



# college hill district

## REVITALIZATION PLAN

prepared by  
Rock Island Community & Economic  
Development Department

in association with  
College Hill District Organization  
&  
visual preference components by  
The Lakota Group

**Draft: January 31, 2013**



# acknowledgements

**K**ey to any successful revitalization project is citizen participation and involvement of business owners. The planning process for the College Hill District Revitalization Plan mainly involved citizens on two different levels. One level was the frequent exchange of information and ideas with the Design & Promotion Committee and the Economic Restructuring & Organization Committee early in the process, and then the College Hill District Organization toward the latter part of the process. The second level was the input of the broader community and more business owners during the brainstorming, focus group, visual preference and plan review meetings.

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*Participants were invited to share thoughts after the Visual Preference Survey Workshop.*

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# executive summary

**THE PURPOSE OF THE COLLEGE HILL DISTRICT REVITALIZATION PLAN** is to **increase business activity** for this key neighborhood business area. This purpose will be achieved with collaboration among the City, business owners, property owners, and Augustana College.

**THE COLLEGE HILL DISTRICT IS A MATURE BUSINESS COMMUNITY** in need of a strong business mix that is vibrant and healthy; better commerce connections to Augustana College, the surrounding neighborhood and niche markets; and a boost in curb appeal. Addressing these issues will benefit business owners, Rock Island residents, and Augustana College.

**A CAREFUL ANALYSIS OF CHALLENGES AND OPPORTUNITIES**, undertaken by committees focusing on promotion, design, economic restructuring and organization, created a better understanding of the existing conditions and potential in the College Hill District. Case studies and examples from other communities were explored, as were physical conditions and business data. This data is shared within specific sections of the document and in the appendix. One component of the analysis was a Visual Preference Survey, which mapped the appearance preferences of business owners and community stakeholders to guide streetscape and facade improvements.

**THE CREATION OF THE COLLEGE HILL DISTRICT ORGANIZATION** was an objective achieved early in the planning process. The new organization was integral to the completion of the plan document and continues to be supportive of business improvement plans, promotions, special events, and streetscape improvements.

**A VISION, MISSION, GOALS AND ACTION STRATEGIES** were outlined by the planning team to guide future activity in the College Hill District. These strategies are detailed in the document and focus on branding, marketing materials, neighborhood and niche markets, business diversity, special events, visual preferences, membership outreach and communication, funding mechanisms, business enrichment, underutilized properties, parking, traffic and transportation, walkability, boundaries and land use, partnerships and leveraging Augustana College. A timeline and implementing partners for 181 detailed objectives are outlined in the document and in the appendix.

**THE COLLEGE HILL DISTRICT REVITALIZATION PLAN CONCLUDES** with an early plan of attack on actionable strategies, many of which were addressed during the planning process. These are illustrated with a blush color in the strategy charts. A sketch budget for the first few years of implementation is in the appendix.

## Contributors to the College Hill District Revitalization Plan Document:

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- **Promotion & Design Committee:** content
- **Economic Restructuring & Organization Committee:** content
- **The Lakota Group:** visual preference survey, images



*Rocky and Alleman booster wear on display at Sports Depot.*

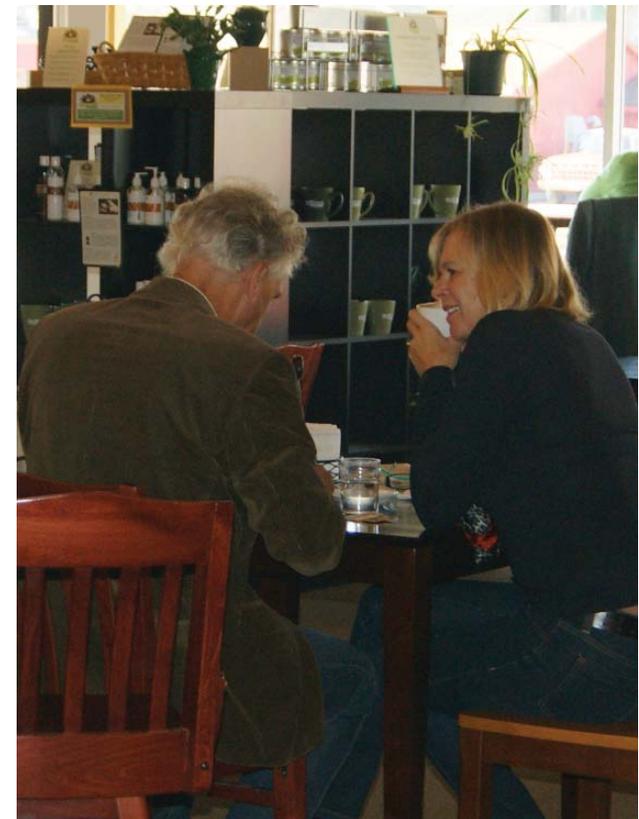
# overview

**The 2012 College Hill District Revitalization Plan is a tool to help the College Hill District Organization, City of Rock Island, community leaders, business owners, Augustana College and neighborhood residents build upon the College Hill District's assets and guide future development to reflect a vision of vibrancy, sustainability and quality of life appropriate for this eclectic neighborhood business area.**

**WITHIN THE GREATER QUAD CITIES**, on the eastern side of Rock Island, nestles a small, two-node neighborhood commercial area made up of approximately 90 properties and 60 businesses. Situated at the intersections of 14th Avenue with 30th Street and 38th Street, this business area grew organically out of the southward expansion of Rock Island. Originally, the area serviced the immediate neighborhood and Augustana College. Over time, the market area has dramatically expanded with the establishment of a vibrant antiques and collectibles niche and other specialty businesses that reach customers from a hundred miles away. As overall retail in Rock Island has diminished, the College Hill District has established itself as perhaps the strongest retail concentration in the community. With its independent business owners, diverse offerings, charming mid-century setting and walkable and accessible location, College Hill is poised to be the premier shopping area in Rock Island.

**THE COLLEGE HILL DISTRICT REVITALIZATION PLAN** incorporates citizen input, data, goals and visual inspiration to craft a cohesive strategy that will enhance the best of this commercial area while promoting ob-

jectives to bring about important and needed change. This document outlines the steps to **make College Hill District one of the most vibrant commercial areas of the Quad Cities**, filled with businesses that provide service with personal flair.



*Enjoying coffee at Cool Beanz.*

# challenges & benefits



The College Hill District website at [www.collegehilldistrict.org](http://www.collegehilldistrict.org) is a benefit to members of the business organization, potential members, customers and tourists.



Happy Joe's Manager Patricia Hansen (right) handed out College Hill District Welcome Bags to Augustana College freshmen during move-in day on Aug. 16, 2012.

## Key Challenges

The physical environment and business operations present tough challenges for the College Hill District:

- Tired building facades that do not relate well to street or pedestrian traffic;
- No cohesion in design to emphasize a sense of place in College Hill;
- Lack of basic destination branding for the College Hill experience;
- Permanent funding mechanism to carry out College Hill District initiatives; and
- Limited business education and cross promotions among College Hill businesses.

## Key Opportunities

- Growing customer base for long-established and newer businesses; and
- Easy access to Augustana College students and staff for promotions and marketing.

## Benefits of Revitalization: Residents

Benefits of revitalizing the College Hill District are evident for residents of the immediate neighborhood and the City of Rock Island. Those affiliated with Augustana College will benefit from an appealing and useful nearby business district that can service students and staff. A visually striking business district would also help with recruitment of students and faculty. Residents in the immediate vicinity will benefit from a diverse, walkable commercial area that services most needs. Streetscape improvements will reflect positively on their own property values. Finally, residents throughout the city will benefit from more business choices that are closer to home and a healthier sales tax base.

## Benefits of Revitalization: College Hill District Organization (CHDO) Members

College Hill District member businesses will derive the most benefit from a revitalized commercial area. Since most College Hill businesses are very small, they tend to not participate with either the Quad City Chamber of Commerce or the Development Association of Rock Island. For its members, CHDO will:

- Facilitate business education opportunities;
- Arrange cross promotional and cooperative advertising opportunities among members;
- Organize special events that draw new customers;
- Advertise special promotions on the College Hill District Organization website at [www.collegehilldistrict.org](http://www.collegehilldistrict.org), along with links to business websites; and
- Serve as a stronger voice for making changes or presenting concerns.

## Benefits of Revitalization: All Businesses

All College Hill businesses, regardless of membership with the business organization, will benefit in the following ways:

- Promotion of the area as a destination;
- Growth of customer base through higher traffic due to special events and cross promotions;
- Visibility in the community;
- Healthier business climate;
- Improved marketability of property; and
- Enhanced appearance of surroundings.

# history

**HILLTOP DEVELOPMENT** did not begin in earnest in Rock Island until the Tri City Railway Company's streetcars conquered the Mississippi River bluff with the "Longview Loop" in 1903. With the railway's "car barn" located on 5th Avenue at 31st Street, one of the two "Hill Lines" positioned at 30th Street, and a connection to the Longview Loop along 13th Avenue, commercial expansion at 30th Street and 14th Avenue was perfectly situated for commercial development. Although the major retail and office locations remained in downtown Rock Island, the distance was great enough to warrant neighborhood commercial and service businesses.

## Identity

For roughly a decade, the area along 30th Street identified with its proximity to South Park Presbyterian Church. By 1925 the following businesses were found in the western node: South Park Market, South Park Garage, South Park Cleaners & Dyers, and South Park Cigar Store. After the 1920s, the "South Park" moniker was no longer used by any businesses, and the term "Hill Top" or "Hilltop" was used by a number of businesses through the 1940s. There was Hill Top Club Billiards (now Bike n Hike), Hill Top Athletic Club, Hill Top Shoe Repair, Straw's Hilltop Market (Sports Depot), Hilltop Confectionery (Pure Element), Hilltop Model Shop, Hilltop Shoe Shop (Sunshine's Performing Arts Studio), and Hill Top Tavern (Kavanaugh's).

The business area eventually settled into an eclectic blend of structures, some built for commercial purposes and others converted. The decade of peak construction in the College Hill area was the 1920s, although construction occurred from the 1900s through the 1960s. Just nine buildings date after 1970.

## Businesses Over Time

The oldest existing family-owned business in College Hill is Mulkey's, which was founded in 1957, and by which time the area was known as "Uptown Rock Island." However, the names for Hill Top Tavern and Corner Tap predate even Mulkey's, going back to circa 1935 and 1950, respectively.

The retail history of the area is strong. Both the east and west sides were filled with grocery and meat stores, dry goods, confectioneries, shoe shops, garages, taverns, hardware, barber and beauty shops. Less common were restaurants and clothing, although the east node boasted two different theatres and a sheet metal works. By 1945, there was a radio service shop, and two television stores were established by the 1950's. The famous Lee's Place, known to generations of Augustana College students from 1950 through the 1990s, was Henry R. Doering's Tavern from the 1930s to 1950 and located on the southeast corner of 38th Street and 14th Avenue.

Only one structure in College Hill has received independent recognition for its historic architecture. The 1945 Skelly Service Station at 3801 14th Avenue is listed as one of Rock Island's 100 Most Significant Unprotected Structures.

From the 1970s to the 1990s, some structures in College Hill were demolished and franchise stores were constructed. These buildings do not share the distinctive and eclectic flavor of the historic business locations, but are integral to the vitality of the College Hill District.

Over the decades, the business mix has changed, and some of the buildings have been altered, demolished or newly established, but the mid-century sense of place remains.



Tri City Railway Car Barn, 5th Avenue & 31st Street, Rock Island (demolished in 1970s). Courtesy of Diane Oestreich.

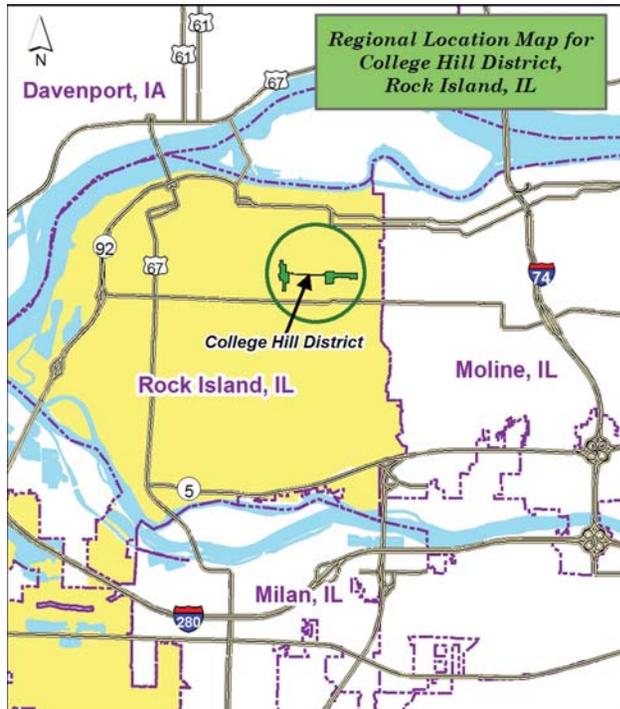


3900 block of 14th Avenue, south side. Courtesy of Augustana College Special Collections.



3801 14th Avenue, Skelly Service Station (historic name), is rare and portrays a design aesthetic from the high-style age of gas stations.

## context



### Architecture:

The structures in the western node are slightly older and have a heavier concentration of residential conversions. Architecturally, there is an overwhelming vernacular flavor. In the eastern node, the influences of post World War II modernistic architecture are more prevalent with the blond brick, aluminum windows and streamlined details.

**WITHIN THE ILLINOIS QUAD CITIES**, in the city of Rock Island, just south of Augustana College, and radiating from the intersections at 14th Avenue and 30th and 38th Streets, sits the College Hill District. The ratio of businesses between the east and west nodes is nearly equal, although the west node is oriented north-south and the east node is spread along an east-west axis.

### Location & Setting

Traveling southward along the 30th and 38th Street arterials, the bluff tops out between 10th and 11th Avenues. Augustana College occupies about two-thirds of the real estate between these two arterials, from 5th Avenue to 12th Avenue. At 30th Street, the southernmost College Hill businesses touch the border of the college campus. Four blocks south of College Hill is the 18th Avenue business corridor, largely represented by the Hilltop Business Association. Physically, this corridor is dissimilar to College Hill with its wider streets, higher traffic volumes, automobile-oriented atmosphere and later construction dates.

