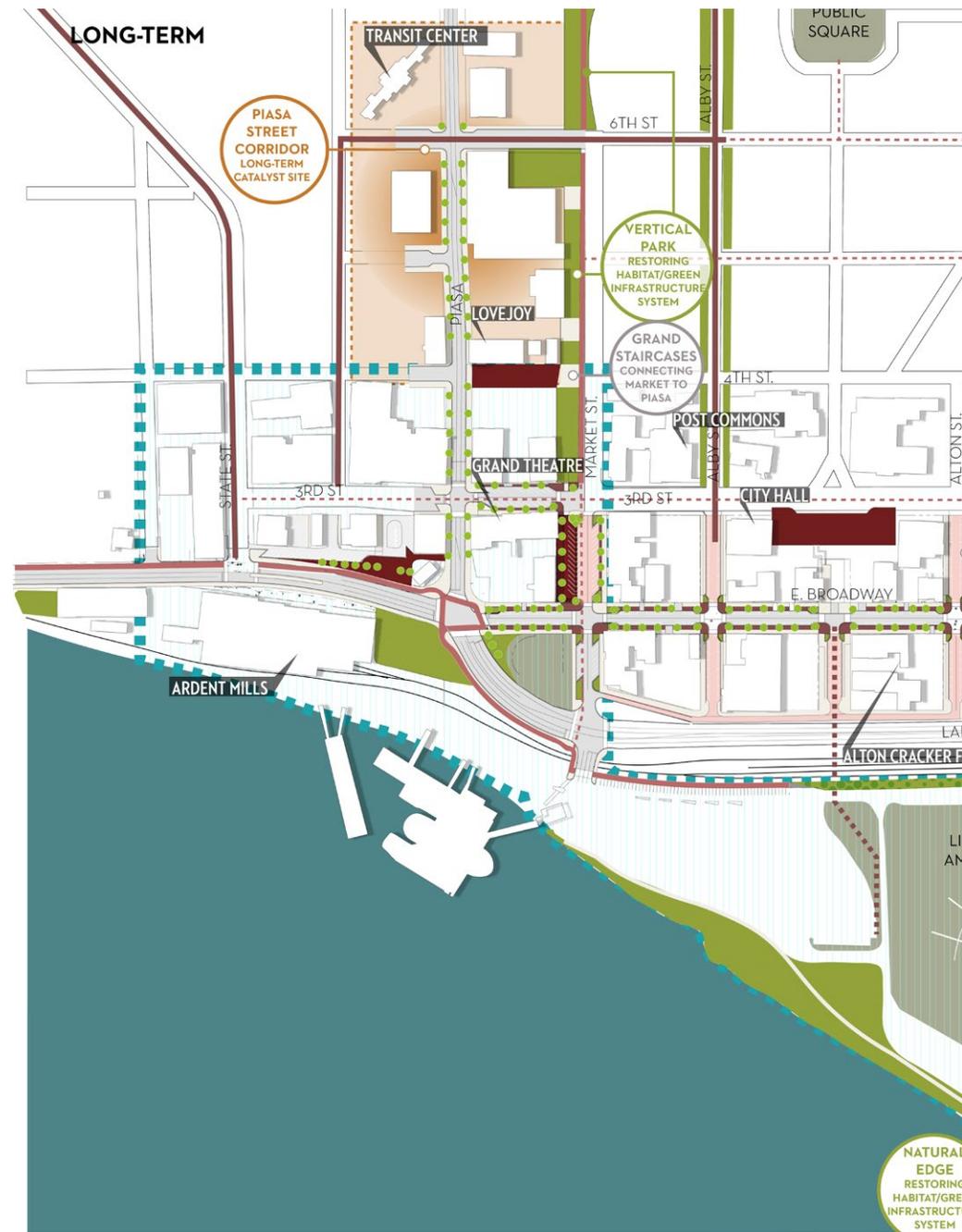
PHASING LONG TERM 10-15 YEARS

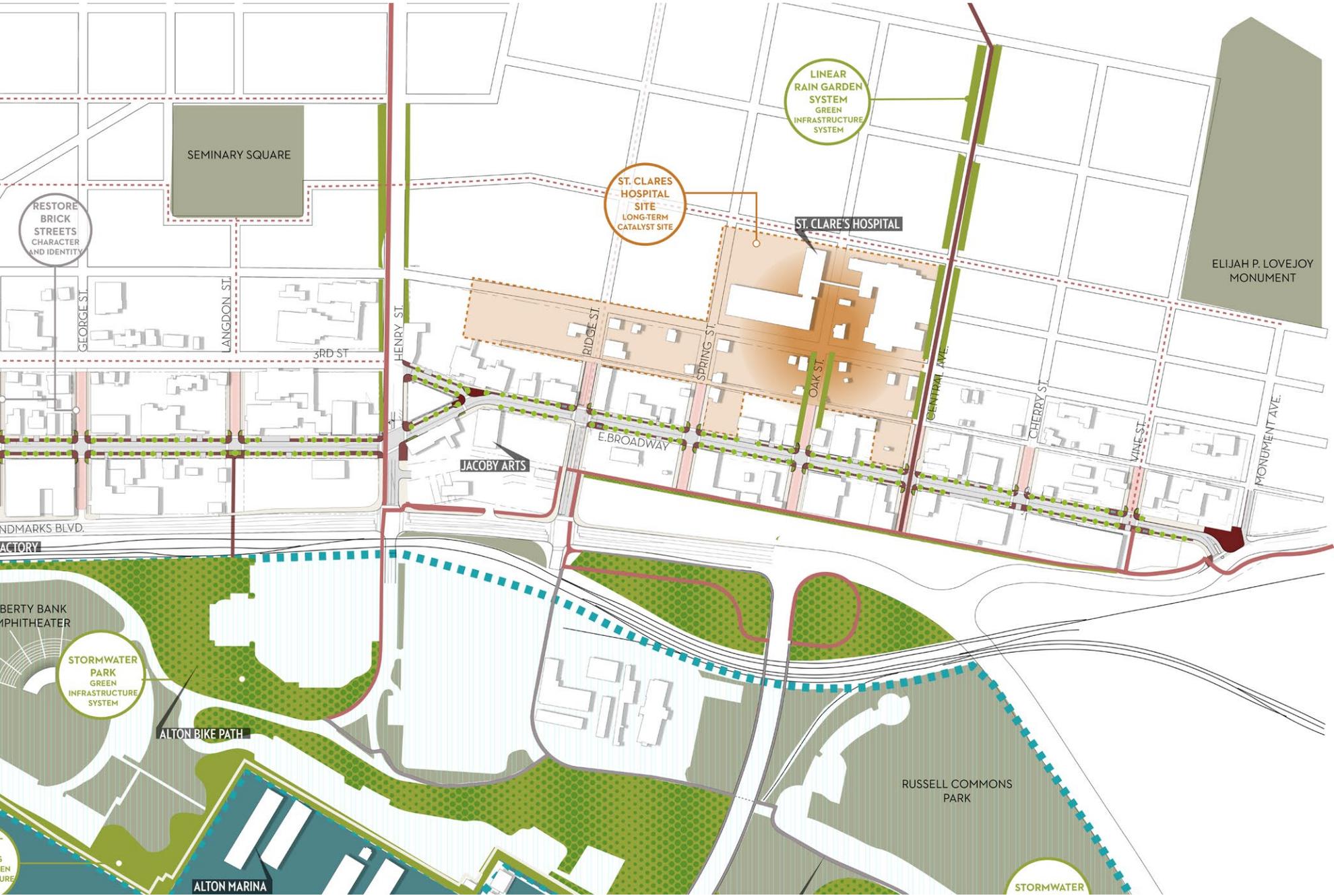
LONG-TERM

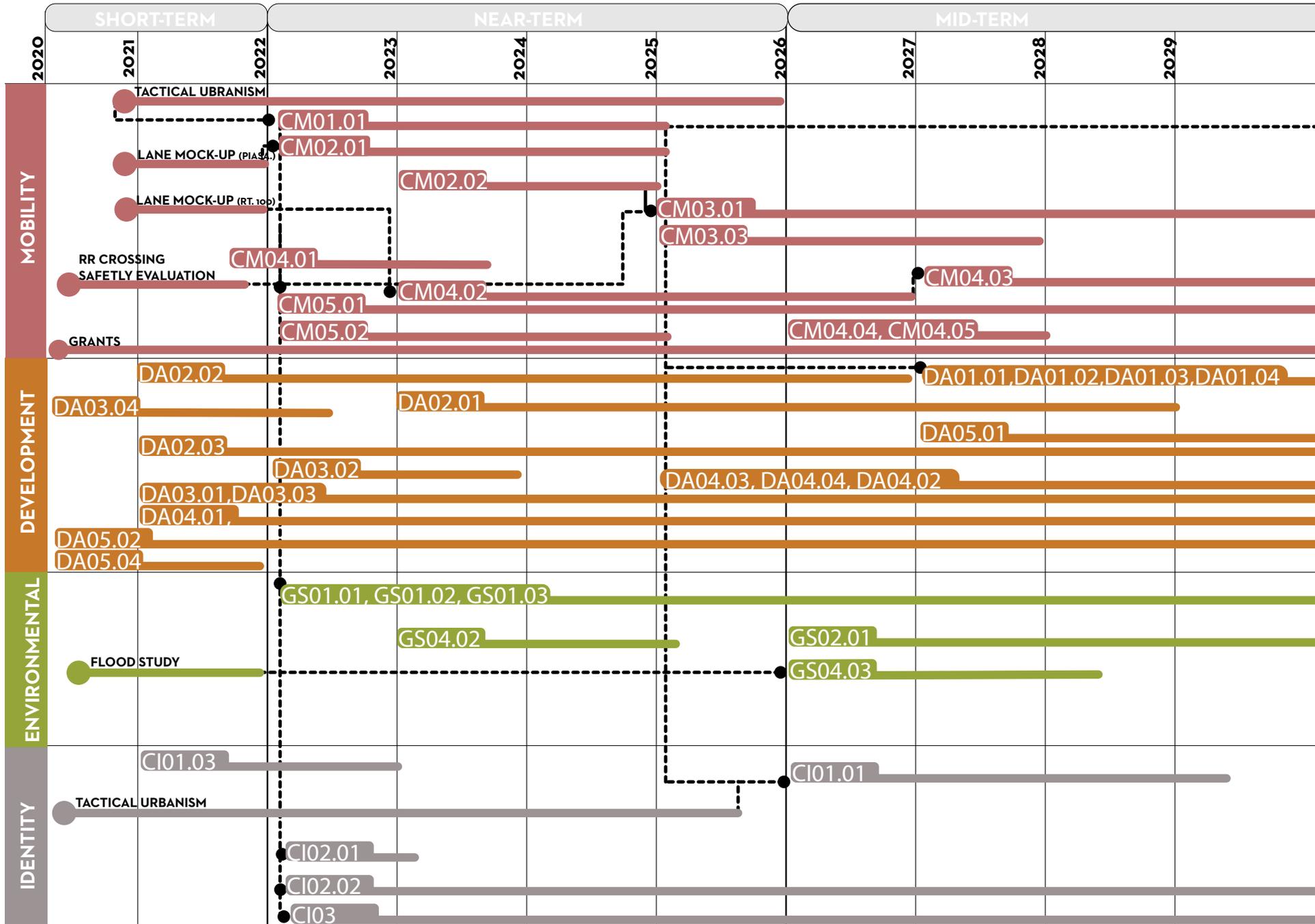
Long-term recommendations will incorporate the ongoing investment and maintenance of downtown. The major focus of these actions is the designation of Piasa Street Corridor and St. Clare's Hospital as catalyst sites. Long-term actions also include improving connections to the catalyst sites by creating staircases between Market Street and Piasa Street and repairing the existing brick roads and widening the sidewalks of the N/S streets along Broadway. A final action of the long-term recommendations is to increase ecological significance by infusing biodiversity between Market Street and Piasa Street.

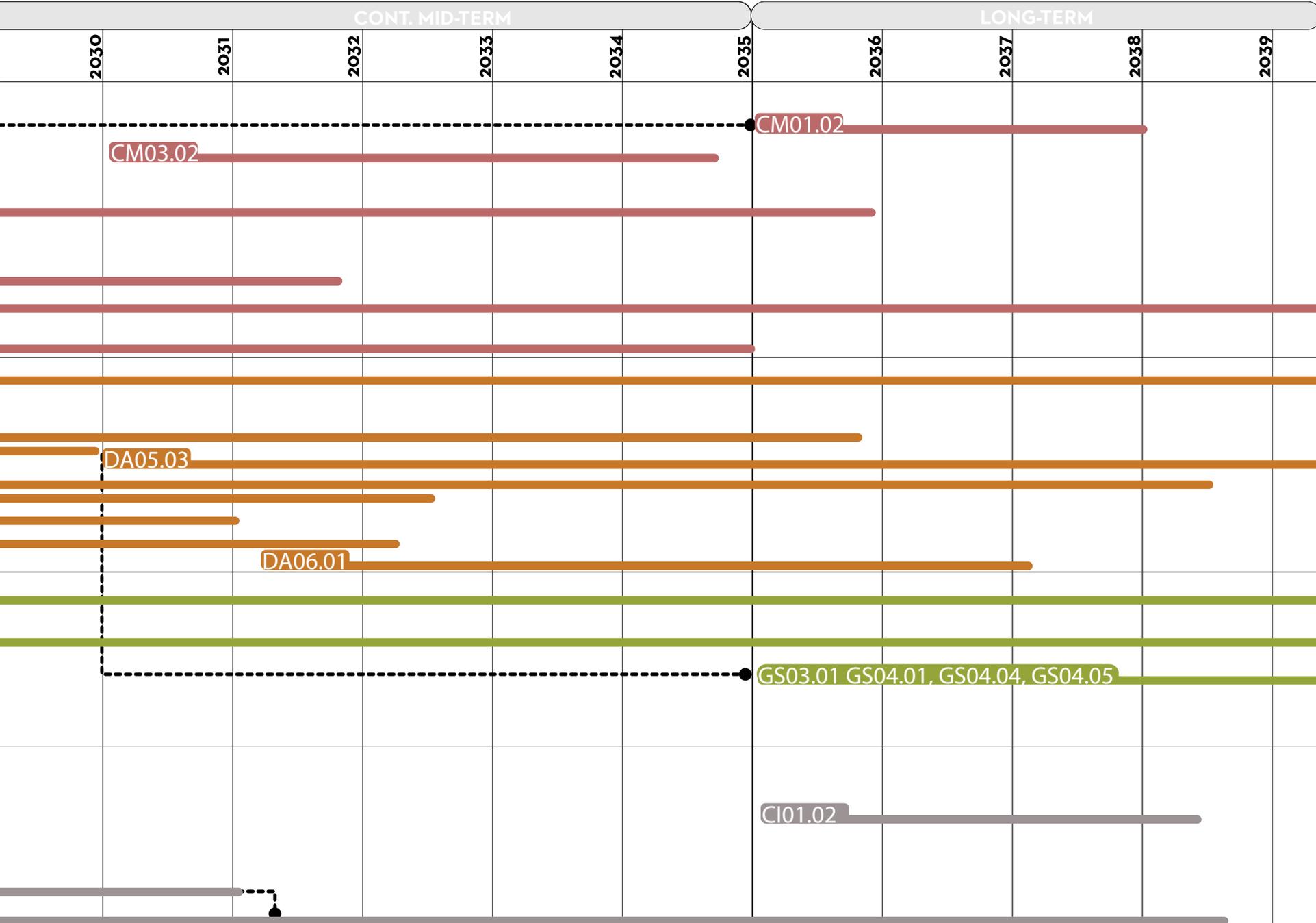
LEGEND

-  SIDEWALK IMPROVEMENTS
-  PROPOSED RAIN GARDEN/ HABITAT RESTORATION
-  STORMWATER PARK
-  PROPOSED PLAZA
-  EXISTING PARK
-  LONG-TERM CATALYST SITE
-  BUS STOP
-  CYCLE-TRACK
-  BIKE ROUTE
-  BIKE LANE
-  INVEST IN FLOOD RESILIENCY









Note: This phasing diagram is preliminary and intended to outline possible implementation time frames only. All information herein should be vetted by City and County leadership against available funding and annual priorities to determine final implementation strategy. All of the recommendations depicted are desired by the community and should be coordinated with City processes for the most effective implementation time

SUMMARY

GOALS + RECOMMENDATIONS

GOAL		NUMBER	PROJECT
CM 01	Rebalance the right-of-way on Broadway	CM 01.01	Focus Area: Broadway from Piasa Street (U.S. 67) to Ridge Street
		CM 01.02	Focus Area: East Broadway from Henry Street to Monument Avenue
CM 02	Create a safer crossing across Piasa Street (U.S. 67)	CM 02.01	Focus Area: Piasa Street (U.S. 67) from E. Broadway to 10th Street
		CM 02.02	Connect the Entertainment District to Broadway
CM 03	Improve connectivity and access to the riverfront	CM 03.01	Focus Area: Market Street
		CM 03.02	Focus Area: Easton Street Bridge
		CM 03.03	Focus Area: Henry Street and Ridge Street
CM 04	Connect assets and make downtown the “hub”	CM 04.01	Connect downtown Alton to the greater regional bicycle systems.
		CM 04.02	Rebalance the Great River Road ROW to accommodate cyclists
		CM 04.03	Create two bicycle hubs within the downtown
		CM 04.04	Create a bicycle loop
		CM 04.05	Formalize the Alton Bike Route within the downtown

GOAL		NUMBER	PROJECT
CM 05	Bolster transit downtown	CM 05.01	Increase transit service
		CM 05.02	Provide dedicated space for transit
DA 1	Develop the Product	DA 01.01	Position future residential
		DA 01.02	Position future retail
		DA 01.03	Position future office
		DA 01.04	Position future accomodation
DA 2	Fill and Improve Storefronts	DA 02.01	Curate a broad mix of ground floor uses
		DA 02.02	Facilitate Startups an Popups
		DA 02.03	Continue or expand assisting up-grades and improvements to commercial district building stock
DA 3	Support Local Business	DA 03.01	Provide needed support and technical assistance to small businesses
		DA 03.02	Establish a coworking space
		DA 03.03	Continue strengthening local business-to-business and peer networks
		DA 03.04	Explore creation of a workforce development/job training center