The western node of the College Hill is located at 30th Street and 14th Avenue. Thirtieth Street is narrow, with two driving lanes and two parking lanes through the commercial heart. Businesses are concentrated along 30th Street. This node is bordered on the north by Augustana College and on the south by South Park Presbyterian Church at 15th Avenue. Residences infill all around the node, interrupted by a major ravine system about one block to the west, which inhibited completion of a 14th Avenue connection between 27th and 30th Streets until 1965. Fourteenth Avenue is the break between the unorganized neighborhood areas identified as College Circle and Hilltop.

The eastern node of the College Hill District is situated primarily along 14th Avenue from 37th

Street to the 42nd Street intersection. This commercial cluster is bordered by Horace Mann Park on the southeast and residences on the north, south and west. Significant nearby property features include Lincoln Park just north of 11th Avenue and Alleman High School, which stretches along 41st Street from 11th Avenue to the northern border of College Hill. Again, streets are narrow, promoting a pedestrian atmosphere.

KeyStone Neighborhood, an organized neighborhood association of approximately 700 households, claims borders from the Mississippi River to 14th Avenue and 38th Street to the Moline border. Hence, the north boundary of College Hill District's east node resides in the KeyStone Neighborhood.

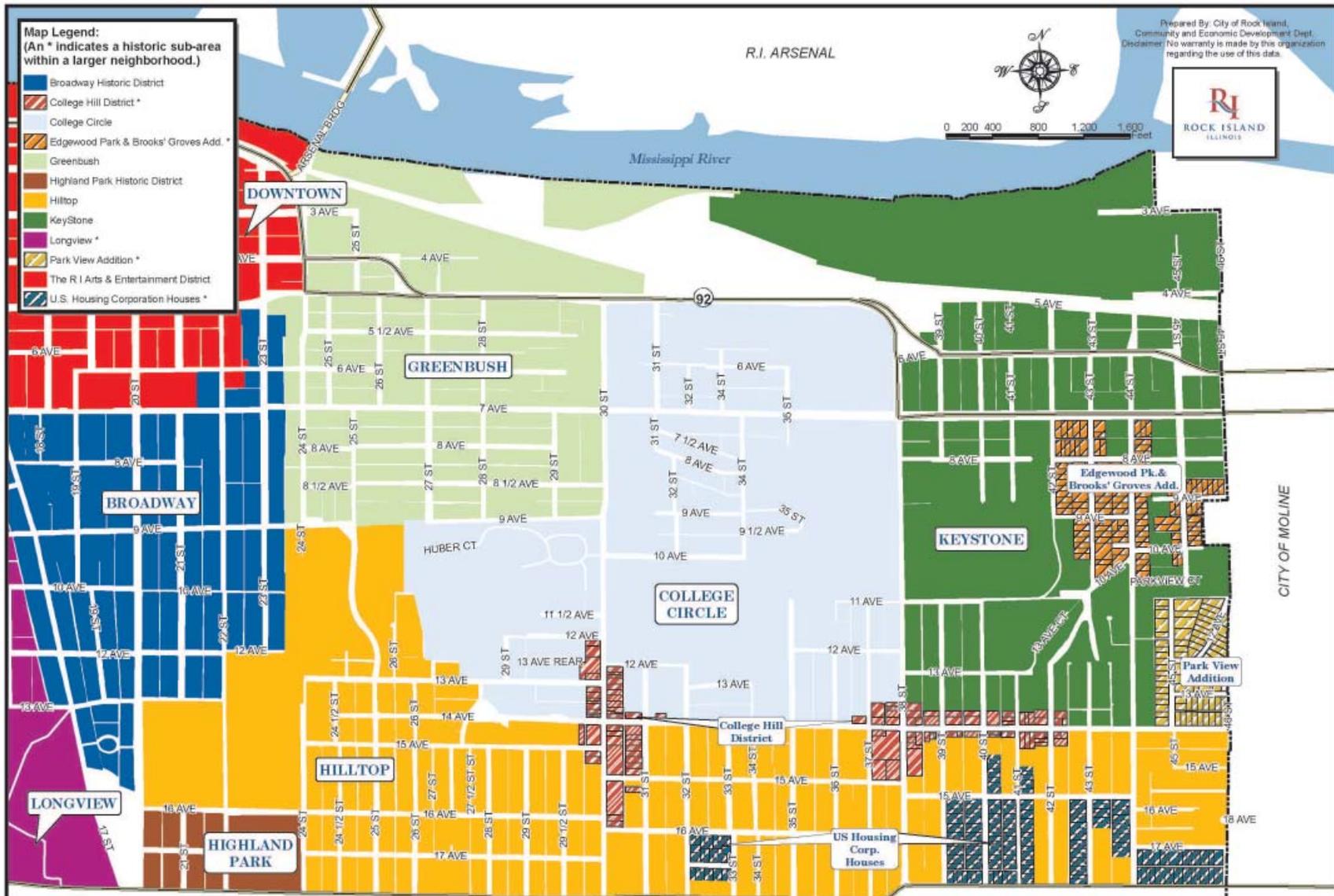
### Structures

The buildings of College Hill are small with 44% of the businesses sized under 1,500 square feet. Fourteen percent of the businesses have under 1,000 square feet and 10% have more than 3,000 square feet.

The building profile is also diminutive, with just a handful of buildings exceeding one or one and a half stories. Another unique feature is the high number of businesses operating out of converted residential structures; they are one-third of the structures in the commercial district. Most of the structures crowd the public sidewalk in a zero lot line arrangement, with the exception of the residential structures, which are set back roughly 20 feet and have small front yards.

The area between the two nodes is six blocks of residential homes, largely built in the 1910s and 1920s. Architectural types include bungalow, four-square and vernacular.

# neighborhood vicinity map



# planning process



Planning isn't always serious. Denise Woolison, Carol & Bernie Klauer and Jennifer Prather yuck it up during one of the committee meetings.



Design & Promotion Committee members Johnna Adam, Mary Chappell, Doug Tschopp and Steve DePron debate the merits of branding.

**SINCE THE EARLY 1990s**, various Rock Island neighborhoods and commercial areas have undergone comprehensive planning efforts, but none were directed toward the College Hill District. However, plans that have influenced or impacted the College Hill District include:

- Rock Island Comprehensive and Future Land Use Plan (City of Rock Island - 1986)
- KeyStone Neighborhood Plan (City of Rock Island - 1996)
- Authentically Augustana (Augustana College - 2005)
- Rock Island Bikeways Plan (City of Rock Island - 2009)

### Decision to Undertake Planning

In summer and fall 2010, Annette Zapolis of the newly established Cool Beanz Coffeehouse began to mobilize neighboring businesses to urge interaction and planning with the City. Simultaneously, strengthening the College Hill businesses was announced as a high priority during the annual goal setting for Rock Island City Council.

The Rock Island Community & Economic Development Department dedicated staff members from the Economic Development Division and the Planning & Redevelopment Division to coordinate a planning effort with the College Hill business owners. After early discussions with stakeholders, it was determined they wished for both a visionary planning effort and tools to help establish a successful and progressive permanent organization. A review of planning and organizational methods suggested that blending a traditional strategic planning effort with the structural framework of the National Trust Main Street program would fit the bill, and a process for the College Hill District Revitalization Plan was formed. The Rock Island Arts & Entertainment District is a Main Street Community, but during this

timeframe, the Illinois Main Street program was restructuring, making the addition of College Hill to the statewide program impossible. However, staff and stakeholders determined that the Main Street model to have considerable merit. Therefore, brainstorming topics, planning committees, and ultimately the College Hill District Organization were influenced by the Main Street model.

### Brainstorming Ideas

Approximately 30 stakeholders participated in a brainstorming meeting on October 13, 2010, which also resulted in the selection of a formal name for the area, College Hill District. Participants brainstormed around the four Main Street tenets: Design, Promotion, Economic Restructuring, and Organization. Those ideas that received more than 10 voting points are listed below. Nearly all of these topics are directly addressed in the strategies outlined in this plan.

### Design

1. Decorative streetlights ..... 70
2. Entrance sign / banners..... 49
3. Parking .....29
4. Landscaping .....27
5. Planters / hanging baskets ..... 19
6. Street standard signs..... 16
7. Trolley .....14
8. Design standards / zoning changes ..... 11
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### Promotion

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2. Cultural activities / street fests..... 44
3. Group advertising .....35
4. Leveraging Augustana..... 27
5. Farmers market ..... 15
6. Electronic media ..... 14

## Economic Restructuring

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2. Professional assistance for exterior improvements..... 45
3. Business training ..... 42
4. Funding mechanisms for home improvements in commercial areas ..... 32
5. Faith-based partnerships..... 17
6. Funding mechanisms for targeted business incentives ..... 16
7. Encourage business diversity..... 14
8. Augustana - demographic impact..... 13

## Organization

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2. Outreach / communication / involvement ... 53
3. Firmly define boundaries ..... 49
4. Connection to Hilltop Business Assn. .... 27
5. Priorities of goals ..... 25
6. Employ a coordinator..... 14

## Committee Work

Two committees, Promotion & Design and Economic Restructuring & Organization, were established to investigate relevant data and case studies from the ideas generated during brainstorming, and develop goals and strategies to achieve the ideas. The bulk of this planning document is the result of the analysis and prioritization that took place among these committees.

## Visual Preference Survey

Despite the plethora of design elements suggested through brainstorming, preferences for the aesthetic branding of College Hill remained elusive. The eclectic nature of the buildings and storefronts did not point to a specific design trend. Ultimately, the planning committees decided to solicit the input of consultants experienced in urban design to guide stakeholders and nearby residents through a visual preference exercise.

The Lakota Group was hired to select visual images, organize the workshop and focus groups, prepare streetscape visualizations featuring College Hill, and issue conclusions in a report.

The purpose of the visual preference survey was to introduce concepts pertaining to community character related to streetscape and building facades and gauge stakeholder opinions regarding aesthetics of various elements and ideas. The survey was conducted at a public open house on September 29, 2011. The survey was given in the form of a PowerPoint presentation with electronic key pad polling to create an interactive process with instantaneous results. The interactive element was further enhanced by input from several scheduled focus groups.

Subsequent to the visual preference workshop, the College Hill District Organization Executive Committee discussed design elements expected to be regulated and potential methods for bringing the aesthetic ideals to reality.

## Plan Review and Adoption

The draft plan was adopted by the College Hill District Executive Committee on February 27, 2012, and a preliminary review was conducted by stakeholders at a public meeting on March 26, 2012. Subsequent to revisions, a second public stakeholder review took place on **insert date**.

The City Council convened a public study session on **insert date** to review the draft plan. The final College Hill District Revitalization Plan was adopted by the College Hill District Executive Committee on **insert date**. A public hearing was held by the Planning Commission on **insert date** and the Rock Island City Council adopted the final plan on **insert date**.



*A focus group met at Mulkey's to discuss visual preferences and general opinions about College Hill District.*



*Planning Commissioner Diane Oestreich and Board of Zoning Appeals member Karen Williams bounce some ideas off Lakota Group consultant Scott Freres after the Visual Preference Workshop.*

# college hill district organization



Annette Zapolis addresses stakeholders after her election as the first College Hill District Organization president.



College Hill District Organization Executive Committee, February 27, 2012: Doug Tschopp, Jennifer Prather, Mary Chappell, Michelle Juehring, Dave Requet, Annette Zapolis, Steve Mapes, and Patricia Hansen.

**THE COLLEGE HILL DISTRICT ORGANIZATION** was formally organized in the middle of the College Hill District Revitalization Plan process. It was essentially one of the first implemented objectives of the plan.

On May 17, 2011, bylaws for the College Hill District Organization were adopted and officers were elected. The bylaws set up membership status, fees, and other standard organizational components. In early 2012, CHDO formally incorporated through the State of Illinois. The organization intends to pursue 501(c)(6) non-profit status. The first paid year of memberships began on July 30, 2012 with 19 members.

Objectives of the College Hill District Organization are to create a vibrant, growing, sustainable business and neighborhood community that enhances the quality of life for residents and visitors by transforming the College Hill District into a sustainable, mixed-use neighborhood through energized businesses.

## Why Join?

Membership in College Hill District Organization will help achieve:

### For Business Owners:

- Greater opportunity for growth;
- Co-Op advertising opportunities—CHD website, District map;
- Expanded customer base;
- Healthier business climate, less financial risk;
- Stronger voice for making changes or presenting concerns; and
- Guest speakers at organization meetings—improve business skills, public relations, advertising efforts, customer outreach.

### For Property Owners:

- Stronger property values;
- Improved marketability of property;
- Stable, more dependable rental environment;
- Increased occupancy rates; and
- Promotion of available buildings for sale/lease to potential business owners/tenants.

### For Community Partners:

- Improved quality of life in the community;
- Achievement of common goals; and
- New membership potential among new residents.

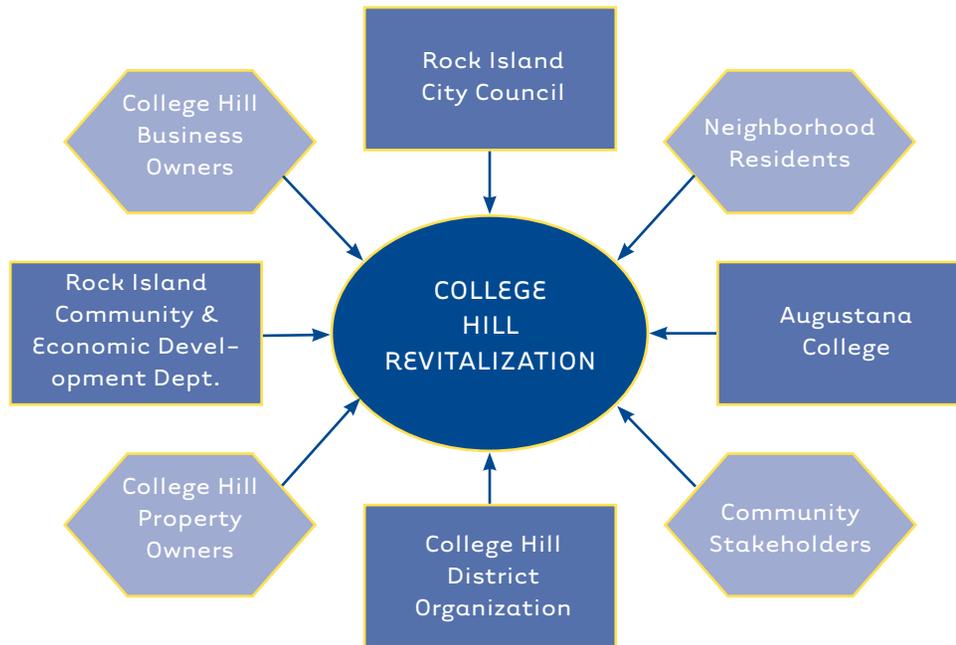
Those interested in College Hill District Organization membership should visit the membership page of the College Hill District website at [www.collegehilldistrict.org](http://www.collegehilldistrict.org).