GOAL		NUMBER	PROJECT
DA 4	Invest in Neighborhoods and People	DA 04.01	Continue developing neighborhood stabilization and reinvestment tools and strategies
		DA 04.02	Diversify the housing stock to support needs of a multigenerational community
		DA 04.03	Expand funding and programs for youth and education
		DA 04.04	Link community development efforts with health, wellness, and nutrition programs
DA 5	Build on Anchors and Assets	DA 05.01	Celebrate Alton’s unique industrial character
		DA 05.02	Leverage historic buildings and landmarks
		DA 05.03	Activate the riverfront
		DA 05.04	Identify potential anchors
DA 6	Create the Catalysts	DA 06	Create the Catalysts
GS 01	Create Storage for water through a GSI Plan	GS 01.01	Create an Interconnected System to Decentralizes Water Infrastructure
		GS 01.02	Create a Green Infrastructure Maintenance Plan
		GS 01.03	Generate Momentum Through Demonstration Projects
GS 02	Reduce storm-water flows by Integrating Green Stormwater Infrastructure (GSI)	GS 02.01	Reduce stormwater runoff
GS 03	Infuse biodiversity	GS 03.01	Strengthen ecological connections from the river into downtown

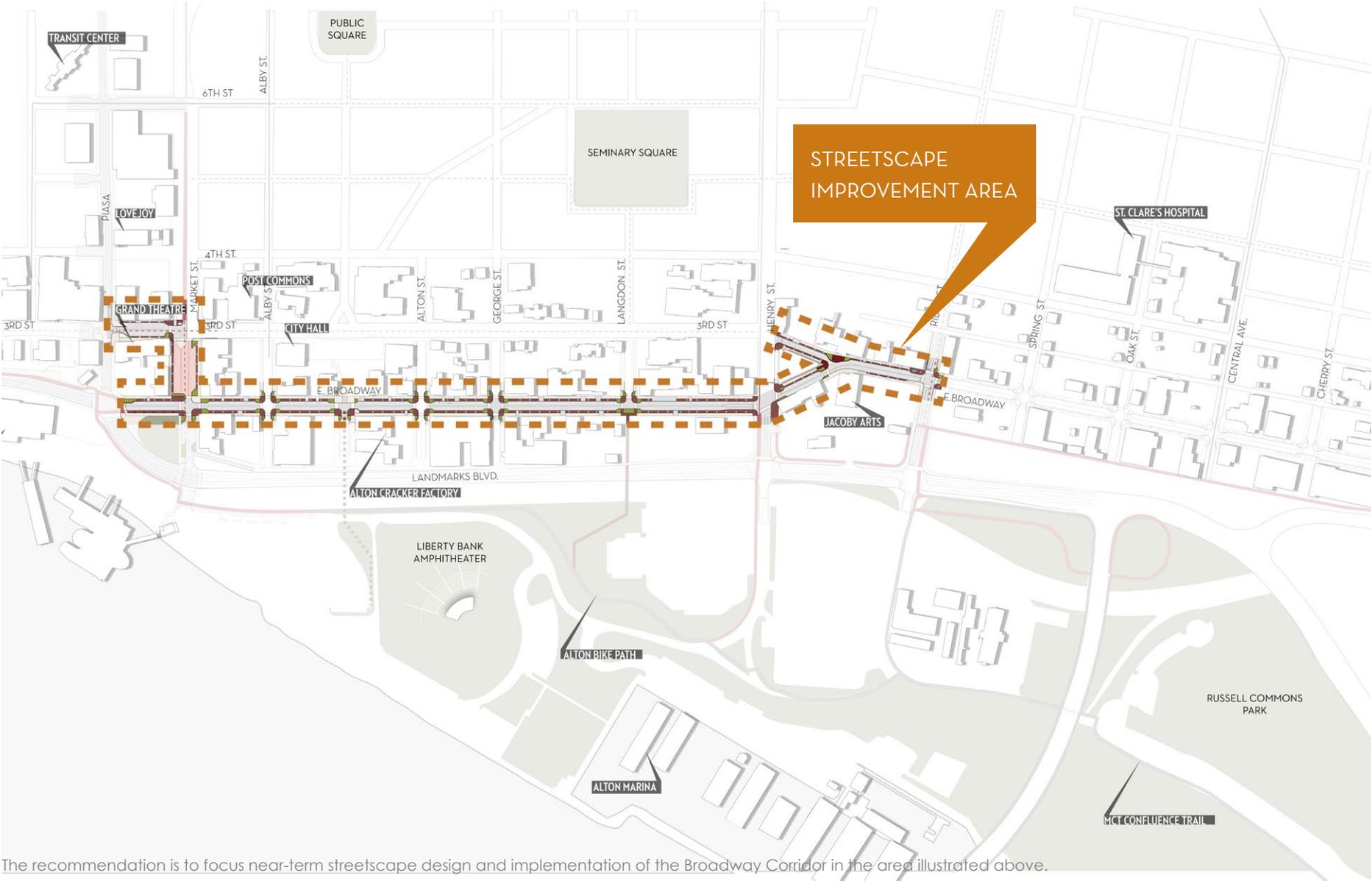
GOAL		NUMBER	PROJECT
GS 04	Plan for river flooding	GS 04.01	Protect and Enhance the Investment made in the Riverfront
		GS 04.02	Create a Plan for Environmental Resiliency
		GS 04.03	Create a Plan for Flood Resilient Access
		GS 04.04	Create a Plan for Environmental Art
		GS 04.05	Create a Community Focused Plan
CI 01	Invest in the public realm	CI 01.01	Activate plazas, parks, and underutilized spaces
		CI 01.02	Restore the historic squares of downtown Alton
		CI 01.03	Establish a formal public art program
CI 02	Establish a consistent “look and feel”	CI 02.01	Refine the palette
		CI 02.02	Help visitors find their way
CI 03	Establish the districts	N/A	Coordinate current marketing and tourism plans with new district alignments and brand.
PF 01	Build the capacity of Alton Implementors	PF 01.01	Identify stewards of the plan
		PF 01.02	Establish a Business Development District with Alton Main Street
		PF 01.03	Align the boundaries
PF 02	Adopt plans and policies	PF 02.01	Adopt the Alton Great Streets Plan
		PF 02.02	Adopt a City-wide Complete Streets Policy
		PF 02.03	Strategize and formalize a plan for ongoing maintenance of streetscape improvements

OPINION OF PROBABLE COST

INVESTING IN BROADWAY: PIASA STREET (U.S. 67) TO RIDGE STREET

Stakeholders communicated within the planning process their desire to focus redevelopment and reinvestment efforts of the roadway to within the Artisan Heights and Arts Districts of the Broadway corridor. Recognizing the recent repaving of Broadway west of Ridge Street and the long-term market opportunities in the Lower Broadway District, the recommendation is to focus near-term streetscape design in the area illustrated to the right.

Preliminary Conceptual Estimate of Construction Costs		
Demolition	\$7,191,752	Includes removals, grading, and undergrounding of overhead utility lines
Site Improvements	\$4,237,361	Includes concrete, asphalt, striping, pavers, curbs and ramps
Landscape	\$747,824	Includes trees, structural soil, grates, and rain gardens
Site Furniture	\$189,200	Includes benches, bike racks, trash cans, bus shelters, and signage
Traffic and Lighting	\$750,400	Includes pedestrian lighting improvements
Utilities	\$289,375	Assumes replacement/moving of catch basins, water, sewer, and hydrants
Arts Program	\$133,534	Commissions and installations
Contingency	\$4,895,556	Includes project report, design (schematic through construction), material testing, staking, inspections, site survey for 3rd and Market and 20% overall contingency
TOTAL	\$18,435,002	



The recommendation is to focus near-term streetscape design and implementation of the Broadway Corridor in the area illustrated above.

OPINION OF PROBABLE COST

BROADWAY: LANGDON TO RIDGE STREET

The intent of extracting these four blocks for a snap shot opinion of probable cost is to understand what area might be covered by an initial grant application of approximately \$5 Million. Stakeholders largely felt that the initial investment in the Broadway corridor redevelopment should include at a minimum, the "wedge" area of Broadway between Langdon Street and Ridge Street. The realignment of 3rd Street is a critical component to the Broadway redesign.

Preliminary Conceptual Estimate of Construction Costs		
Demolition	\$1,904,693	Includes removals and grading
Site Improvements	\$1,479,235	Includes concrete, asphalt, striping, pavers, curbs and ramps. Striping from Langdon Street to Piasa is considered.
Landscape	\$220,190	Includes trees, structural soil, grates, and rain gardens
Site Furniture	\$72,400	Includes benches, bike racks, trash cans, bus shelters, and signage
Traffic and Lighting	\$436,800	Includes pedestrian lighting improvements
Utilities	\$22,000	Assumes replacement/moving of catch basins, water, sewer, and hydrants
Contingency	\$1,597,362	Includes project report, design (schematic through construction), material testing, staking, inspections, and 20% overall contingency
TOTAL	\$5,732,680	



Focus area: Broadway from Langdon Street to Ridge Street, including the realignment of 3rd Street from Henry to Broadway. Roadway striping from Langdon Street to Piasa is considered in the Opinion of Probable Cost for the Streetscape Improvement Area.

Tactical Urbanism Strategies		
Guerilla Gardening	\$1,000-\$3,000	Per Lot. Planting of unused lot to create habitat and green space
Food Trucks	Free	Permitting cost may be required
Pop-Up Town Hall	\$1,000-\$3,000	Per Lot. Public gathering space to discuss issues.
Outdoor Games Plaza	\$1,000-\$3,000	Per Lot. Oversized chess, cornhole, foosball, basketball, etc.
Surface Treatment Mural	\$14-\$20	Per Square Foot.
Chair-bombing	\$60-400	Per movable seat and table sets. Can be paired with other strategies to create pop-up park
Outdoor Concert Space	\$500-10,000	Per Lot.
Open Streets/Play Streets	Free	No cost aside from signage and traffic cones. Creates safe space for people to gather and play on their City Block
Park(ing) Day	\$500-\$2,000	Per Space. Converts a parking space into a gathering area for visitors along the corridor
Parklets	\$1,000-\$5,000	Per Space. More permanent small outdoor gathering space.
Park Mobile	\$5,000-\$6,000	Per Unit. A movable system that allows flexibility in placement. Can coincide with events.
Temporary Bikeway	\$500-\$1,000	Per Block. Includes striping and flexible posts.
Temporary Curb Bumpouts	\$100-\$500	Per corner. Allow testing of turning movements, slows traffic speeds, and shortens crosswalk distances

OPINION OF PROBABLE COST

3RD STREET + MARKET STREET (EAST SIDE)

The intent of extracting these two blocks for a snapshot opinion of probable cost is to understand the opportunity to include this area in an initial grant application. Improving the walkability, accessibility and visual aesthetic of these two blocks will "anchor" the eastern end of East Broadway to connect to the Entertainment District.

Preliminary Conceptual Estimate of Construction Costs		
Demolition	\$976,955	Includes removals and grading
Site Improvements	\$825,652	Includes concrete, asphalt, striping, pavers, curbs and ramps
Landscape	\$134,882	Includes trees, structural soil, grates, and rain gardens
Site Furniture	\$29,200	Includes benches, bike racks, trash cans, bus shelters, and signage
Traffic and Lighting	\$78,400	Includes pedestrian lighting improvements
Utilities	\$12,000	Assumes replacement/moving of catch basins, water, sewer, and hydrants
Contingency	\$876,731	Includes project report, design (schematic through construction), material testing, staking, inspections, site survey for 3rd and Market and 20% overall contingency
TOTAL	\$2,933,820	



Focus area: 3rd Street from Piasa Street to Market Street and Market Street from 3rd Street to East Broadway to the Entertainment District and Artisan Heights District

OPINION OF PROBABLE COST

MARKET STREET EXTENSION TO LANDMARKS

This improvement to the existing crossing is aimed at improving safety and access from Broadway to the Riverfront program. This project would require further study with IDOT, the Norfolk Southern Railway Co. (Norfolk Southern), Ardent Mills and Union Pacific. This intersection is estimated to cost approximately \$1.8 Million but may vary depending on the further investigation of sight line requirements, detailed grading, and partnerships with the previously mentioned entities.

Preliminary Conceptual Estimate of Construction Costs		
Demolition	\$553,362	Includes removals and grading
Site Improvements	\$500,960	Includes concrete, asphalt, striping, pavers, curbs and ramps. Striping from Langdon Street to Piasa is considered.
Landscape	\$51,700	Includes trees, structural soil, grates, and rain gardens
Site Furniture	\$8,300	Includes benches, bike racks, trash cans, bus shelters, and signage
Traffic and Lighting	\$29,400	Includes pedestrian lighting improvements
Utilities	\$10,000	Assumes replacement/moving of catch basins, water, sewer, and hydrants
Contingency	\$632,488	Includes project report, design (schematic through construction), material testing, staking, inspections, traffic control, mobilization and 20% overall contingency
TOTAL	\$1,786,211	



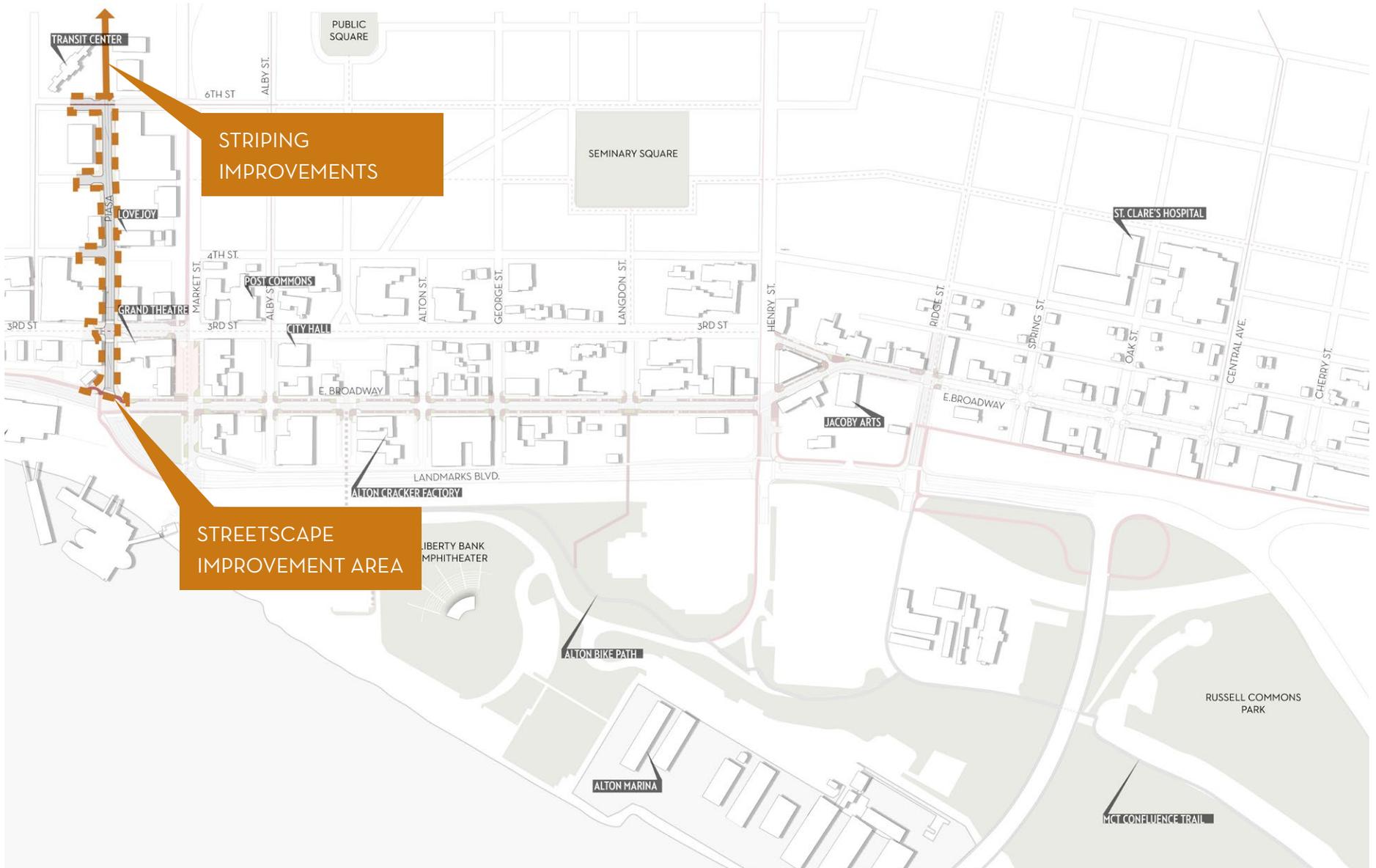
Focus area: Market Street from Broadway to Landmarks Boulevard. This would act as a new connection to the Argosy Casino and address safety concerns.

OPINION OF PROBABLE COST

PIASA: BROADWAY TO 9TH STREET

The Piasa improvements would be aimed at reducing crosswalk distances, increasing tree canopy and reducing lanes to create a safer pedestrian environment. These improvements would like coincide with the EPA mandated sewer separation project slated for this corridor which is not included in this opinion of probable cost with the exception of asphalt removal from 6th Street to 9th Street. This zone would not receive streetscape improvements but restriping of lanes to focus improvements closer to downtown.

Preliminary Conceptual Estimate of Construction Costs		
Demolition	\$1,632,550	Includes removals and grading
Site Improvements	\$2,220,583	Includes concrete, asphalt, striping, pavers, curbs and ramps. Striping from Langdon Street to Piasa is considered.
Landscape	\$244,700	Includes trees, structural soil, grates, and rain gardens
Site Furniture	\$58,400	Includes benches, bike racks, trash cans, bus shelters, and signage
Traffic and Lighting	\$156,800	Includes pedestrian lighting improvements
Utilities	\$24,000	Assumes replacement/moving of catch basins, water, sewer, and hydrants
Contingency	\$1,667,962	Includes project report, design (schematic through construction), material testing, staking, inspections, and 20% overall contingency
TOTAL	\$6,004,996	



Focus area: Piasa Street from Broadway to 9th Street. Streetscape improvements would extend to 6th Street before transitioning to new roadway striping that maintains existing curbs.