# collaborative decision-making

TO BE SUCCESSFUL over the next decades, the College Hill District Revitalization Plan paints a vision of the direction the College Hill District must take to succeed regionally, locally, and for individual business owners.

Public agencies, private institutions and individual business owners should use the College Hill District Revitalization Plan to guide decisions and actions that affect the form and function of College Hill. The plan provides a sound policy basis for citywide decision-making and strengthening College Hill's role in stabilizing the immediate neighborhoods and expanding business base. Reference this document for decisions large and small. Review the document to re-energize and re-center focus. Test new ideas against the elements of the plan and let the plan help to guide priorities.

The strategy framework outlined on the following pages present objectives that will help accomplish the mission and vision of College Hill. Implementing partners and time frames have been identified. The success of this plan is dependent on the willingness of the College Hill District Organization, City of Rock Island, Augustana College, independent business owners, community partners and neighborhood residents to implement this shared vision.



College Hill District stakeholders at the Plan Review Meeting, March 26, 2012.

# vision & mission

**T**his vision statement outlines what the College Hill District hopes to become. The mission statement relates purpose. It guides actions, spells out the overall goal, provides a path, and steers decision-making. It provides the framework or context within which the strategies are formulated. The positioning statement conveys the core values of the College Hill District and identifies whom the District wishes to impact. The tag line sums it all up with a catchy, memorable phrase.

## Vision Statement

College Hill District is a vibrant, growing, sustainable business and neighborhood community that enhances the quality of life for residents and visitors.

## Mission Statement

To transform the College Hill District into a sustainable mixed use neighborhood through energized businesses.

## Positioning Statement

For residents and visitors who want a vibrant experience, College Hill District is an eclectic, walkable neighborhood that provides service with personal flair.

## Tag Line

College Hill District. Eclectic Vibe. Neighborhood Businesses.

# goals & strategies: vibrant & growing

**B**reaking down the vision statement, the brainstormed ideas of the stakeholders fell comfortably into categories to support the overarching vision.

“VIBRANT AND GROWING” relates to the ability of the College Hill District to project its image in a unified and appealing way, expand its market for both residents and visitors, and persuade customers to treasure College Hill for its collection of businesses, iconic events and appealing streetscape.

This will be accomplished through:

- Branding;
- Marketing materials;
- Neighborhood and niche markets;
- Business diversity;
- Special events;
- Visual preferences; and
- Design approach.



*Tim's Corner, one of the College Hill District specialty businesses with a large market area, draws comic book enthusiasts from the entire region.*

## BRANDING: The power of a destination image.



### Positioning Statement

A positioning statement is a written description of a positioning strategy. It defines the benefit of College Hill District's products and services to the customers and states how College Hill is different from the competition. A positioning statement becomes the foundation for all future communications.

### College Hill District Positioning Statement

For residents and visitors who want a vibrant experience, College Hill District is an eclectic, walkable neighborhood that provides service with personal flair.

### Why It's Important

People enjoy feeling the sense of community connected to their local business district. A unique image helps area residents identify with their neighborhood and attracts outside visitors.

### Responding to Competition

Through training and materials available from the National Trust Main Street Center, traditional commercial areas have become more successful in developing identity, image and brand. In order to respond to competition, College Hill should do the following:

- Develop a vision for the district;
- Understand, in the clearest possible terms, what the district offers and what the marketplace desires;
- Gain consensus on the vision and the position of the district in the marketplace;
- Apply creativity to descriptive words, pictures, colors and graphics selected for use;
- Apply the product in every way that successfully and persuasively describes the look and feel of the College Hill District.

### Benefits of Destination Branding

A destination brand can benefit the customer by increasing trust and confidence, saving time and effort, simplifying choices, associating positive feelings, and providing perceived added value and benefit. Achieving a destination brand looks at internal stakeholders, strengths and assets of the destination, performance of the destination area, communications and marketing, customers, competition, positive experience and trends. The College Hill Promotion & Design Committee conducted an extensive analysis, then aligned a position in keeping with the ideals expressed. Below are some of their findings:

#### CHD Strengths & Assets:

- Customer service with personal flair;
- Diversity of businesses in services and products;
- Adjacent to Augustana College and other Hilltop businesses;
- Moms and Pops with retro flair;
- Quaint and eclectic;
- Dense, walkable neighborhood business area;
- Family oriented businesses;
- Keeps and supports a community pulse; and
- Architecture.

#### What CHD Does Better Than the Competition:

- Possesses a hip wellness vibe with an eco-friendly twist;
- Is the most walkable commercial area in the Quad Cities;
- Provides excellent personal customer service; and
- Possesses an eclectic and unique visual appearance.

## BRANDING: Continued.

Action Strategy (Completed are highlighted with blush)	1 Year	2 Years	3 Years	5+ Years	Lead* & Implementing Partners	Estimated Cost	Potential Funding Source	Success Benchmark
<b>Goal: Set in place tools for “basic” destination branding.</b>								
Implement the positioning statement: “For residents and visitors who want a vibrant experience, College Hill District is an eclectic, walkable neighborhood that provides service with personal flair.”	X				CHDO	\$0	No Cost	Insert on website and other appropriate materials.
Implement the tagline: “College Hill District. Eclectic Vibe. Neighborhood Businesses.”	X				CHDO	\$0	No Cost	Insert on website and other appropriate materials.
Utilize the colors cobalt blue and sunshine yellow on all CHD materials.	X				CHDO	\$0	No Cost	All materials color branded.
Adopt a logo developed by Augustana College professional staff for CHDO.	X				CHDO*; Augustana College	\$0	No Cost	Logo adopted by CHDO.
Create style standards for use of positioning statement, tagline, colors and logo on collateral materials and share with CHD members.	X				CHDO*; Augustana College	\$25	Memb. Fees	Style standards distributed to CHDO members.
Protect ownership rights for CHD brand tools, specifically the name, logo and tagline.	X				CHDO	\$200	Memb. Fees	Trademarks registered.
Create a reference sheet of CHD strengths and assets and distribute to membership.	X				CHDO	\$25	Private Donation	CHD Strengths & Assets sheet distributed to CHDO members.
Create a reference sheet of what the CHD does better than the competition and distribute to membership.	X				CHDO	\$25	No Cost	Reference sheet distributed to CHDO members.
<b>Goal: Cultivate good media relations.</b>								
Generate publicity through accurate, detailed and interesting news releases.	X	X	X	X	CHDO	\$0	No Cost	News release issued for each event.
Develop a media contact list.	X				CHDO	\$0	No Cost	List created.

## BRANDING: Continued.

<b>Goal: Periodically evaluate the relevance of CHD branding.</b>								
Develop branding sub-areas for markets revealed through demographic and customer surveys.			X		CHDO	\$0	No Cost	Branding sub-area developed.
Evaluate the use and implementation of the basic branding tools.				X	CHDO	\$0	No Cost	Evaluation completed.
<b>Goal: Merchandise the College Hill District brand.</b>								
Identify potential uses and advantages of CHD merchandise, such as t-shirts, ornaments, truly unique items.		X			CHDO	\$0	No Cost	Evaluation completed.
Plan and finance a merchandising campaign.		X			CHDO	\$500	Memb. Fees	Merchandising campaign planned and financed.
Utilize special merchandise at special events.		X			CHDO	\$500	Memb. Fees	Special merchandise sold or distributed.



*The first merchandise branding undertaken by College Hill District was the printing of goodie bags for multiple purposes. They were used as Welcome Bags for Augusta-na College freshmen during Move-In Day and again during College Hill-O-Ween.*

# MARKETING MATERIALS: The power of message.

## Why It's Important

Electronic and print communication create opportunities for the College Hill District (CHD) to reach a broader audience more quickly. Successful communication from CHD will include an analysis of what the organization wants the message to accomplish, which will give purpose for the content and design. Equally important is to know the audience for the CHD message.

### National Trust Main Street Center's Advice on Advertising Fundamentals:

- Place ads where they will reach the target market;
- Design ads that grab your target market;
- Make sure all participants are getting the word out;
- Produce eye-catching and high quality formats;
- Plan ahead for joint advertising and image advertising; and
- Transcend the traditional directory-type ads (add some sizzle, reflect on themes, etc.)



"Like" the College Hill District Facebook page and visit the website at [www.collegehilldistrict.org](http://www.collegehilldistrict.org).



## MARKETING MATERIALS: Continued.

Action Strategy (Completed are highlighted with blush)	1 Year	2 Years	3 Years	5+ Years	Lead* & Implementing Partners	Estimated Cost	Potential Funding Source	Success Benchmark
<b>Goal: Utilize assets of CHD in attracting new businesses and customers.</b>								
Through electronic and print literature, promote the strengths and assets of CHD.	X				CHDO	\$0	No Cost	Placed on website and other materials.
Through electronic and print literature, promote what CHD does better than the competition.	X				CHDO	\$0	No Cost	Placed on website and other materials.
<b>Goal: Develop attractive print promotional materials for CHD that have value to customers.</b>								
Create an illustrated map of CHD, with a stylized, pencil-drawn or painted visualization of the buildings and a legend and synopsis of CHD businesses. Visually, the residential area along 14 <sup>th</sup> Avenue should be shown in some manner so people unfamiliar with the CHD are not confused about the distance between the east and west nodes. Also evaluate the inclusion of nearby walkable paths useful to customers.	X				CHDO*; Augustana College; CED Dept.	\$750	Current City Gaming	Promotional business map printed and distributed.
Promotional materials should carry an offer or discount beyond the norm. Never use the “business card” approach.	X	X	X	X	CHDO*; College Hill Business Owners	\$0	No Cost	Be unique in promotions each time.
<b>Goal: Develop electronic promotional materials for CHD.</b>								
Create a CHDO website targeted to existing and potential customers, but with a login portal for CHDO members.	X				CHDO*; Augustana College	\$300	Augie Donation; Other	Website created.
Create a Facebook page dedicated to CHD events or news, but not to be used for individual advertising.	X				CHDO	\$0	No Cost	Facebook page created.
Evaluate the need for an e-newsletter.		X			CHDO	\$0	No Cost	Evaluation completed.
Evaluate the need for a Twitter presence.		X			CHDO	\$0	No Cost	Evaluation completed.
Establish a promotion and event calendar on the website.	X				CHDO	\$0	No Cost	Calendar established.
<b>Goal: Implement all promotional materials.</b>								
Identify distribution methods for promotional materials.	X	X	X	X	CHDO	\$800/year	Private Donations; Memb. Fees	Promotions developed and materials distributed.

## NEIGHBORHOOD & NICHE MARKETS: Analyze and act.

### Why It's Important

Take advantage of a closely knit group of retailers and service providers through cooperative retail events (those who provide similar goods and merchandise), cross retail events (featuring businesses with products that complement one another), and niche promotions (target specific markets). Such coordinated promotions will expand market segment and result in reciprocal customers.

### Group Retail Promotions

Businesses that share similar items should work together on promotions. It is also important for cooperative retailers to cluster a promotional event around an established holiday. For instance, the personal care services might coordinate "Love Yourself at Valentine's Day" with advertisements to pamper yourself, with a purchase at one store leading to discounts at cooperating businesses.

Cross retail promotions complement one another. College Hill retailers could devise events that build a shopping environment where one business directs customer traffic to a neighboring business. One tactic is cross retail promotions is to utilize seasonal merchandising.

By clustering products that appeal to a small target audience, College Hill business owners could further develop a niche. For instance, a participating merchant group targeting teens could include restaurants, bicycles shops, coffee houses, costume sales, comic book sales, sporting goods, sports drinks and hair cuts. Reciprocal promotional offers between these businesses is one way to build a niche market. The same principles could be applied to any number of niche markets, such as the immediate neighborhood, do-it-yourself home renovators or Augustana College staff.

### Niche Business Concentrations in College Hill District:

1. Food
2. Hair/barber
3. Personal body services
4. Collectibles & antiques
5. Beverages
6. Home improvement
7. Hardware



Hilltop Headshop is just one of six barber and beauty shops in CHD. Add in the other "personal" service establishments, such as chiropractors and massage, and there is niche business concentration of 11 businesses. Above, owner Jennifer Prather and a customer.

### "Crazy Collectors Gather in College Hill"

is an example of both a niche and cooperative retail promotion. College Hill District has five antique and collectible shops clustered in the west node and one in the east node.



Victorian-era antiques will be drawn to Estate of Grace (shown) or Vintage Rose Antiques.



Those interested in mid-century collectibles will browse at Fred & Ethel's (shown), JV'Stuff, Jackson's Antiques and Fabulous Finds.

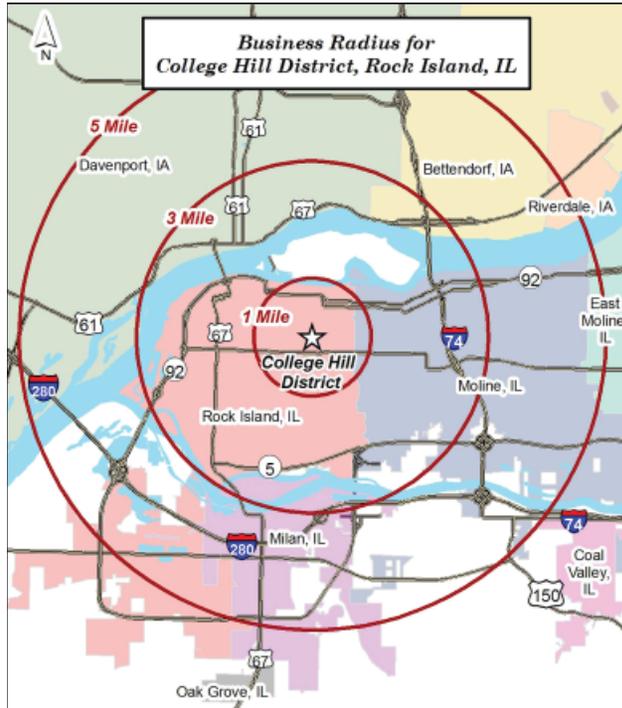
## NEIGHBORHOOD & NICHE MARKETS: Continued.