OPINION OF PROBABLE COST

GREAT RIVER ROAD TRAIL

The Great River Road improvements are aimed at creating a safer connection to the Piasa Park Trailhead. As noted by the community, this should be considered as a priority improvement due to its proximity to the high volume U.S. 100. This estimate considers reallocating roadway space for an on-street path with a concrete buffer that would extend from the trailhead to State Street where it would transition to off-street and create a safe landing for those travelling to Downtown Alton.

NEAR TERM FUNDING OPPORTUNITIES

PUBLIC INFRASTRUCTURE GRANT

Application due: 6/30/20

Rebuild Illinois Competitive Public Infrastructure Grant Program: The State has allocated \$50,000,000 in Rebuild Illinois funds to the competitive Public Infrastructure (RIPI) component. A grant ceiling of \$5,000,000 per project has been established. A key component of project selection is “Project Readiness.” The schematic design for the Broadway

Preliminary Conceptual Estimate of Construction Costs		
Demolition	\$765,500	Includes removals and grading
Site Improvements	\$913,400	Includes bike path striping, concrete bike path, driveway replacements, and buffer curb
Contingency	\$880,152	Includes project report, design (schematic through construction), material testing, staking, inspections, traffic control and mobilization and 20% overall contingency
TOTAL	\$2,559,052	

corridor is ready to transition into Design Development given the accuracy of base information and public input and support gathered to date. “Community Support” is also a key factor in selection. The appendix of this plan captures the support for the Broadway corridor improvements.

Proposed project area: Broadway from Langdon Street to Ridge Street including 3rd Street realignment from Henry Street to Broadway and tactical urbanism re-striping from Piasa Street to Langdon Street along Broadway. Estimated project cost: \$5.7 Million. City would need to provide a match to cover the amount over \$5 Million.



Focus area: Great River Road Trail which will begin off-street near the downtown area before transitioning to on-street after State Street and extend to the Piassa Park Trailhead

Funding Opportunities

The following summary tables include grants, loans, technical assistance, tax credit, tax exemption and abatement opportunities, loans and fund matching opportunities. The listed opportunities vary by year; some are currently on hold and some are current under consideration for structural changes including removal of required matching funds.

GRANT OPPORTUNITIES

Opportunity	Value	Source	Potential Project Type
City of Alton Commercial Facade Program	Up to \$7,500/storefront	City of Alton	Commercial/retail rehab
Madison County Home Program	---	Madison County	New multifamily residential construction
Build (formerly Tiger) Grants	---	U.S. Department of Transportation	Infrastructure/transportation projects
Public Infrastructure Grant	\$250,000 - \$5,000,000	State Of Illinois	Public infrastructure projects
Regional Economic Development Grant	\$250,000 - \$2,000,000	State Of Illinois	Economic development projects
Shovel Ready Sites	\$250,000 - \$2,000,000	State Of Illinois	Economic development projects
Illinois Green Infrastructure Grant Program (NC) *funding currently on hold.	<\$5,000,000	State Of Illinois	Green infrastructure projects
Consolidated Rail Infrastructure & Safety Improvements Program (NC)	---	U.S. Department of Transportation	Rail crossing improvements
Infrastructure for Rebuilding America (INFRA) Grants	---	U.S. Department of Transportation	Infrastrure/bridge projects
Regional Arts Commission (RAC)	\$15,000-\$300,000	City of St. Louis and County	General Operating Support
Brownfield Assessment Grants	Up to \$300,000	U.S. Environmental Protection Agency	Brownfield site assessment

LOAN OPPORTUNITIES

Opportunity	Value	Source	Potential Project Type
Madison County Infrastructure Loan Program	---	Madison County	Municipal infrastructure projects
Madison County Park & Recreation Program Capital Improvements Low Interest Loan Program	Loan funds up to \$200,000	Madison County	Municipal park projects
Job Creation Loan Program	Loans made in the amount of \$100,000 or 10-25% of a business's total project cost	Madison County	Business expansion or relocation to Madison County
Railroad Rehabilitation & Improvement Financing (RRIF)	---	U.S. Department of Transportation	Railroad infrastructure projects
Revolving Loan Fund Grants	Up to \$1,000,000	U.S. Environmental Protection Agency	Brownfield site rehabilitation

TAX INCREMENT FINANCING

OPPORTUNITY	VALUE	SOURCE	POTENTIAL PROJECT TYPE
Riverfront Area Tax Increment Financing District	Varies	City of Alton	<p>Projects in TIF districts typically include:</p> <ul style="list-style-type: none"> • Redevelopment of substandard, obsolete, or vacant buildings • Financing public infrastructure improvements, including streets, sewer, water, in declining areas • Improving the viability of downtown business districts; rehabilitating historic properties • Providing infrastructure needed to develop a site for new industrial or commercial use

TAX CREDIT, EXEMPTION & ABATEMENT OPPORTUNITIES

Opportunity	Value	Source	Potential Project Type
Historic Tax Credits (within an established historic district)	20% tax credit for the rehabilitation of certified income-producing historic structures; 10% for non-historic structures	National Park Service & State Historic Preservation Office	Rehabilitation of existing structures within a registered historic district
Enterprise Zone Sales Tax Exemption	Sales tax exemption on building materials used to improve and/or renovate property for qualified commercial, industrial, or manufacturing projects	Madison County	Commercial, industrial, or manufacturing projects
Enterprise Zone Investment Tax Credit	A state investment tax credit of 0.5%	State of Illinois	Investments in qualified property
Enterprise Zone Machinery & Equipment Exemption	6.25% state sales tax exemption on qualified purchases	State of Illinois	Investments in manufacturing, assembly, or pollution control facilities
Enterprise Zone Utility Tax Exemption	Utility tax exemption	State of Illinois	Exemption on gas, electricity, and administrative charges for businesses in an Enterprise Zone (\$5 million investment and 200 FT jobs required to be eligible)

TECHNICAL ASSISTANCE

OPPORTUNITY	VALUE	SOURCE	POTENTIAL PROJECT TYPE
Community Planning Assistance Teams	Professional services; technical assistance pro bono. Requires approx. \$15,000 in reimbursable fees.	American Planning Association	Flood mitigation and implementation

FUND MATCHING

Opportunity	Value	Source	Potential Project Type
Flood Mitigation Matching Funds	---	Army Corps of Engineers	Flood mitigation planning projects; flood mitigation project construction
Surface Transportation Block Grant Program (STBG), Illinois Transportation Enhancement Program (ITEP)	\$1-25 million; 20% local match requirement	FHWA, IDOT	Improvement projects on functionally-classified roadways. Exceptions allow the ability to use up to 15% of a State's rural suballocation on minor collectors. Other exceptions include: bridge projects; safety projects; corridor parking facilities/ programs; recreational trails, pedestrian and bicycle projects.
Transportation Alternatives Program/Recreational Trails Program (RTP)	20% local match requirement	U.S. Department of Transportation	Bicycle and pedestrian projects
Brownfield Cleanup Grants	20% local match requirement	U.S. Environmental Protection Agency	Cleanup activities at brownfield sites
Railway-Highway Crossings Program	Funds local agencies partnership with matching funds from the railroad. Funds local agencies with matching funds for State-funded projects.	FHWA	Provides funds for the elimination of hazards at railway-highway crossings.
Grants for Arts Projects	\$10,000 to \$100,000 (equal match required)	National Endowment for the Arts (NEA)	Art in the public realm: Projects that celebrate our creativity and cultural heritage, invite mutual respect for differing beliefs and values, and enrich humanity
"Our Town" Grant	\$25,000 to \$150,000 (equal match required)	National Endowment for the Arts (NEA)	Projects that integrate arts, culture, and design activities into efforts that strengthen communities by advancing local economic, physical, and/or social outcomes.
Digital Projects for the Public	\$30,000 to \$400,000	National Endowment for the Humanities (NEH)	App; Virtual/Augmented Reality (could include tours)

Implementation Matrix

The following table lists the Alton Great Streets goals, recommendations and key actions toward implementation. It is intended to serve as a checklist for the Great Streets Task Force to track and prioritize the plan recommendations, as well as to serve as a quick reference to understand the full scope of the Great Streets recommendations.

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ. RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED	
CM 01	Rebalance the right-of-way on Broadway	CM 01.01	Focus Area: Broadway from Piasa Street (U.S. 67) to Henry Street	Near-Term	See appendix for OPC summary. Estimated cost \$18-20 Million	City of Alton, review by IDOT Bureau of Local Roads	State of Illinois BUILD Grants, Public Infrastructure Grant, IGIG Grant (see Funding Opportunities tables), Riverfront TIF District	CM 02
		CM 01.01	Action: Public Infrastructure Grant Application	1-2 years	City staff time	City of Alton		
		CM 01.01	Action: Tactical Urbanism	1-2 years	City staff time	City of Alton Public Works/Planning	Private fund raising, Jacoby Arts Center, Regional Arts Commission (RAC), National Endowment for the Arts (NEA), National Endowment for the Humanities (NEH)	CM 04, CI 03
		CM 01.01	Action: Organize administrative process to establish shared parking agreements	1-2 years	City staff time	City of Alton	Property owners	
		CM 01.02	Focus Area: East Broadway from Henry Street to Monument Avenue	Long-term	Approximately \$1 Million per block	City of Alton, review by IDOT Bureau of Local Roads	State of Illinois (see Finding Opportunities tables), Riverfront TIF District	CM 02
CM 02	Create a safer crossing across Piasa Street (U.S. 67)	CM 02.01	Focus Area: Piasa Street (U.S. 67) from E. Broadway to 10th Street	Near-Term	See appendix for OPC summary. Estimated cost \$6 Million	City of Alton, IDOT	IDOT, State of Illinois, FHWA (Surface Transportation Block Grant Program, BUILD Grants, Public Infrastructure Grant)	CM 01

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ. RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED
		CM 02.01	Action: City + IDOT partner to conduct impact analysis of plan ideas	1-2 years	\$40,000 +/- \$6,500 for data collection (included in the scope for impact analysis for all CM Goals)	City of Alton, IDOT	
		CM 02.01	Action: Mock-up of Piasa lane reconfiguration to test outcome(s) of the impact analysis	1-2 years	City staff time, IDOT staff time	City of Alton, IDOT	
		CM 02.02	Connect the Entertainment District to Broadway	Near-Term	See appendix for OPC summary. Estimated cost \$2.9 Million	City of Alton	CM 01
			Action: Obtain a survey of the identified improvement area (3rd Street + Market Street)	1-2 years	Approximate cost: \$7,000	City of Alton, Consultant	CM 01
CM 03	Improve connectivity and access to the riverfront	CM 03.01	Focus Area: Market Street	Near-Term	See appendix for OPC summary. Estimated cost \$1.7 Million	City of Alton, IDOT, Norfolk Southern Railway Co., Union Pacific	State of Illinois (Consolidated Rail Infrastructure and Safety Improvements Program, Rehabilitation and Improvement Financing) CM 01
			Action: City of Alton to submit a package to request a safety study of the railroad crossing	1-2 years	City staff time	City of Alton	CM 04
			Action: Conduct a safety evaluation of the railroad crossing	1-2 years	\$40,000 +/- \$6,500 for data collection (included in the scope for impact analysis for all CM Goals)	Norfolk Southern Railway Co., Union Pacific	CM 04
		CM 03.02	Focus Area: Easton Street Bridge	Mid-Term	\$2.5-3 Million	City of Alton	Infrastructure for Rebuilding America Grants (INFRA), ITEP, Railway-Highway Crossings Program CM 04
			Action: RFP for consultant fees for schematic design, marketing renderings	Mid-Term	\$50,000	City of Alton	

Implementation Matrix

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ. RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED	
		CM 03.03	Focus Area: Henry Street and Ridge Street	Near-Term	Staff time	City of Alton, IDOT	CM 04	
			Action: Submit a formal request to IDOT for consideration of ideas	1-2 years	Staff time	City of Alton		
CM 04	Connect assets and make downtown the "hub"	CM 04.01	Connect downtown Alton to the greater regional bicycle systems.	Near-Term	Staff time	City of Alton, IDOT, MEPRD, MCT	FHWA, Transportation Alternative Program-Recreation Trails Program, ITEP	CM 03
			Action: Submit a formal request to IDOT for consideration of ideas	1-2 years	Staff time	City of Alton, IDOT, MEPRD, MCT		
			Action: Improve visibility of bike lane striping on Ridge St. and Discovery Parkway	1-2 years	City of Alton Public Works staff time, maintained through normal procedures	City of Alton		
			Action: Restripe/sign the Langdon Bridge to allow cyclists	1-2 years	City of Alton Public Works staff time, maintained through normal procedures, may require policy change within IDOT	City of Alton, IDOT		
			Action: Study the feasibility for a new "off-ramp" from the Clark Bridge northbound lane	Mid-Term	Consultant Fees for Feasibility Study: Approx. \$75,000-\$125,000	City of Alton, IDOT	FHWA, Transportation Alternative Program	
			Action: Connect the MCT trail through the Casino Parking lot per the plan	1-2 years	per MCT standard procedure for trail implementation at Approx. \$1M per mile of trail	MCT, City of Alton	CM 01	
		CM 04.02	Rebalance the Great River Road ROW to accommodate cyclists	Near-Term	See appendix for OPC summary. Estimated cost \$2.5 Million (Removal of necessary pavement only)	City of Alton, IDOT, MCT, MEPRD	FHWA, Transportation Alternative Program	CM 01, CM 02

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ. RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED	
			Action: Conduct impact analysis as described	1-2 years	\$40,000 +/- \$6,500 for data collection (included in the scope for impact analysis for all CM Goals)	City of Alton, IDOT	CM 01, CM 02	
			Action: Depending on the outcome of the impact analysis, conduct a pilot test, mock-up. Include revisions to temporary flood protections to accommodate cycle-track	Near-Term	Staff time	City of Alton, IDOT	CM 01, CM 02	
		CM 04.03	Create two bicycle hubs within the downtown	Mid-Term	At approximately \$40 per square foot: Approximate construction cost: \$500,000 each. Assumptions: 50% concrete, 50% clay pavers, street trees 30' on-center, fixed seating, signage, branding.	City of Alton	The Great Rivers & Routes Tourism Bureau (GRRCVB), Alton Works, Madison County	CM 01
			Action: Utilize tactical urbanism to create and establish these spaces in the short term.	1-2 years	\$500-\$10,000	City of Alton	The Great Rivers & Routes Tourism Bureau (GRRCVB), Alton Works, Jacoby Arts Center, Regional Arts Commission (RAC), National Endowment for the Arts (NEA), National Endowment for the Humanities (NEH)	CI 03
		CM 04.04	Create a bicycle loop	Near-Term	City of Alton staff time for re-striping, paint markings, maintained through normal procedures. Signage allotment for route indicators \$10,000	City of Alton	Mock up assistance with Trailnet	CM 01

Implementation Matrix

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ. RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED	
		CM 04.05	Formalize the Alton Bike Route within the downtown	Near-Term	City of Alton staff time for re-striping, paint markings, maintained through normal procedures. Signage allotment for route indicators \$10,000	City of Alton	Mock up assistance with Trailnet	CM 03
CM 05	Bolster transit downtown	CM 05.01	Increase transit service	Long-term				
		CM 05.02	Provide dedicated space for transit	Near-Term				CM 01
			Action: Conduct feasibility studies of shuttles along Broadway, shuttle to Riverside Park and shuttle to Amtrak Station	Near-Term	Consultant Fees for Feasibility Study: Approx. \$100,000-150,000	Madison County Transit, City of Alton		CM 04
			Action: Coordinate with the Broadway corridor implementation to include signage at dedicated bus bulbs	Near-Term	Implemented and maintained through normal procedures	Madison County Transit, City of Alton		CM 04, CM 01
			Action: Conduct feasibility study for a multi-modal transit shelter at the Lincoln Douglas Plaza	Mid-Term	Consultant Fees for Feasibility Study: Approx. \$25,000-50,000	Madison County Transit, City of Alton		CM 01
DA 1	Develop the Product	DA 01.01	Position future residential	Near-term	N/A	Alton Main Street; City of Alton	Developers, property owners, real estate entities	
		DA 01.02	Position future retail	Near-term	N/A	Alton Main Street; City of Alton	Developers, property owners, real estate entities	
		DA 01.03	Position future office	Near-term	N/A	Alton Main Street; City of Alton	Developers, property owners, real estate entities	
		DA 01.04	Position future accomodation	Near-term	N/A	Alton Main Street; City of Alton	Developers, property owners, real estate entities	

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ. RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED
			Actions (for all projects): Conduct building by building analysis and assessment for redevelopment potential	Near-term	N/A	Alton Main Street; City of Alton	Developers, property owners, real estate entities
			Actions (for all projects): Identify vacant or underutilized properties of no historic significance or contribution to district for potential redevelopment	Near-term	N/A	Alton Main Street; City of Alton	Developers, property owners, real estate entities
			Actions (for all projects): Develop incentive and funding strategy	Near-term	N/A	Alton Main Street; City of Alton	Developers, property owners, real estate entities
			Actions (for all projects): Cultivate relationships with regional developers and real estate community to broaden the market of development partners	Near-term	Staff time; resources	Alton Main Street; City of Alton	Developers, property owners, real estate entities
			Actions (for all projects): Strategic property acquisition	Near-term	Staff time; resources	Alton Main Street; City of Alton	Developers, property owners, real estate entities
DA 2	Fill and Improve Storefronts	DA 02.01	Curate a broad mix of ground floor uses	Ongoing	Staff time; resources	Alton Main Street, City of Alton	Riverbend Growth Association, GRRCVB
			Action: Develop and maintain a directory of businesses by type and location within the corridor	Near-term	Staff time; resources	Alton Main Street, City of Alton	Riverbend Growth Association, GRRCVB