Action Strategy (Completed are highlighted with blush)	1 Year	2 Years	3 Years	5+ Years	Lead* & Implementing Partners	Estimated Cost	Potential Funding Source	Success Benchmark
<b>Goal: Analyze the demographics and potential markets.</b>								
Pull relevant information from demographic sources, such as Augustana College Open Book and Claritas Site Demographic Reports for CHD businesses.			X		CHDO*; Augustana College; CED Dept.	\$100	TBD	Market demographic reports purchased and shared.
Craft survey tools for existing customers.			X		CHDO*; Augustana College; College Hill Business Owners	\$0	No Cost	Survey developed and implemented.
Develop market profiles using demographic and survey information.			X		CHDO*; Augustana College	\$0	No Cost	Market profiles developed.
Provide feedback on customer survey results to business owners so they can enhance in-store merchandising, displays, customer service, advertising, etc. to better correspond to the needs and expectation of customers.			X		CHDO*; Augustana College; College Hill Business Owners	\$0	No Cost	Customer survey results shared.
Establish periodic point-of-sale surveys to determine characteristics of customers, habits, market potential, customer service evaluation and more.				X	CHDO*; College Hill Business Owners	\$0	No Cost	Develop survey template for use by CHDO members.
<b>Goal: Continue and enhance niche promotions.</b>								
Carve niches out of the regional marketplace utilizing information from market surveys.			X		CHDO*; College Hill Business Owners	\$0	No Cost	Identify three niche markets for CHD businesses.
Create new promotional materials designed to attract identified niche markets.			X		CHDO*; College Hill Business Owners	\$500	Private Donations	Develop new promotion campaigns for three niche markets.
Promote similar retailers with a lighthearted theme that describes the merchandise category, such as "Crazy Collectors Gather Here" or "College Hill District Loves Avid Antiquers."		X		X	CHDO*; College Hill Business Owners	Budgeted in above strategy	Budgeted in above strategy	Implement cooperative promotion.
Cluster product promotions that appeal to a discrete audience (e.g. high school students).		X			CHDO*; College Hill Business Owners	\$500	Private Donations	Implement cluster promotion.

## NEIGHBORHOOD & NICHE MARKETS: Continued.

Goal: Establish group retail promotions as a high priority for College Hill District.								
Establish twice-yearly cross promotion meetings for CHD businesses to share ideas for cooperative promotions.	X	X	X	X	CHDO*; College Hill Business Owners	\$0	No Cost	Twice-yearly meetings held.
Create a promotional event that would tie individual businesses together, with community people going from business to business.		X			CHDO*; College Hill Business Owners	\$500	Memb. Fees; Private Donations	Event launched.
Concentrate group retail promotions during months characterized by slower business, probably September, August and April.	X		X	X	CHDO*; College Hill Business Owners	\$500	Private Donations	Group retail promotion organized every other year.
Avoid discount-based retail promotion events and instead focus on CHD strengths related to customer service, business diversity, etc.	X				CHDO*; College Hill Business Owners	\$0	No Cost	Philosophy solidified within membership and promotions committee.
Cluster cooperative promotions around established holidays or seasonal merchandising (i.e. have the CHD personal services businesses jointly promote "Love Yourself at Valentine's Day").	X	X	X	X	CHDO*; College Hill Business Owners	\$300	Private Donations	Seasonal promotions held twice each year.
Devise reciprocal promotional events that can build a shopping environment where one CHD business directs customers to a neighboring business (i.e. when a team purchases uniform shirts from Sports Depot, they receive \$1 off coupons for comic books at Tim's Corner).	X	X	X	X	CHDO*; College Hill Business Owners	\$0	No Cost	Facilitate two reciprocal promotions each year.
Run a slow-month promotion that rewards individuals who shop heavily in CHD, where CHD business receipts are returned for prizes.		X			CHDO*; College Hill Business Owners	\$200	Memb. Fees	Promotion implemented.
Goal: Evaluate the success of group retail promotions of all kinds.								
Establish a list of criteria to evaluate the success of CHD group retail promotions or the business aspects of special or community events.	X				CHDO*; CED Dept.	\$0	No Cost	Evaluation tool created.
Within one month of any special event or group retail promotion, evaluate the success of the event.	X	X	X	X	CHDO	\$0	No Cost	Each event evaluated in a timely fashion.

## BUSINESS DIVERSITY: The benefit of entrepreneurship.



Studying demographics and consumer habits in one, three and five mile radii will help CHD business owners.

### Why It's Important

Diversity contributes to a business climate that responds and adapts to a changing economy. Diversity can ensure that College Hill will draw customers with varying needs for products and services.

### Building & Business Inventory

Two components were inventoried during the planning process - the businesses and the buildings. The Business Inventory included information related to years at location, business type, price point, days of operation, hours of operation, busiest hours, busiest months, type of business traffic, number of employees, and media and advertising used. The Building Inventory maintains information about construction dates, building type, conversion, square footage estimate, window displays, and signs. Both inventories are summarized in the appendix.

### Demographics, Spending Patterns & Sphere of Influence

Over the next five years, population within one mile of College Hill District is expected to decline an average of 2%. The median age is projected to be 36 years old. The per capita income for the area within one mile of College Hill District is about \$5,000 less than the United States as a whole. It is notable that Augustana College's student population is within the one-mile sphere of influence. Similar demographic statistics and projections are available for radii expanding three and five miles from College Hill. See the appendix.

Consumer spending patterns are useful to determine which goods and services families within 1, 3, and 5 miles are spending their income. The charts in the appendix will also relate which expenditures are expected to grow by 2015. Today, College Hill neighbors are spending a proportionately higher percentage of their income (more than 2%):

- |                            |                                     |
|----------------------------|-------------------------------------|
| 1. Vehicle purchase        | 10. Sports and recreation           |
| 2. Housing/utilities       | 11. Alcoholic beverages             |
| 3. Food away from home     | 12. Smoking products/services       |
| 4. Prescriptions           | 13. Prepared foods                  |
| 5. Medical Services        | 14. Contributions                   |
| 6. Gasoline                | 15. Women's apparel                 |
| 7. Education               | 16. Personal care products/services |
| 8. Auto maintenance/repair | 17. Meat                            |
| 9. Travel                  |                                     |

The top growth areas for consumers within one mile of College Hill are expected to be:

- |  |                                 |
|--|---------------------------------|
| 1. Computers, software and accessories | 10. Girl's apparel              |
| 2. Boats and recreation vehicles       | 11. Women's apparel             |
| 3. TV, radio, sound equipment          | 12. Major appliances            |
| 4. Photographic equipment              | 13. Smoking products/supplies   |
| 5. Sports and recreation               | 14. Small appliances/housewares |
| 6. Boy's apparel                       | 15. Furniture                   |
| 7. Infant apparel                      | 16. Medical services            |
| 8. Footwear                            | 17. Misc. household equipment   |
| 9. Men's apparel                       | 18. Household textiles          |

## BUSINESS DIVERSITY: Continued.

### Retail Gaps Mean Entrepreneurial Opportunity

As part of the planning process, the Rock Island Community & Economic Development Department paid for a service to review demographics, consumer spending patterns and gaps in retail services. In essence, neighborhood residents are spending on the following types of retail, but going far outside the College Hill District market area for those goods. The complete opportunity gap analyses are available in the appendix.

- Specialty foods
- Sporting goods
- Florists
- Home furnishings
- Electronics and appliances
- Computers and software
- Optical care
- Clothing
- Shoes
- Jewelry
- Specialty hobbies
- Novelties and gifts

Action Strategy (Completed are highlighted with blush)	1 Year	2 Years	3 Years	5+ Years	Lead* & Implementing Partners	Estimated Cost	Potential Funding Source	Success Benchmark
<b>Goal: Manage business inventory.</b>								
Maintain the Business & Building Inventory to determine membership needs and available space for new businesses.	X	X	X	X	CED Dept.*; CHDO	\$0	No Cost	Inventory updated on continual basis.
Review business inventory to determine gaps in retail offerings, restaurants, and other products and services. Utilize Claritas Retail Gap reports to assist with this review.			X		CED Dept.*; CHDO	\$0	No Cost	Analysis completed.
Monitor types of business incentives and other assistance programs/opportunities available to CHD businesses.			X		CHDO*; CED Dept.	\$0	No Cost	Monitoring completed.
Develop and maintain Business Recruitment Kit to target specific businesses and markets.			X		CHDO*; CED Dept.	\$25	Private Donation	Recruitment tool compiled.
Evaluate and publicize economic progress taking place in CHD (e.g. renovations, private investment, new jobs, new businesses).		X		X	CHDO	\$0	No Cost	Evaluation completed and news release issued.
Maintain contact with influences (e.g. realtors, officials, SCORE, SBDC, Chamber, DAR!) regarding business development efforts, changes.	X	X	X	X	CHDO	\$0	No Cost	Two professionals invited each year to visit with CHDO.

## SPECIAL EVENTS: The power of community connection.



*A special event that has taken place for many years in CHD is the Christmas Walk. Businesses stay open for an evening of carols, cocoa, shopping and Santa. He looks right at home among the antiques at Vintage Rose.*



*Alleman High School sporting events at their own campus and Augustana College bring hundreds of potential customers to the College Hill area weekly. Harris Pizza might extend offers on game nights to entice some to stay in the vicinity. Others might want to try Friday night "Late Night Coffee & A Comic" as a special cross promotion with Tim's Corner and Cool Beanz.*

### Why It's Important

Special events are a way for CHD to strengthen its connection to the community, introduce businesses to new sets of customers, generate publicity and goodwill, and raise funds for charitable causes or CHD operations.

### Community Event Planning

A basic event planning checklist will make sure an event stays focused and activities are arranged in a timely fashion. A community event planning team is usually comprised of people in charge of the following activities: overall event, logistics, program/agenda, fundraising/sponsors, media/promotion, space, equipment, food, setup/takedown, traffic, speaker/entertainment, and budget.

Destination places comprised of multiple businesses should set event goals, and those goals should take into consideration the needs of different types of businesses. Business district events should always have objectives to grow business and introduce new customers, even if the activity is a general benefit or entertainment for the wider community.

It is important to note studies have shown promotional events alone rarely change established consumer behavior patterns. Strategically, any special event should have coordinated, consumer-oriented advertising and promotions to reinforce the feelings and images created from the community event.

Measure the event's potential to support the image of College Hill District.

It is not necessary for events to appeal to only one target market. At times, it may be appropriate to stage events that will combine multiple market segments. To ensure target market segments attend an event, create activities that will appeal especially to them. However, be prepared to accept that some market segments should not be part of the event mix.

### The Promotion & Design Committee brainstormed new event ideas.

#### Let them know your favorites!

- **St. Patrick's Day** (in conjunction with Kavanaugh's)
- **Flag Day** (multi-cultural event with the potential to host a different culture at each venue, displaying different flags; coordinate with "taste of..."; music from different countries)
- **Oktoberfest** (large number of people of German descent in immediate area around CHD; feature ribs & kraut at restaurants; polka contest; heritage and cultural activities)
- **Sporting event** (incorporating running or sprints)
- **Battle of the Bands**
- **Nerdfest** (key off Tim's Corner, high-tech businesses and Augustana College)
- **Pizza Throw Down** (among CHD pizza places; work in creative ways to link other CHD businesses)
- **Art Stroll**
- **Scooter Rally** (like Scooter Sturgis; bring collectible scooters and bicycles; focus on alternative modes of transportation)

## SPECIAL EVENTS: Continued.

Action Strategy (Completed are highlighted with blush)	1 Year	2 Years	3 Years	5+ Years	Lead* & Implementing Partners	Estimated Cost	Potential Funding Source	Success Benchmark
<b>Goal: Create community events that build value for all participants.</b>								
Set goals and objectives for each event.	X	X	X	X	CHDO	\$0	No Cost	Promotion Committee sets goals.
Identify target audience(s) for each event.	X	X	X	X	CHDO	\$0	No Cost	Promotion Committee identifies target audience.
Create a secondary focus on community service or entertainment.	X	X	X	X	CHDO	\$0	No Cost	Focus identified for each event.
Enhance events with music.	X				CHDO	\$0	No Cost	Establish one music event and evaluate.
<b>Goal: Focus on events that bring people to the businesses at College Hill District.</b>								
Prioritize events that bring new customers while not inconveniencing established customers.	X		X	X	CHDO	\$0	No Cost	Focus one event every other year on "new" customers.
Coordinate judiciously on scheduling special events to eliminate competition with large events in downtown Rock Island and Moline.	X				CHDO	\$0	No Cost	Events scheduled.
<b>Goal: Plan events using solid techniques.</b>								
Create an event planning checklist. Include goal, target audience(s), committees involved, entertainment, logistics, publicity, schedule and budget.	X				CHDO*; CED Dept.	\$0	No Cost	Checklist created.
Create goals for each event tied to target markets.	X	X	X	X	CHDO	\$0	No Cost	Goals identified for each event.
Explore ways Quad Cities Convention & Visitors Bureau can assist with special events.	X	X	X	X	CHDO	\$0	No Cost	QCCVB contacted for each event.
Select event dates and themes early in the calendar year.	X	X	X	X	CHDO	\$0	No Cost	Events scheduled.
Bring in City's Health Inspector to discuss the requirements for food at festivals.	X				CHDO*; CED Dept.	\$0	No Cost	Discussion held.
Determine requirements for blocking streets and special needs for arterial corridors near fire stations.	X				CHDO	\$0	No Cost	Requirements cleared.

## SPECIAL EVENTS: Continued.

Consider membership capacity when determining the number and type of events to sponsor.	X	X	X	X	CHDO	\$0	No Cost	Considered for each event.
Keep records through special event binders to be shared from year to year.	X				CHDO	\$0	No Cost	Binder created.
Follow the National Main Street Center's "Five Essentials of a Good Festival".		X			CHDO	\$0	No Cost	Standards applied to large event.
<b>Goal: Evaluate the success of each event through measurable achievements.</b>								
Create a form for new special event proposals that must be submitted to the CHD Executive Board.	X				CHDO	\$0	No Cost	Form created.
Build on the success of the Halloween walk.		X			CHDO	\$0	No Cost	Annual event is enlarged and expanded.
Sponsor two large events in each calendar year.	X	X	X	X	CHDO	\$1,200	Current City Gaming; Memb. Fees	Two events held.
Consider new special event ideas (see p. 28).			X		CHDO	\$0	No Cost	New event launched.
<b>Goal: Connect to existing Rock Island special events.</b>								
Attach activities to the Flea Market at South Park Presbyterian Church.		X			CHDO	\$100	Private Donations	Coordination implemented.
Assign members to connect regularly with Augustana College, Alleman High School, RIHS, The District, schools, etc. to match potential special event offerings.	X				CHDO	\$0	No Cost	Assignments made.
<b>Goal: Start a small Farmers' Market and "grow" organically.</b>								
Start with a simple fruit stand.		X			CHDO	\$300	Vendor Fees	Implemented.
Eventually expand into Wellness Fair.			X		CHDO; College Hill Business Owners; Neighborhood Residents	\$500	Private Donations	Implemented.

**National Main Street Center's "Five Essentials of a Good Festival"**

- Music
- Food
- Overlapping activities
- Appeal to all ages
- Something free

## VISUAL PREFERENCES: The power of pretty.

### Why It's Important

Memorable places are those that have character. In College Hill District, the streetscape and building facades will make the space unique and foster an authentic awareness of human attachment and belonging. Solidifying and enhancing the core sense of place in College Hill District is the aim of visual aesthetic objectives.

### Aesthetics & Regulations

Zoning codes were first adopted in the U.S. in the 1920s and have been in Rock Island since the 1940s. Appearance codes first made a debut on the national stage in the 1970s. Rock Island has had historic landmark and district review since 1984. By the 1990s, Rock Island put a riverfront overlay district in place to review limited design aesthetics in the Rock and Mississippi riverfronts and the commercial areas that bounded them.

Appearance or community character codes can be implemented in a variety of ways. The CHD Promotion & Design Committee reviewed form based codes, design standards, design guidelines, mixed design review, conservation districts and overlay districts to come to recommendations outlined in the action strategies.

### Design Standards

The Design Committee determined that purely discretionary design guidelines were unlikely to result in movement toward a specific College Hill design aesthetic or result in compliance with identified design preferences unless linked to an incentive. Ultimately, the group felt the stand alone design standards were the optimal choice for aesthetics regulations because building alterations could be reviewed by the Preservation Commission or some other Council-appointed board. Appeals could be managed by Rock Island City Council rather than the Board of Zoning Appeals and enforcement could take place through the Rock Island County Municipal Code Enforcement System (MUNICES). The committee also felt CHD business owners would feel uncomfortable passing judgment on fellow business owners, so an impartial board, like the Preservation Commission which has experience in design review, could be utilized but add two CHD representatives when considering CHD cases. After looking at design standards examples from other communities and reviewing the elements of the Visual Preference Survey, the group determined the types of building and site elements that would be reviewed. See the yellow box on the right. An ordinance would need to be prepared and adopted.

### Visual Preference Survey

Design elements were high-ranking ideas in the brainstorming session that kicked off the College Hill District planning process. However, as these elements were discussed by the Design & Promotion Committee, no unifying theme or direction emerged. Given the eclectic nature of the buildings and businesses, plus the scattered design discussion, it was determined to conduct a Visual Preference Survey similar to that undertaken in the New Old Chicago planning process in 2005. The Lakota Group was hired to conduct the survey, which is included in the appendix. A quick take-away from the Visual Preference Survey was that stakeholders want to see improved streetscapes and building facades, but with some restraint on design elements. As the design standards are developed, the preferences will be reviewed in their application to specific building and streetscape elements.

### Design Standards Ordinance

The CHD Organization believes purely discretionary design guidelines will not be effective in implementing an overall CHD design aesthetic or result in adherence to design preferences. A proposed ordinance would review the following:

#### Site

- Setbacks for new construction
- Site landscaping
- Parking lots
- Living Alley building orientation

#### Building elements

- Height, bulk and area of buildings
- Style
- Materials
- Wall articulation/fenestration (void spaces)
- Storefront location / function
- Orientation to street, not side parking lots
- Windows

#### Landscape

- Plant containers

#### Streetscape

- Hardscape palette, materials
- Paving materials, inlays
- Street furniture
- Lighting
- Entry features
- Living Alley
- Banners
- Wayfinding signs
- Curb breaks
- Kiosks
- Outside seating barriers
- Fencing

#### Business Signs

- Location
- Type / character
- Size
- Materials
- Illumination
- Window advertising signs
- Temporary sign duration

## VISUAL PREFERENCES: Continued.

**The College Hill District Visual Preference Survey & Report, completed by The Lakota Group,** contributed greatly to this section of the College Hill District Revitalization Plan. The full report is available in the appendix.



A street decal is a relatively inexpensive entry feature option in the space-challenged College Hill District intersections that would effectively link the east and west nodes. Source: The Lakota Group.



College Hill District visualization participants liked a more modest streetscape, with over-designed options less preferred. This image of the 4100 block of 14th Avenue ranked higher than one that included sidewalk pavers, bump outs and umbrella seating.

### Living Alley

Goals related to walkability, linking Augustana College to CHD businesses, improving visual appeal, adding parking, and sustainability all merge with the idea of a Living Alley. In addition, alleys are seen as new ways to enliven commercial districts across the country. It is the hope that a Living Alley improvement can be a signature design element for College Hill District where people and cars share space, and a previously neglected area can become a common front yard for public use and enjoyment.

A Living Alley would be a long-term capital project aspiration and would need to be supplemented with state or federal grant funds, probably based in sustainability or multi-modal transportation. Linden Living Alley in San Francisco is the model. In College Hill, the first phase would be implemented in the alley between 30th and 31st Streets and 12th and 14th Avenues (see illustration on p. 36). Phase 2 would be the alley directly south between 14th and 15th Avenues.

### Chicken or Egg Dilemma: Estimating Costs & Funding Sources for Visual Preferences

The dilemma of which comes first deeply impacts this section of the College Hill District Revitalization Plan. Without a permanent dedicated funding source (see p. 39), it is difficult to realize expenditures for visual enhancements. However, the establishment of rough cost estimates will be helpful to determine the level and type of funding College Hill District will require to design improvements. In some instances, further strategy action implementation needs to take place before costs can be realistically estimated. For instance, the “family” of street furniture, which can have a wide variance in cost and customization, will need to be determined by the Design Committee before cost estimates on planters, trash receptacles, bike racks, etc. can be undertaken.

The Design Committee is expected to finalize visual enhancement objectives over the next 18 months, including decisions on a “family” of streetscape elements and the location of those elements. Some low-cost items will be more immediately implemented, and when possible estimates were provided for visual enhancements expected to take place in the next two years. In the meantime, the Economic Restructuring Committee will more closely evaluate funding mechanisms. Communication between the two committees, College Hill property and business owners, and Rock Island City Council will be essential to implement desirable visual enhancements at an acceptable cost.

## VISUAL PREFERENCES: Continued.

Action Strategy (Completed are highlighted with blush)	1 Year	2 Years	3 Years	5+ Years	Lead* & Implementing Partners	Estimated Cost	Potential Funding Source	Success Benchmark
<b>Goal: Identify a shared community vision for the physical appearance of College Hill District.</b>								
Guided by the tabulated results of the Visual Preference Survey, utilize the CHD Design Committee to select a “family” of streetscape elements and furniture, including benches, trash receptacles, bike racks, and planters.	X				CHDO*; CED/PW Depts.; City Council	\$0	No Cost	Streetscape design elements selected.
Guided by Visual Preference Survey results, utilize the CHD Design Committee to select a “family” of streetscape signage, including street signs, wayfinding, kiosks and gateways.	X				CHDO*; CED/PW Depts.; City Council	\$0	No Cost	Signage designs selected.
Visually brand the CHD through repeated use of logo and colors in streetscape elements.	X				CHDO*; CED/PW Depts.; City Council	\$0	No Cost	Logo and colors used in designs.
Remove diseased trees or trees that have been “topped” and detract from the overall streetscape, including those along the residential portion of 14th Avenue.			X		CHDO*; CED/PW Depts.; City Council	TBD after tree survey	Annual City Tree Contract	Trees trimmed or removed.
Improve exterior building elements, storefronts and signage to enhance community character through facade programs and establish design standards.	X				CHDO*; CED/PW Depts.; City Council; College Hill Property Owners	TBD	Current City Gaming	Design standards created and distributed.
<b>Goal: Implement the community’s preference for visual enhancements regarding streetscape and building facades.</b>								
Add new street trees in tree grates for CHD sidewalks that are 11 feet or wider. Trees should be spaced 25 to 30 feet apart, appropriate species for the urban environment, and not interfere with business visibility.			X		CHDO*; CED/PW Depts.; City Council; College Hill Property Owners; Neighborhood Residents	TBD	TBD	Trees installed where appropriate.
Develop a banner design based on the new College Hill District logo to be applied to existing light poles in the business area.	X				CHDO*; CED/PW Depts.; City Council	\$4,500	Current City Gaming; Possible City Labor Donation	Banners installed.
Add seasonal foliage and color with Visual Preference Survey results regarding hanging baskets, planters and window boxes.		X			CHDO*; CED/PW Depts.; City Council; College Hill Property Owners	TBD	Current City Gaming	Seasonal foliage plan created and plantings installed.
Add street furniture, street signs, kiosks, window boxes, hanging baskets and public art to CHD.			X		CHDO*; CED/PW Depts.; City Council; College Hill Property Owners	TBD	TBD	Items installed.

## VISUAL PREFERENCES: Continued.

Goal: Determine strategies for visually linking the District's two major nodes/intersections.								
Paint an identical intersection decal with the CHD logo on 14th Avenue at 30th and 38th Streets.	X				CHDO*; CED/PW Depts.; City Council	\$4,000	Current City Gaming	Decals installed.
Extend College Hill District banners through the residential portion of 14th Avenue between the east and west nodes.			X		CHDO*; CED/PW Depts.; City Council	\$2,500	TBD; Possible City Labor Donation	Banners installed.
Add moveable planters at regular intervals or concentrated at intersections on 14th Avenue between the two nodes. Fill the planters with the distinctive foliage standard in CHD for that season.			X		CHDO*; CED/PW Depts.; City Council; Neighborhood Residents	TBD	TBD	Planters installed.
Add the CHD "family" of wayfinding signs and street signs between the two nodes.			X		CHDO*; CED/PW Depts.; City Council	TBD	TBD	Signs installed.
Add new trees in the 14th Avenue right-of-way between nodes.				X	CHDO*; CED/PW Depts.; City Council; Neighborhood Residents	TBD	TBD	Trees planted.
Goal: Situate College Hill visual enhancements for long-term capital improvements.								
Consider developing a gateway plaza/pocket park space on the southwest corners of 14th Avenue at 30th and 38th Streets, which are the main vehicular entrance points to CHD. Coordination and cooperation with Happy Joe's and Autozone property owners is essential.				X	CHDO*; CED/PW Depts.; City Council; College Hill Property Owners	TBD	CHD Allocation Fund	Gateways installed.
Install decorative pavers at all intersections in CHD.				X	CHDO*; CED/PW Depts.; City Council	\$272,000	TBD	Intersection pavers installed in CHD.
Consider burying power lines and other above grade utilities.				X	CHDO*; CED/PW Depts.; City Council	TBD	CHD Allocation Fund	Utilities buried.
Add new pedestrian and roadway lighting in CHD and through the 14th Avenue link.				X	CHDO*; CED/PW Depts.; City Council	TBD	CHD Allocation Fund	Decorative lighting installed.
Install new sidewalks with inlay features throughout CHD and along the 14th Avenue link.				X	CHDO*; CED/PW Depts.; City Council	TBD	TBD	Sidewalks installed.
Extend decorative intersection pavers along the residential portion of 14th Avenue.				X	CHDO*; CED/PW Depts.; City Council	\$258,000	TBD	Intersection pavers installed along 14 <sup>th</sup> Avenue residential link.

## VISUAL PREFERENCES: Continued.

Goal: Create a “Living Alley” east of 30 <sup>th</sup> Street and north of 14 <sup>th</sup> Avenue.								
Seek grant funds to support sustainable ideas of “Living Alley” while reinforcing the eclectic brand of CHD.			X		CHDO*; CED/PW Depts.; City Council; Augustana College	\$0	No Cost	Grant(s) secured.
Improve the connection to Augustana College through physical and visual enhancements.				X	CHDO*; CED/PW Depts.; City Council; Augustana College; College Hill Prop- erty Owners; Neighborhood Residents	TBD	TBD	Living Alley constructed with attractive and sustainable design choices.
Provide safe pedestrian and bicycle routes.				X	CHDO*; CED/PW Depts.; City Council	TBD with engineering design	TBD	Pedestrian and bike lanes installed in alley.
Goal: Implement a unified vision for exterior building elements, storefronts, business signage and streetscape to enhance community character.								
Regulate private and public property design aesthetics through a new College Hill District design standards ordinance. Establish design review through the experienced Rock Island Preservation Commission, but add two representatives from College Hill District Organization for CHD projects. Implement a stage for administrative review, with appeals going to Preservation Commission and then Rock Island City Council, with enforcement through the Rock Island County Municipal Code Enforcement System.	X				CHDO*; CED/PW Depts.; City Council; College Hill Property Owners	\$0	No Cost	Design standards ordinance adopted.
Develop a “model block” within CHD, preferably at a key intersection, to concentrate enhancements, introduce the standard of development expected in the future and create an immediate, noticeable impact.			X		CHDO*; CED/PW Depts.; City Council; College Hill Property Owners	\$40,000	CHD Allocation Fund	Model block completed.



*A "Living Alley" is conceptualized just north of 14th Avenue and east of 30th Street, linking CHD to Augustana College. Note the bike paths, unifying signage, copius landscaping, painted utility poles and permeable pavers to enhance stormwater control. Businesses on 30th Street could enlarge and enhance rear parking areas and add primary entrances along the alley. Source: The Lakota Group.*

# goals & strategies: sustainable businesses

**T**he key to revitalization of the College Hill District cannot only be about image, marketing and visual vibrancy. There must also be a commitment to improving the foundation of solid business operations. In the day-to-day challenge of running a small business, it is easy to overlook the importance of traffic counts, parking, property function and appearance, improving business practices and business enrichment. The College Hill District Organization will play a key role in solidifying this founda-

A COMMITMENT TO “SUSTAINABLE BUSINESSES” really means two things. One, the College Hill District Organization will promote and conduct practices that enhance the business atmosphere of existing retail and service operations. The longevity of many CHD businesses is a building block. These eclectic businesses, and many more, have been going strong for decades: Tim’s Corner Comics, Happy Joe’s Pizza, Mulkey’s and Jackson’s Antiques.