Implementation Matrix

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ. RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED
		Action: Maintain list of all vacant storefronts in the district	Near-term	Staff time; resources	Alton Main Street, City of Alton	Riverbend Growth Association, GRRCVB	DA 01.02, DA 01.03
		Action: Align future tenanting with district branding strategies	Ongoing	Staff time; resources	Alton Main Street, City of Alton	Riverbend Growth Association, GRRCVB	DA 01.02, DA 01.03
		Action: Host community tours with brokers, leasing agent, small business and other real estate professionals.	Ongoing	Staff time; resources	Alton Main Street, City of Alton	Riverbend Growth Association, GRRCVB	DA 01.02, DA 01.03
		Action: Build relationships with development entities that actively broker/promote retail spaces in the region	Ongoing	Staff time; resources	Alton Main Street, City of Alton	Riverbend Growth Association, GRRCVB	DA 01.02, DA 01.03
	DA 02.02	Facilitate Startups and Popups	Near-term	Staff time; resources	Alton Main Street, City of Alton	Riverbend Growth Association, GRRCVB	DA 01.02, DA 01.03, DA 02.01
		Action: Create inventory of potential pop-up spaces and coordinate with property owners	Near-term	Staff time; resources	Alton Main Street, City of Alton	Riverbend Growth Association, GRRCVB	DA 01.02, DA 01.03, DA 02.01
		Action: Develop local and regional business/entrepreneurs list for potential pop-up tenants and events	Near-term	Staff time; resources	Alton Main Street, City of Alton	Riverbend Growth Association, GRRCVB	DA 01.02, DA 01.03, DA 02.01

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ. RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED	
			Action: Develop short-term lease template	Near-term	Staff time; resources	Alton Main Street, City of Alton	Riverbend Growth Association, GRRCVB	DA 01.02, DA 01.03, DA 02.01
			Action: Develop popup toolkit that outlines permitting and regulatory processes	Near-term	Staff time; resources	Alton Main Street, City of Alton	Riverbend Growth Association, GRRCVB	DA 01.02, DA 01.03, DA 02.01
			Action: Link tourism-based marketing and promotional efforts with popup events	Ongoing	Staff time; resources	Alton Main Street, City of Alton, GRRCVB	Riverbend Growth Association	DA 01.02, DA 01.03, DA 02.01
		DA 02.03	Continue or expand assisting upgrades and improvements to commercial district building stock	Ongoing	Staff time; resources	Alton Main Street, City of Alton, Developers and property owners	Riverbend Growth Association, GRRTB	DA 01
			Action: Continue and/or expand City of Alton's Commercial Façade Program for eligible study area properties	Ongoing	Staff time; resources	Alton Main Street, City of Alton, Developers and property owners		DA 01
			Action: Explore creation of historic district to make study area properties eligible for Historic Tax Credits (HTC).	Near-term	Staff time; resources	Alton Main Street, City of Alton, Developers and property owners		DA 01
DA 3	Support Local Business	DA 03.01	Provide needed support and technical assistance to small businesses	Ongoing	Operational costs for staff	Alton Main Street, City of Alton	Riverbend Growth Association, SIUE	DA 01.02, DA 01.03, DA 02.01

Implementation Matrix

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ. RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED
		Action: Continue partnership with Southern Illinois University Edwardsville (SIUE) Small Business Development Center and sponsorship for entrepreneurial support events	Ongoing	Staff time; program funding	Alton Main Street, City of Alton	Riverbend Growth Association, SIUE	DA 01.02, DA 01.03, DA 02.01
		Action: Continue efforts for the creation of small business development center or incubator in the study area	Mid-term	Staff time; program funding	Alton Main Street, City of Alton	Riverbend Growth Association, SIUE	DA 01.02, DA 01.03, DA 02.01
		Action: Advertise local and regional business support resources to local entrepreneurs	Ongoing	Staff time; program funding	Alton Main Street, City of Alton	Riverbend Growth Association, SIUE	DA 01.02, DA 01.03, DA 02.01
	DA 03.02	Establish a coworking space	Near-term	Staff time; program funding	Alton Main Street, City of Alton	Developers and property owners	DA 01.01, DA 01.02, DA 01.03
		Action: Identify potential spaces within the corridor and work with property owners	Near-term	Staff time; program funding	Alton Main Street, City of Alton	Developers and property owners	DA 01.01, DA 01.02, DA 01.03
		Action: Identify potential entrepreneurial support partners to co-locate operations and/or provide services in the space	Near-term	Staff time; program funding	Alton Main Street, City of Alton	Developers and property owners	DA 01.01, DA 01.02, DA 01.03

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ. RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED
	DA 03.03	Continue strengthening local business-to-business and peer networks	Ongoing	Staff time; program funding	Alton Main Street, Riverbend Growth Association	City of Alton	DA 01.01, DA 01.02, DA 01.03
		Action: Continue engaging with regional entrepreneurial support organizations and entities	Ongoing	Staff time; program funding	Alton Main Street, Riverbend Growth Association	City of Alton	DA 01.01, DA 01.02, DA 01.03
		Action: Continue hosting Economic Development Committee and business support workshops	Ongoing	Staff time; program funding	Alton Main Street, Riverbend Growth Association	City of Alton	DA 01.01, DA 01.02, DA 01.03
		Action: Use marketing and promotional platforms to continue "selling" Alton businesses to broader audience		Staff time; program funding	Alton Main Street, Riverbend Growth Association, GRRCVB		DA 01.01, DA 01.02, DA 01.03
	DA 03.04	Explore creation of a workforce development/job training center	Mid-term	N/A	City of Alton, Alton Main Street, Riverbend Growth Association	Lewis & Clark Community College, SIUE	DA 03.01, DA 03.03
		Action: Identify potential spaces within the corridor and work with property owners	Mid-term	Staff time; program funding	City of Alton, Alton Main Street, Riverbend Growth Association		DA 03.01, DA 03.03

Implementation Matrix

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ. RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED
			Action: Conduct outreach and visioning sessions with Metro East and regional workforce development entities and organizations	Mid-term	Staff time; program funding	City of Alton, Alton Main Street, Riverbend Growth Association	DA 03.01, DA 03.03
			Action: Work with Lewis & Clark Community College Scott Bibb Center to explore partnerships and potential expansion of programming in the study area	Near-term	Staff time; program funding	City of Alton, Alton Main Street, Riverbend Growth Association	DA 03.01, DA 03.03
			Action: Engage with local business community to understand workforce needs and support fundraising efforts and partnerships	Mid-term	Staff time; program funding	City of Alton, Alton Main Street, Riverbend Growth Association	DA 03.01, DA 03.03
DA 4	Invest in Neighborhoods and People	DA 04.01	Continue developing neighborhood stabilization and reinvestment tools and strategies	Near-Term	\$100,000 for citywide housing assessment and strategy; \$100,000 annually for wages/benefits for full-time director Greater Alton Community Development Corporation	City of Alton, Greater Alton Community Development Corporation	Rise Community Development DA 01
			Action: Engage with local community about appropriate ways to leverage investment in the study area corridor and extend it into the adjacent neighborhoods	Ongoing	Staff time; program funding	City of Alton, Greater Alton Community Development Corporation	DA 01

Implementation Matrix

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ. RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED
			Action: Engage with regional developers and real estate community to encourage and introduce new types of housing products in Alton	Near-term	City staff time; resources	City of Alton	DA 01.01, DA 04.01
	DA 04.03		Expand funding and programs for youth and education	Ongoing		Alton School District, City of Alton	SIUE DA 04.04
			Action: Conduct assessment of youth and educational resources and explore future partnerships with regional service providers	Near-term			DA 04.03
	DA 04.04		Link community development efforts with health, wellness, and nutrition programs	Ongoing	Varies	Alton School District, City of Alton	OSF Saint Anthony's Health Center and Alton Memorial Hospital DA 04.03
			Action: Seek partnerships with local healthcare providers	Near-term	City staff time; resources	Alton School District, City of Alton	OSF Saint Anthony's Health Center and Alton Memorial Hospital DA 04.03
DA 5	Build on Anchors and Assets	DA 05.01	Celebrate Alton's unique industrial character	Mid-term	Varies	City of Alton, Alton Main Street, GRRCVB	CI 02, CI 03
			Action: Incorporate elements of industrial history and design as part of marketing and branding strategies	Mid-term	Varies	City of Alton, Alton Main Street, GRRCVB	CI 02, CI 03
		DA 05.02	Leverage historic buildings and landmarks	Ongoing	Varies	City of Alton, Alton Main Street, GRRCVB	CI 02, CI 03