Second, the College Hill District Organization is committed to the more modern definition of “sustainable,” which means to meet the needs of current businesses and residents without compromising the needs of future businesses and residents. This intersection of environment, social and economic needs is the heart of a sustainable business climate in an urban neighborhood.

Sustainable practices will be addressed through an emphasis on:

- Membership outreach and communication;
- Funding mechanisms;
- Business enrichment;
- Eradicating underutilized properties;
- Parking;
- Traffic and transportation; and
- Walkability.



*Steve DePran, owner of Bike-n-Hike, gives his customers a feast for the eyes the minute they walk in the door. Are those model airplanes, vintage signs and antique bikes among the well-displayed merchandise?*

## MEMBERSHIP OUTREACH & COMMUNICATION: Collective.



### Why It's Important

Branding College Hill District as a destination retail area takes commitment from the collection of business and property owners. Aristotle's phrase that the whole is greater than the sum of its parts rings true when trying to attract new businesses, new customers, City capital funds, facade improvement assistance, and sponsored business education seminars. Pursued individually, a single business is far less likely to receive this type of attention. Acting collectively makes College Hill a place to visit and an organization with influence.

Franchise businesses are part of College Hill, and recruiting these larger operations with big footprints in the area will be a priority. Working within standardized marketing and signage restrictions means less flexibility for some managers.

Action Strategy (Completed are highlighted with blush)	1 Year	2 Years	3 Years	5+ Years	Lead* & Implementing Partners	Estimated Cost	Potential Funding Source	Success Benchmark
<b>Goal: Recruit businesses to be part of College Hill District Organization.</b>								
Develop Membership Kit for recruitment of new CHDO members.	X				CHDO	\$25	Private Donation	Kit created.
Identify membership benefits.	X				CHDO	\$0	No Cost	Membership benefits publicized.
Layer events and promotions with incentives for College Hill District Organization members without neglecting potential members.	X				CHDO	\$0	No Cost	Create promotions that highlight members and non-members.
<b>Goal: Develop materials to reinforce brand.</b>								
Create depository for data collected from CHD surveys, Augustana College Open Book, and relevant demographic sources.		X			CHDO*; CED Dept.; Augustana College	\$0	No Cost	Depository created.
Utilize data to reinforce CHD brand in the development of all communications; including all types of marketing materials, such as flyers, informational brochures, website, Newsletters, Facebook, Twitter, press kit, etc.		X			CHDO	\$0	No Cost	Brand reinforced.
Provide CHDO members with basic talking points to use when discussing the organization to all outside parties.	X				CHDO	\$0	No Cost	Talking points distributed.

## FUNDING MECHANISMS: The power of money.

### Why It's Important

Many of the opportunities outlined in this plan document involve cash flow to achieve. In the long-term, some objectives will be difficult to accomplish without dedicated funding sources. The Economic Restructuring Committee of the College Hill District is dedicated to the goals of this section.

### Funding Mechanism Types

The Economic Restructuring Committee reviewed potential funding mechanisms with officials from the City's Community & Economic Development Department. These included Tax Increment Financing, Special Service Area, Business Improvement District, Enterprise Zone, Gaming Funds, Community Development Block Grant, Private Foundations, Program Incentives and Negotiated Incentives. Some funding mechanisms have already been established, such as the City's Façade Improvement Program, and may be utilized in the College Hill District.

Probably the least familiar of these funding mechanisms is the Special Service Area (SSA), which is regulated by state law. An SSA is a contiguous area within a municipality in which special governmental services are provided in addition to those services provided generally. The cost of the special services are paid from the revenue collected from taxes levied or imposed upon property within that area. Business Improvement Districts are similar, but utilize sales tax for retail and services. See the appendix for a detailed explanation of potential funding mechanisms.



Transforming the southwest corner of 30th Street and 14th Avenue to an entry focal point will take funding and design commitment. Above is the "before" image and below is the visualization provided by The Lakota Group.



Action Strategy (Completed are highlighted with blush)	1 Year	2 Years	3 Years	5+ Years	Lead* & Implementing Partners	Estimated Cost	Potential Funding Source	Success Benchmark
<b>Goal: Determine Funding sources to support the College Hill District Revitalization Plan.</b>								
Secure program start-up funds to support organizational efforts (e.g. memberships dues, allocations).	X				CHDO*; City Council	\$0	No Cost	Membership dues and City allocation secured.
Review funding options to support specific projects (e.g. special events, buy a tree, park bench, banner, etc.).	X				CHDO*; CED Dept.; City Council	\$0	No Cost	Funding sources identified (e.g. in-kind donation; grants).
Identify long term funding sources to support streetscape beautification, landscaping, snow removal.		X			CHDO*; CED Dept.; City Council	\$0	No Cost	Long term funding stream secured.
Investigate in-kind support through local art councils, corporations and businesses. These might fund art for banners, benches, flowers, website, etc.			X		CHDO; Community Stakeholders	\$0	No Cost	Grants or in-kind funds secured.

## BUSINESS ENRICHMENT: The power of education.



In January 2012, the College Hill District Organization offered a web design seminar, taught by Augustana College's Doug Tschopp, who advises the Web Guild at the college.

### Why It's Important

The ability to launch a successful business initiative, whether new or within the confines of an existing operation, depends on the ability of the owner/operator to evaluate, plan and execute the idea for optimal results.



Just 13% of College Hill District businesses utilize windows displays. Adding window displays, colorful signage and some planters would do much to enliven the 3800 block of 14th Avenue. These properties have virtually turned their back on the pedestrian advantage. From the street, can you tell what any of them sell?

Action Strategy (Completed are highlighted with blush)	1 Year	2 Years	3 Years	5+ Years	Lead* & Implementing Partners	Estimated Cost	Potential Funding Source	Success Benchmark
<b>Goal: Improve The business acumen of College Hill District retailers and service providers.</b>								
Organize training and other educational opportunities for CHDO members/committees. Topics such as merchandising, financial training, window displays, employee issues, etc.	X	X	X	X	CHDO*; Community Stakeholders	\$0	No Cost	Two training opportunities per year offered.
Utilize local resources that offer assistance to CHDO members with exterior improvements.	X	X	X	X	CHDO*; CED Dept.; Community Stakeholders; Property Owners	\$0	No Cost	Outreach extended routinely.
<b>Goal: Grow the knowledge of College Hill District business owners regarding local, state and federal resources.</b>								
Utilize local, federal and state resources that offer assistance to CHDO members with business growth and exterior improvements.	X	X	X	X	CHDO*; CED Dept.; Community Stakeholders; Property Owners	\$0	No Cost	Outreach extended routinely.

## UNDERUTILIZED PROPERTIES: Business density means success.

### Why It's Important

Vacant and underutilized properties tend to be poorly maintained and do not enhance the pedestrian atmosphere of College Hill District in terms of both appearance and foot traffic. High business density means an active street life, which reinforces the vitality of a business district.

**By September 2012, only 5% of College Hill District structures were vacant,**  
a decrease of 7% from the time the planning process started.

Two businesses shuttered their doors while the planning process was underway.

#### **Ten** businesses opened their doors during the same time frame:

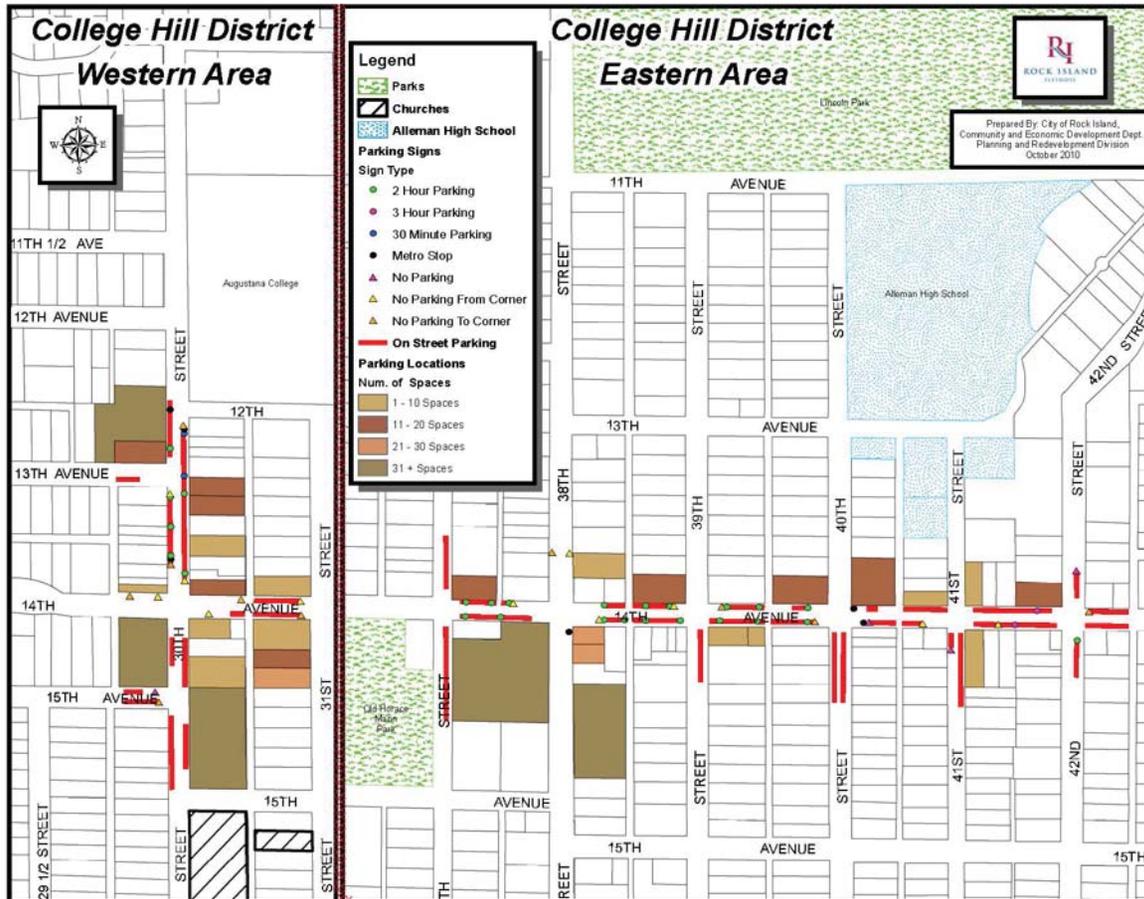
Against the Grain	Black Ram Restaurant
Complete Balance Chiropractic	Estate of Grace
Fabulous Finds	Gendler's Wine & Spirits
The Grotto	Mark's Barber Shop
Lords Technology	Pure Element



Getting underutilized and vacant storefronts into active use is imperative. This plan outlines strategies to work with realtors to turn over property more quickly and efficiently. Fabulous Finds opened in this location in summer 2012.

Action Strategy (Completed are highlighted with blush)	1 Year	2 Years	3 Years	5+ Years	Lead* & Implementing Partners	Estimated Cost	Potential Funding Source	Success Benchmark
<b>Goal: Decrease percentage of vacant structures in College Hill District.</b>								
Communicate with realtors and property owners regarding status of available space in CHD.	X		X	X	CHDO	\$0	No Cost	Regular communication with realtors.
Consider monthly or quarterly updates via e-mail to all interested parties (e.g. CHDO members, realtors, etc.).		X			CHDO	\$0	No Cost	Standard communication established.
Serve as advocate for new development in CHD. Coordinate with city, college, and real estate community to advance projects and promote interest.	X	X	X	X	CHDO	\$0	No Cost	Respond to inquiries.
<b>Goal: Improve appearance of underutilized properties in College Hill District.</b>								
Work with CHDO to maintain properties that need upkeep or basic maintenance.		X			CHDO	TBD	TBD	Properties maintained and meet code.
<b>Goal: Manage database of underutilized properties.</b>								
Develop database of all buildings and land in CHD. Include building dimensions, ownership information and/or tenant information.	X				CHDO*; CED Dept.	TBD	Staff Time	Database created.

## PARKING: The importance of balance.



This parking location map indicates on-street parking is available throughout CHD. Large parking lots are located on the fringes and many businesses have no dedicated customer parking.

### Why It's Important

In a highly pedestrian shopping area, parking should be available but not overwhelmingly visible. Small, conveniently spaced and well-screened lots should be the norm in addition to on-street parking.

### On-Street Parking

On-street parking is permissible in many locations along the streets of College Hill. Duration is generally two hours by posted parking signs. By request, Public Works demarcated parking areas on the streets in an effort to maximize on-street parking. Business owners interested in regulating on-street parking in front of their premises or changing the allowable duration may submit a request to the City's Traffic Engineering Committee. Parking time limits may be five minutes, 30 minutes, and one to three hours.

### Parking Lot Regulation

Many CHD businesses have adjoining parking lots. City ordinance-enforced lots are signed as such and allow property owners to call the police in instances of unpermitted vehicles in the lots.

Business owners wishing to add parking with five or more spaces must comply with engineering standards and landscaping requirements. All new off-street parking must have a concrete or asphalt surface.

### New Parking Lots

The creation of a parking lot by private property owners or the City of Rock Island in the R-3 zone bordering College Hill District would be an authorized accessory use by the Board of Zoning Appeals if it is abutting the B-1 District or located directly across an alley from the B-1 District.

The establishment of a new public lot had been explored unofficially in the east node a few years ago, but the Rock Island Community & Economic Department had determined the cost per space to be too high. Shared parking arrangements with established businesses with underutilized lots, such as Alleman High School, Augustana College and South Park Presbyterian Church, are urged and have been explored on a limited basis to date, especially for special events. As businesses prosper it will be important to evaluate fringe properties for parking in both nodes.

## PARKING: Continued.

Action Strategy (Completed are highlighted with blush)	1 Year	2 Years	3 Years	5+ Years	Lead* & Implementing Partners	Estimated Cost	Potential Funding Source	Success Benchmark
<b>Goal: Increase parking capacity in the College Hill District.</b>								
Broker shared parking for adjacent businesses through rental, barter or exchange means.	X				CHDO	\$0	No Cost	Shared parking agreements completed.
Study efficiency of on-site parking capacity and arrangement for CHD businesses.			X		CHDO*; CED/PW Depts.	\$0	No Cost	Study completed.
Create a rear-lot parking development incentive program for CHD that includes enhanced walking paths and landscaping.				X	CHDO*; CED Dept.	\$30,000	CHDO Allocation Fund	Incentive program created and funded.
Establish landscape requirements for small parking pads in rear lots (under 5 spaces)		X			CED Dept.*; CHDO	\$0	No Cost	Requirements completed.
Investigate the establishment of public parking at the southeast corner of 40 <sup>th</sup> Street & 14 <sup>th</sup> Avenue and the northwest corner of 41 <sup>st</sup> Street & 14 <sup>th</sup> Avenue.				X	CHDO*; CED/PW Depts.; City Council	\$0	No Cost	Study completed.
Establish delineated parking spaces on 14 <sup>th</sup> Avenue and 30 <sup>th</sup> Street in the CHD, utilizing the tightest spacing allowed by current standards.	X				PW Dept.	\$0	No Cost	Spaces striped.
Explore 30 <sup>th</sup> Street Augustana parking lots as potential lease spaces for CHD.		X			CHDO*; Augustana College	\$0	No Cost	Discussions held with Augustana College.
<b>Goal: Identify parking capacity for special events.</b>								
Work with Alleman High School, South Park Presbyterian Church and Augustana College (Lot R north of One Hair Place and Lot S north of Kavanaugh's) to make parking lot spaces available for special events.	X				CHDO	\$0	No Cost	Lots made available for special events.
Work with AutoZone, Hardee's and Wendy's to make fringe areas of their generous parking lots available for special events.	X				CHDO	\$0	No Cost	Lots made available for special events.

## TRAFFIC & TRANSPORTATION: Keep it multi-modal.



*On-street parking serves the majority of College Hill District businesses. Some, like Tim's Corner, have no off-street parking for customers.*



*Handy True Value has one of the larger parking lots in College Hill, but still maintains the building rhythm along 30th Street. This is preferable in an urban setting like College Hill that is courting pedestrian traffic. The site is friendlier to walkers rather than placing the parking in front with the building situated against the back of the property.*

### Why It's Important

Business success builds on high volume traffic counts and ease of accessibility to the store location. In business location modeling, traffic counts and population numbers are extremely important. With the location of CHD in an established neighborhood, accessed by pedestrians, bicycles, vehicles and mass transit, all are important and reinforce the intersection of social, economic and environmental sustainability of the area.

### CHD Transportation Stats

#### Sidewalks

- Majority are in fair to good condition.
- 50-50 Sidewalk Program offered by City of Rock Island.

#### Bike Racks

- 5 feet of sidewalk for pedestrians must remain open next to a bike rack.
- Bike sharing experiment at Augustana College proved unsuccessful.

#### Bike Lanes

- Street widths in CHD are not sufficient to support dedicated bike lanes.

#### Special Events Trolley

- Private contracting would be necessary.

#### Mass Transit

- Route 57 (brown) and Route 53 (lime) cover the east and west nodes of CHD, respectively.
- Traveling by bus from one section of CHD to another requires a bus transfer.
- Potential new bus shelter locations were identified in conjunction with MetroLink.

#### Traffic Counts

- The highest traffic point in CHD, 8,500 average daily vehicles, is on 30th Street just south of 14th Avenue.
- Average daily traffic counts on 14th Avenue: 4,100 to 8,100.
- Average daily traffic counts on 30th Street: 6,800 to 8,500.
- Average daily traffic counts on 38th Street: 7,000.

## TRAFFIC & TRANSPORTATION: Continued.

Action Strategy (Completed are highlighted with blush)	1 Year	2 Years	3 Years	5+ Years	Lead* & Implementing Partners	Estimated Cost	Potential Funding Source	Success Benchmark
<b>Goal: Improve traffic safety in the College Hill District.</b>								
Lower speed limits to 25 MPH on 14 <sup>th</sup> Avenue (east and west nodes) and 30 <sup>th</sup> Street.	X				CHDO*; City Council	\$0	No Cost	Speed limits lowered.
Identify designated bike routes in CHD area.	X				CED Dept.*; PW Dept.	\$0	No Cost	Routes identified.
Accommodate pedestrian and bicycle traffic as part of alley makeover project.				X	CED Dept.*; PW Dept.; City Council	\$0	No Cost	Included in Living Alley project.
Periodically request radar details from the Rock Island Police Department for speeding in CHD.	X		X	X	CHDO*; PW Dept. Police	\$0	No Cost	Radars put in place every other year.
Periodically request the speed sentry from the Rock Island Police Department for installation at perceived high speed locations in CHD.	X		X	X	CHDO*; PW Dept. Police	\$0	No Cost	Sentries put in place every other year.
Study lane markings at 30 <sup>th</sup> Street/14 <sup>th</sup> Avenue streetlight intersection for efficiency and safety.		X			CHDO; PW Dept. City Council	\$0	No Cost	Intersection study completed.
<b>Goal: Enhance multi-modal capacity of College Hill District.</b>								
Link east and west nodes through a pedi-cab or taxi bike.				X	CHDO	TBD	TBD	Pedi-cab established.
Establish a trolley link between east and west nodes for special events.		X			CHDO	\$300	Current City Gaming	Trolley utilized for one special event.
Establish an aesthetically compatible mass transit shelter in the north end of CHD on 30 <sup>th</sup> Street near Augustana College.			X		MetroLink*; Augustana College; CHDO	TBD	MetroLink	Shelter constructed.
Establish an aesthetically compatible mass transit shelter in the vicinity of the 37 <sup>th</sup> Street and 14 <sup>th</sup> Avenue intersection.			X		MetroLink*; Augustana College; CHDO	TBD	Metro Link	Shelter constructed.
Install bike racks in carefully chosen locations that fit the space requirements and enhance the visual theme of CHD.		X			CHDO*; PW Dept.	\$1,800	Current City Gaming	Bike racks installed.
Make single-speed bicycles available at Augustana College dormitories for use of residents.			X		Augustana College	\$1,000	Augustana; Private Donations	Bikes purchased and regulations established.

## WALKABILITY: The power of the top spot.



Steve's Barber Shop and Fred & Ethel's extend a welcoming environment to pedestrians through seating and visual interest.



### Why It's Important

The term "Walkability" is a measure of how friendly an area is to walking. Walkable neighborhoods offer a wide range of destinations to meet the daily needs of residents and visitors. A walkable neighborhood allows for increased social interaction and the opportunity for a healthy lifestyle, as well as improving the environment. A walkable neighborhood is increasingly popular with many demographics, from young to old, and is a highly ranked factor in "desirable" communities across the country.

### Pedestrian Friendly Neighborhoods

The Walk Score website ([www.walkscore.com](http://www.walkscore.com)) measures how easy it is to function in an area without a car. The website uses an algorithm which awards points based on the distance to amenities in various categories. An amenity that is within .25 miles is assigned the maximum number of points; the number of points declines as the distance approaches 1 mile. No points are awarded for amenities further than 1 mile. The points yield a score between 0 and 100.

College Hill District falls in the 80s, considered the "Very Walkable" range, where most errands can be accomplished without a car. Many neighborhoods in Rock Island fall into the "Car-Dependent" range. The average Walk Score in Rock Island is 58 – Somewhat Walkable.

Other well known Quad City neighborhood business areas that are considered only "somewhat walkable" are: Village of East Davenport, Davenport Campus Hilltop Village, Old Towne Moline, and Downtown LeClaire. College Hill District also outscores Old Towne Moline and Downtown Galena. A centrally located address was used to generate the walk score for each area.

### How Does College Hill District's Walk Score Compare to the Competition?

- **College Hill District: 86**
- Rock Island Arts & Entertainment District: 82
- 18th Avenue Corridor: 78
- Rock Island's Average: 58
- Village of East Davenport: 69
- Davenport Campus Hilltop Village: 69
- Davenport's Average: 51.
- Old Towne, Moline: 75
- Moline's Average: 55.
- Downtown Le Claire, IA: 58
- Downtown Geneseo, IL: 89
- Downtown Iowa City, IA: 92
- Downtown Galena, IL: 82

## WALKABILITY: Continued.

### Growing Trend

More than just a pleasant amenity, “walkability” translates directly into higher home values. Homes located in more walkable neighborhoods—those with a mix of common daily shopping and social destinations within a short distance—command a price premium over otherwise similar homes in less walkable areas. Recent national studies show a positive correlation between walkability and housing prices in the vast majority of housing markets. These results show that consumers attach a positive value to living within easy walking distance of shopping, services, schools and parks.

The nation’s urban leaders are paying close attention to walkability as a key measure of urban vitality and as impetus for public policy that will increase overall property values. Article after article in major newspapers are touting that walkable urban neighborhoods have replaced suburbs as preferred real estate. By encouraging a diverse mix of businesses and an atmosphere safe and appealing to pedestrians, the College Hill District will be a well positioned asset for the renaissance of housing demand in the KeyStone, Hilltop and College Circle neighborhoods.

Action Strategy (Completed are highlighted with blush)	1 Year	2 Years	3 Years	5+ Years	Lead* & Implementing Partners	Estimated Cost	Potential Funding Source	Success Benchmark
<b>Goal: Identify and improve pathways into neighborhoods to increase residential-business pedestrian connection.</b>								
Create “living alleys” by improving and landscaping alleys to accommodate pedestrian, bike and automobile traffic, along with parking. Initially target alleys east and west of 30 <sup>th</sup> Street between 13 <sup>th</sup> and 14 <sup>th</sup> Avenues and east of 38 <sup>th</sup> Street south of 14 <sup>th</sup> Avenue. Second tier would be alley east of 30 <sup>th</sup> Street between 14 <sup>th</sup> & 15 <sup>th</sup> Avenues.				X	CED Dept*; City Council; Augustana College; College Hill Property Owners	See Visual Preference Section	See Visual Preference Section	Living Alley implemented.
Maintain sidewalks and alleys so that they are clear of weeds, overgrowth, snow and ice at all times.	X	X	X	X	College Hill Property Owners; Neighborhood Residents	\$0	No Cost	Alleys kept clean.
Consider the establishment of a joint sidewalk and alley snow shoveling contract for CHD.		X			CHDO	TBD	Membership Fees	Agreement established.
Participate in the City's 50/50 Sidewalk and Curb program for sidewalk improvements when needed.	X				College Hill Property Owners; Neighborhood Residents; PW Dept.	\$0		Five participate in program.
Evaluate the effectiveness of nighttime lighting for pedestrians in alleys and along streets in the CHD and in a buffer area around CHD.			X		CHDO*; Augustana College; CED/PW Depts.; City Council	\$0		Analysis completed; recommendations implemented.
Utilize and access the Augustana College sustainable walking map for College Hill District businesses.	X				CHDO; Augustana College	\$0		Distributed.

## WALKABILITY: Continued.

Goal: Establish and brand College Hill District as the most walkable commercial area in the Quad Cities.								
Strive to move the "Walk Score" for CHD from the 80s to 90+ and be deemed a "Walker's Paradise."	X				CHDO	\$0	No Cost	Score increased.
Input all CHD businesses and those within one mile into the Walk Score website in order to improve the score algorithm.	X				CHDO	\$0	No Cost	Input completed.
Verify that no other Quad City shopping area has a Walk Score in the 80s except The Rock Island Arts & Entertainment District.	X				CED Dept.	\$0	No Cost	Scan of QC shopping areas completed.
Advertise the very high Walk Score of CHD.	X		X	X	CHDO	\$0	No Cost	Three ads contain collateral walkability phrasing.
Identify roadblocks to walkability and resolve them.			X		CHDO	\$0	No Cost	Identified and resolved.
Court business types that can help to increase the Walk Score and are only available more than one mile away.			X		CHDO	\$0	No Cost	Business recruitment strategy implemented.
Add points of interest throughout CHD, such as history markers, Augustana College references, mileage markers, etc. as an attraction for pedestrians.				X	CHDO	\$3,000	CHDO Allocation Fund	Markers installed.
Goal: Support causes related to pedestrian advocacy.								
Partner with Augustana College group(s) to present pedestrian advocacy forums.			X		CHDO*; Augustana College	\$3,000	TBD	Forum held.
Sponsor a College Hill Walk as an annual event for walking advocacy that will also illustrate the close link between the east and west nodes of CHD.			X		CHDO*; College Hill Businesses	\$200	Private Dontaions	Event held.
Include factoids on the CHD website related to the healthful and economic positives of walking and bicycling and the convenience of living and working near CHD. America Walks is one such resource.		X			CHDO	\$0	No Cost	Articles inserted under "Live Local" on CHDO website.
Apply to health foundations to support CHD's pedestrian advocacy projects.				X	CHDO	\$0	No Cost	Applications submitted.

# goals & strategies: neighborhood community

**E**vident throughout the planning process, and emphasized by objectives prioritized by the Design & Promotion Committee, rests a profound dedication to community by the College Hill District business owners. They see more than just customers in the people who walk through their doors. They see hometown friends. With Augustana College students, they see the future. A consistent thread in all discussions with College Hill District has been a distinct desire to give back to the community.

“NEIGHBORHOOD” IS PART OF THE COLLEGE HILL DISTRICT TAGLINE, which indicates community is integral to the identity of the business owners. The plan includes ways to link the businesses and nearby residents and institutions, and to link College Hill to Augustana College. The two nodes of CHD are nestled in the heart of an urban neighborhood. Considering the location, attention in the plan has been paid to boundaries, land use and appearance, and the impact on residential areas.

CHD business owners estimate 37% of their business comes from the immediate neighborhood, and 58% from Rock Island. With 59% of the businesses having six or seven days of operation and hours running from 6 a.m. to after midnight, they are an active aspect of neighborhood life.

The commitment to neighborhood and community is emphasized through:

- Boundaries & land use;
- Partnerships; and
- Leveraging Augustana College.



*Mulkey's has been a neighborhood institution for over 50 years.*

## BOUNDARIES & LAND USE: Compatible Uses.



Houses on 30th Street have been long converted to commercial uses, but the Plan does not recommend further expansion into residential areas.

### Why It's Important

The commercial core of the College Hill District is immersed in a residential area. For the health and vitality of both the commercial and residential aspects of the neighborhood, it is important to respect boundaries. Firm boundaries will provide residential property owners confidence to invest and CHD members will be committed to filling underutilized commercial properties rather than remaining neutral on the expansion of commercial uses to the residential fringe.

### Zoning & Future Land Use

The Zoning Ordinance regulates the development of land within the City of Rock Island, including, but are not limited to, the following: permitted land use, minimum lot sizes, building setback requirements, height limitations, and supplementary regulations such as required parking for various uses.