GOAL NUMBER PROJECT + ACTION PHASE REQ. RESOURCES RESPONSIBLE POTENTIAL PARTNER RELATED

			Action: Actively promote historic and cultural assets as part of marketing and branding strategies	Ongoing	Varies	City of Alton, Alton Main Street, GRRCVB		CI 02, CI 03
		DA 05.03	Activate the riverfront	5-10 years	Varies	City of Alton, Alton Main Street, GRRCVB		CM 03
			Action: Continued implementation of the Great Streets plan to improve connectivity	Ongoing	Varies	City of Alton, Alton Main Street, GRRCVB		CM 03
			Action: Continue activating riverfront with programming and events	Ongoing	Varies	City of Alton, Alton Main Street, GRRCVB		CM 03
		DA 05.04	Identify potential anchors	Near-term	Varies	City of Alton, Alton Main Street	GRRCVB	
			Action: Engage with Argosy Casino, OSF Saint Anthony's Health Center, Alton Memorial Hospital, and SIUE to align strategic planning efforts.	Near-term	N/A	City of Alton, Alton Main Street	GRRCVB	
DA 6	Create the Catalysts	DA 06	Create the Catalysts	5-10 years	N/A	City of Alton, Developers and property owners		DA 01
			Piasa Corridor					
			Action: Pursue flood mitigation efforts to protect area properties	Mid-term	N/A			

Implementation Matrix

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ. RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED
		Action: Conduct site acquisition and assembly by leveraging existing city-owned properties	Mid-term	Varies depending on market conditions			
		Action: Conduct highest and best use analysis of area properties	Mid-term	\$40,000 for consultant fees			
		Action: Conduct environmental and infrastructure assessment	Mid-term	\$20,000 for consultant fees			
		Action: Modify zoning code to allow for and encourage higher density mixed-use development	Mid-term	Staff time and resources			
		Hospital Site	Mid-term				
		Action: Explore Historic Tax Credit eligibility	Near-term	Staff time and resources			
		Action: Conduct site acquisition and assembly	Mid-term	Varies depending on market conditions			
		Action: Continue investment in Arts District and East Broadway	Ongoing	N/A			
		Action: Identify potential incentive tools or subsidies to trigger new development	Mid-term	Staff time and resources			
		Action: Develop neighborhood stabilization strategy	Mid-term	\$100,000 for housing market analysis and strategy (see DA 04.01)			

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ.	RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED
GS 01	Create Storage for water through a GSI Plan	GS 01.01	Create an Interconnected System to Decentralizes Water Infrastructure	Near-term	N/A	City of Alton Public Works/Planning	Corps of Engineers and Alton Main Street	
		GS 01.02	Create a Green Infrastructure Maintenance Plan	Near-term	N/A	City of Alton Public Works/Planning	Corps of Engineers and Alton Main Street	PS 01.02, PS 04.03
		GS 01.03	Generate Momentum Through Demonstration Projects	Near-term	N/A	City of Alton Public Works/Planning	Corps of Engineers and Alton Main Street	
GS 02	Reduce stormwater flows by Integrating Green Stormwater Infrastructure (GSI)	GS 02.01	Reduce stormwater runoff	Mid-term	NA	City of Alton Public Works, Forestry Division	Federal and State Green Infrastructure Grants	
GS 03	Infuse biodiversity	GS 03.01	Strengthen ecological connections from the river into downtown	Long-term	NA	City of Alton	Heartlands Conservancy, State of IL, Madison County	CM 01, CI 01
GS 04	Plan for river flooding	GS 04.01	Protect and Enhance the Investment made in the Riverfront	Long-Term	N/A	City of Alton, Corps of Engineers	APA Community Planning Assistance Team for Resilience Planning Funding resource: Flood Mitigation Matching Funds	CM 04
		GS 04.02	Create a Plan for Environmental Resiliency	Near-term	NA	City of Alton Public Works, Corps of Engineers		
		GS 04.03	Create a Plan for Flood Resilient Access	Mid-term	NA	City of Alton Public Works, Corps of Engineers	Illinois Department of Transportation (IDOT)	

Implementation Matrix

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ. RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED	
	GS 04.04	Create a Plan for Environmental Art	Long-Term	N/A	City of Alton			
	GS 04.05	Create a Community Focused Plan	Long-Term	N/A	City of Alton			
		Action: Green Stormwater Infrastructure Plan	Near-Term					
		Action: Stormwater Infrastructure Maintenance Plan	Near-Term					
		Action: Demonstration Green Infrastructure Projects in Broadway Corridor at Broadway Street and Henry Street and Market Street and Landmarks Boulevard	Near-Term					
		Alton Flood protection Plan	Mid-Term					
		Alton Riverfront Master Plan Update	Mid-Term					
		Engineering Design and Phased Implementation of Green Stormwater Infrastructure Plan	Long-term					
		Engineering Design and Implementation of Alton Flood Protection Plan	Long-term					
CI 01	Invest in the public realm	CI 01.01	Activate plazas, parks, and underutilized spaces	Varies	Varies	City of Alton	Alton Works, Jacoby Arts Center, Love Joy	CM 01, GS 02, SM 02, CM 04
			Focus Area: The "wedge" (Henry to Ridge)	Near-term	See OPC in appendix as part of the larger Broadway Corridor plan	City of Alton	Jacoby Arts Center	CM 01

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ. RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED
		Focus Area: 4th Street	Mid-Term	Level of Improvement can vary: (Low=\$30/s.f., Medium=\$50/s.f., High=\$120/s.f. @ Approximately \$50 per square foot: Approximate construction cost: \$1.1 Million Assumptions: 50% concrete, 50% clay pavers, street trees 30' on-center, catenary lighting full length, movable outdoor seating.	City of Alton	Love Joy	GS 02
		Focus Area: Market Street	Mid-Term	Level of Improvement vary: (Low=\$30/s.f., Medium=\$50/s.f., High=\$120/s.f. @ Approximately \$75 per square foot: Approximate construction cost: \$780,000 Assumptions: plaza space with movable seating, clay pavers, street trees , catenary lighting.	City of Alton, Alton Works		CM 02

Implementation Matrix

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ. RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED
	CI 01.02	Restore the historic squares of downtown Alton	Mid-Term	Level of Improvement vary: (Low=\$30/s.f., Medium=\$50/s.f., High=\$120/s.f. Market Square @ \$35 per square foot= \$525,000 Assumptions: street trees, rain gardens, fixed seating, signage Court Square @ \$50 per square foot= \$700,000 Assumptions: large tree planters/seat walls, shade trees, view-frame art element, clay pavers	City of Alton	The Great Rivers & Routes Tourism Bureau (GRRCVB), Ardent Mills (Market Square)	CM 04
		Action: RFP for schematic design for the squares, including the creation of marketing renderings for fund raising purposes	Mid-Term	\$25,000	City of Alton		CM 04
	CI 01.03	Establish a formal public art program	Near-term	Cost to administer the program as part of Alton Main Street	City of Alton, Alton Main Street, GRRTB	Jacoby Arts Center, Regional Arts Commission (RAC), National Endowment for the Arts (NEA), National Endowment for the Humanities (NEH)	CM 01
		Action: Dedicate 1% of construction costs for the Broadway corridor to implementation of public art.	Near-term	N/A	City of Alton	Jacoby Arts Center, Regional Arts Commission (RAC), National Endowment for the Arts (NEA), National Endowment for the Humanities (NEH)	CM 01
CI 02	Establish a consistent "look and feel"	CI 02.01	Refine the palette	Near-term	See OPC in appendix as part of the larger Broadway Corridor plan	City of Alton	CM 01

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ.	RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED
			Action: Reach out to Landscape Forms to understand cost discounts on volume orders for site furnishings	Near-term	N/A	City of Alton		
		CI 02.02	Help visitors find their way	Near-term	See OPC in appendix as part of the larger Broadway Corridor plan	City of Alton		CM 01
			Action: create a Request for Proposals for signage construction documentation as part of the overall RFP for Design Development (DD) through Construction Observation (CO) stages of construction documentation	Near-term	N/A	City of Alton		
CI 03	Establish the districts	N/A	Coordinate current marketing and tourism plans with new district alignments and brand.	Near-term	Staff time	City of Alton, Alton Main Street, The Great Rivers & Routes Tourism Bureau (GRRCVB)		CI 02
PF 01	Build the capacity of Alton Implementors	PF 01.01	Identify stewards of the plan	1-2 years	Varies	City of Alton, Alton Main Street, GRRTB, Riverbend Growth Association		
			Action: Draft a memorandum of agreement (MOU) for those entities implementing the plan to establish the Great Streets Task Force	1-2 years	Staff time	City of Alton, Alton Main Street, GRRTB, Riverbend Growth Association		

Implementation Matrix

GOAL	NUMBER	PROJECT + ACTION	PHASE	REQ. RESOURCES	RESPONSIBLE	POTENTIAL PARTNER	RELATED
		PF 01.02	Establish a Business Development District with Alton Main Street	1-2 years	N/A		
			Action: Perform a detailed analysis of projected revenue generation to aid in the implementation process.	1-2 years	Staff time	City of Alton, Alton Main Street	
		PF 01.03	Align the boundaries	1-2 years	Staff time	Alton Main Street, City of Alton	CM 01
PF 02	Adopt plans and policies	PF 02.01	Adopt the Alton Great Streets Plan	Immediate	Staff time	Alton Planning Commission, Alton City Council	
		PF 02.02	Adopt a City-wide Complete Streets Policy	1-2 years	Staff time	City of Alton	NACTO CM - all goals
		PF 02.03	Strategize and formalize a plan for ongoing maintenance of streetscape improvements	1-2 years	Staff time	City of Alton, Alton Main Street, IDOT	Property owners CM - all goals

ALTON

GREAT STREETS