The commercial core of the College Hill District is zoned B-1, which is Neighborhood Business District. The Neighborhood Business District is intended to permit the development of retail sales and personal services required to meet the day-to-day needs of a fully developed neighborhood. Stores, businesses and offices in this zone should be useful to the majority of the neighborhood residents. The convenience nature of the various business uses located in a B-1 District requires them to be in close proximity to residences and is intended to include a narrow range of retail services and convenience

goods. It is worth noting that there is a 25' front yard setback required in a B-1 District, which is contrary to considerable existing development in College Hill. The recommended design standards ordinance (p. 31) would address front yard setbacks in a cohesive and complementary way for College Hill. The fringe area is zoned R-3, which is a one and two-family residential district. The creation of a parking lot in the R-3 zone would be an authorized accessory use by the Board of Zoning Appeals if it is abutting the B-1 District or located directly across an alley from the B-1 District.

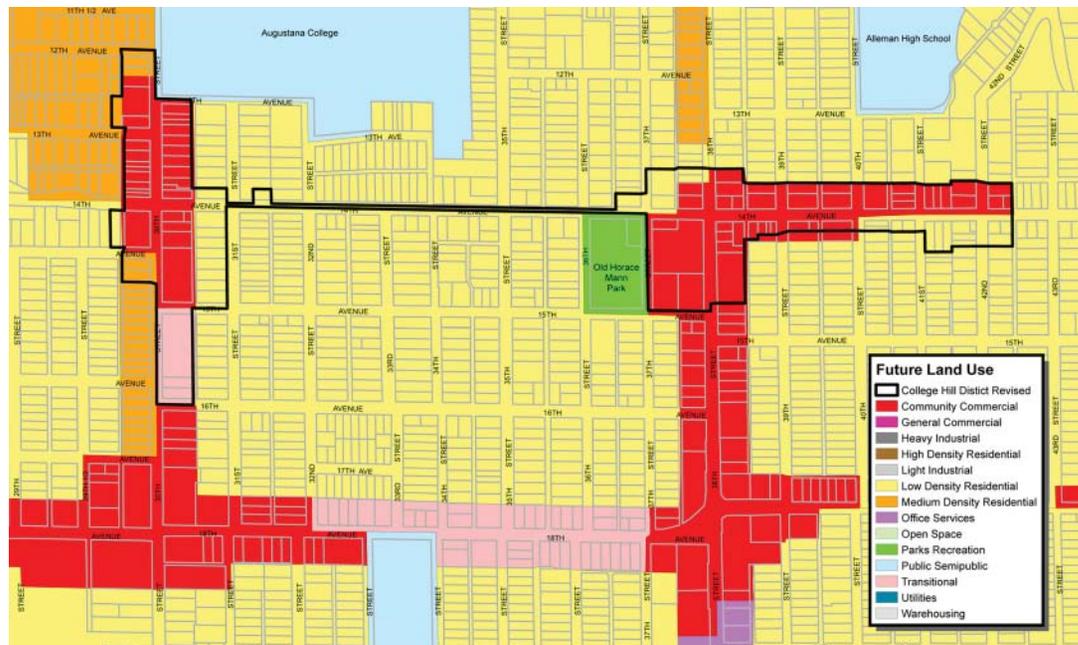
The Future Land Use Map defines the urban form that development will take in the future by assigning future land use designations to properties throughout the city. The designation describes allowed uses or mixes of uses, building forms and styles, and scale for various neighborhoods. Together, these variables — use, form, and scale — define how a block or neighborhood feels and functions. The future land use indicator for the core of College Hill District is “community commercial.” Fringe locations are identified to be low or medium density residential.

Ironically, the zoning map is more true to the current commercial boundary area in CHD than the Future Land Use Map. Since future land use designations are a lead indicator for zoning change requests, it is important that the Future Land Use Map reflect the commercial boundary area for College Hill. Both the Zoning and Future Land Use Maps are included in the appendix, but a small clip of the Future Land Use Map is on p. 51.



## BOUNDARIES & LAND USE: Continued.

Action Strategy (Completed are highlighted with blush)	1 Year	2 Years	3 Years	5+ Years	Lead* & Implementing Partners	Estimated Cost	Potential Funding Source	Success Benchmark
<b>Goal: Enhance College Hill District identity with clear boundaries.</b>								
Adopt attached boundary map as the formal boundaries for the College Hill District.	X				CHDO	\$0	No Cost	Map adopted.
Prepare a City-wide Comprehensive Plan to formalize boundaries and have Future Land Use Map reflect desired land uses for the College Hill District.	X				CED Dept. *; City Council	TBD	IKE Grant	Comprehensive plan adopted.
<b>Goal: Enhance Create and support a compact commercial core.</b>								
Encourage and support the reuse of existing buildings in the Neighborhood Business-zoned core rather than expand commercial uses to the residential fringe through rezoning or special use permits outside the CHD boundaries.	X	X	X	X	CED Dept. *; City Council; CHDO; CHD Property Owners; Neighborhood Residents	\$0	No Cost	Land use decisions reinforce commercial core.



Future Land Use Map with College Hill District boundaries superimposed.

## PARTNERSHIPS: Working together for a common cause.



South Park Presbyterian Church has been very supportive of College Hill revitalization, offering their facility numerous times for public meetings, including the meeting that created the College Hill District Organization in May 2011. The church also participates in special events and allows their parking lot to be used for those occasions.

### Why It's Important

As one of the largest retail areas in Rock Island, College Hill is integral to the community. Forming relationships with institutions, business associations and neighborhood organizations is important for the health, development and connection of the area. College Hill District is a commercial entity large enough to have influence and promote community causes.



College Hill District is perfectly positioned to support the community-wide initiative for "Shop Smart. Shop Local." This billboard was located in CHD between Mulkey's and Hardee's.

Action Strategy (Completed are highlighted with blush)	1 Year	2 Years	3 Years	5+ Years	Lead* & Implementing Partners	Estimated Cost	Potential Funding Source	Success Benchmark
<b>Goal: Develop and maintain partnerships.</b>								
Build awareness about CHD with residential stakeholders. Leaflet the adjacent neighborhood to introduce businesses, promote events, and other news.		X			CHDO* ; Neighborhood Residents	\$500	Current City Gaming	Splashy intro to neighborhood completed.
Communicate with organized neighborhood associations to build awareness.	X				CHDO*; Community Stakeholders	\$0	No Cost	Communication with established neighborhoods.
Apply for and maintain memberships with Hilltop Association, Development Association of Rock Island, various QC Chambers, Next Generation, The District, QC Realtors, and other business organizations.		X			CHDO*; Community Stakeholders	\$1,000	Memb. Fees	Membership initiated with pertinent organizations.
Develop relationship with area schools and churches.	X				CHDO*; Community Stakeholders	\$0	No Cost	Contacts made on consistent basis.

## LEVERAGING AUGUSTANA COLLEGE: Resource Heaven.

### Why It's Important

Augustana College has an interest in the health and vitality of College Hill District. Their most recent facility and strategic planning efforts have included a focus on strengthening ties to the community and improving the neighborhoods surrounding the campus. Occupied storefronts, businesses that serve students and attractive streetscapes in CHD will be a selling point for the college to prospective students. In turn, the 2,500 students and hundreds of faculty and administration are a very strategic market for neighborhood businesses and valuable resources for the CHDO.

### Augustana College at a Glance

Founded in 1860 by Swedish settlers, Augustana College is a selective, independent college of the liberal arts and sciences, related to the Evangelical Lutheran Church in America. The 115-acre wooded campus is located between 30th and 38th Streets from 5th to 12th Avenue and borders College Hill District on the north. There are 2,551 students from varied geographic, social, ethnic, and religious backgrounds. Student-to-faculty ratio is 12-to-one. Augustana College is one of the largest employers in the Quad Cities. Learn more about Augustana College at [www.augustana.edu](http://www.augustana.edu).

### More Than Customers

Though Augustana College is a valuable resource for the College Hill District in terms of customers from students and staff, there are opportunities to maximize assistance from the college in many other ways.

The college's Community Engagement Center is a gateway for the College Hill District Organization and businesses to connect with students, faculty and staff. This center is a valuable outlet for interns and volunteers, plus offers meeting space. Faculty and staff can provide expertise useful to businesses and the organization. For instance, marketing students are working with a collection of CHD businesses to align their marketing programs and improve them. Branches of the Community Engagement Center will help students with career exploration, combine academic instruction with community service, entrepreneurial activities, service learning and volunteering. Resources are limited only by imagination.



*With direction by the Design & Promotion Committee, staff at Augustana College developed and donated this logo.*



*One of the focus groups for the Visual Preference Survey was largely dedicated to Augustana College faculty and staff. They met at Cool Beanz to discuss their opinions and ideas.*

## LEVERAGING AUGUSTANA COLLEGE: Continued.

Action Strategy (Completed are highlighted with blush)	1 Year	2 Years	3 Years	5+ Years	Lead* & Implementing Partners	Estimated Cost	Potential Funding Source	Success Benchmark
<b>Goal: Develop And maintain relationship with Augustana College.</b>								
Secure occasional use of parking lots for special events.	X				CHDO*; Augustana College	\$0	No Cost	Negotiation completed.
Promote apartments available in the CHD on the list of residential options provided to students.		X			CHDO*; Augustana College	\$0	No Cost	Promotion completed.
Contact College Security to assist with student behavior situations.		X			CHDO*; Augustana College	\$0	No Cost	Contact made.
Place CHD in new student packets.	X				CHDO*; Augustana College	\$150	Current City Gaming	Packets handed out during Freshmen Move In Day.
Promote CHD businesses to parents of students.	X				CHDO*; Augustana College	Budgeted above	Budgeted above	Packets handed out during Freshmen Move In Day.
Survey students, faculty and staff to determine special products or services that CHD businesses could provide.			X		CHDO*; Augustana College	\$0	No Cost	Services provided in response to survey.
Contact Campus Recreation staff to receive activity schedule at Pepsico Center.	X				CHDO*; Augustana College	\$0	No Cost	Items entered on web calendar.
Hold separate “welcome” events for new students and/ or parents and family members, such as Orientation and Family Weekends.		X			CHDO*; Augustana College	\$150	Private Donations	Move In Day Events enhanced.
Develop list of contacts on campus to gain copies of various college calendars (admissions, athletics, music dept., art, etc.).	X				CHDO*; Augustana College	\$0	No Cost	List developed and items entered on calendar.
Gain access to bulletin boards or kiosks on campus to promote CHD businesses and activities.		X			CHDO*; Augustana College	\$0	No Cost	Access approved.
Determine meaningful ways to support Augustana College. Establish key contact person to review ideas, events, etc.			X		CHDO*; Augustana College	\$0	No Cost	Contact established and discussions take place.

## LEVERAGING AUGUSTANA COLLEGE: Continued.

Goal: Utilize professional and student resources of Augustana College.								
Utilize Community Engagement Center as a source for student volunteers, internship placement and promotions on WVIK.	X				CHDO*; Augustana College	\$0	No Cost	Classes work with CHDO businesses on marketing, volunteers, etc. Three points of contact each year should be goal.
Utilize design assistance to create new logo and other graphics for the CHDO materials.	X				CHDO*; Augustana College	\$0	No Cost	Logo created.
Review cost saving opportunities through College's buying group.			X		CHDO*; Augustana College	\$0	No Cost	Info shared with CHDO members.
Work with staff and students to create and maintain CHD website.	X				CHDO*; Augustana College	Budgeted in Branding	Budgeted in Branding	Website created.
Work with Geography Dept. to develop CHD maps.	X				CHDO*; Augustana College	\$100	Memb.Fees	Map implemented on promo piece.

# moving forward

**The College Hill District Revitalization Plan provides a Vision, Mission, Goals and Strategies to guide the renaissance of College Hill District over the rest of this decade. Moving forward, a combination of smart decisions, dedication to implementing this plan and broad participation in the College Hill District Organization will shape success.**

**ADOPTION OF THIS PLAN SIGNIFIES CITY COUNCIL'S SUPPORT** of the goals and strategies identified herein. The implementation activities outlined in this plan will be carried out by a range of entities, both public and private. In fact, implementation is already underway. In 2010, City Council identified "Support the College Hill Businesses District Development" as a Target for Action in the 2011-2012 City of Rock Island Goals. In 20\_\_ [insert date], the City Council dedicated \$25,000 to the College Hill District Organization (CHDO) to support plan implementation. The CHDO also had a head start in implementing the plan's marketing and branding activities due to its dedicated and proactive members. CHDO continues to move forward in achieving goals and tackling action strategies outlined in this plan.

Continued success in plan implementation will require not only a well-coordinated effort among private and public entities, but also a phased approach—as demonstrated by the 1 year, 2 years, 3 years, and 5+ years timeframe in the action strategies tables. Securing funding for projects that require direct public expenditures can be a challenging component in any revitalization plan. While some activities are no-cost or low-cost and relatively easy to undertake, others identified are complex, expensive, or may require a number years to achieve. For example, striping parking spaces or bicycle lanes can often be completed quickly at a relatively low cost, whereas more extensive public improvements, such as major streetscape enhancements or burying utility lines, can be significantly more expensive. These higher cost public improvements have been placed on the longer-term track (5+ years) so that they may be initiated as they become financially feasible, as determined by City Council. Council will ultimately lead decision making with regard to timing and allocation of future public expenditures to implement this plan.



*Just as the owner of Bix Furniture carefully and strategically restores this cane chair, the College Hill District stakeholders must plan and implement revitalization of this eclectic neighborhood commercial area. Fix it up, use the best materials and the right technique, and everything will be as good as new.*



Soup  
cup: 2.75  
bowl: 5.95  
w/grilled  
bread

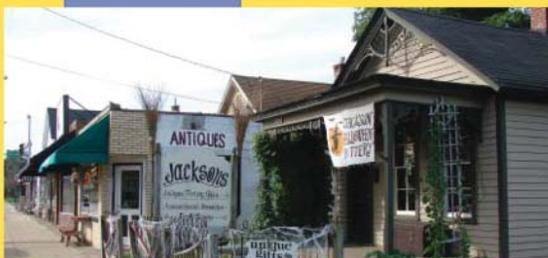
• CHICKEN  
TORTILLA  
• MUSHROOM  
w/ BARLEY

Chui Kenyan  
Today We  
Are Brewing...

*Annette Zapolis, owner of Cool Beanz Coffeehouse, welcomes a customer.*

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## college hill district

### REVITALIZATION PLAN