



Naturally connected.....



AIRPORT SOUTH DISTRICT DEVELOPMENT PLAN

CITY OF MOLINE, ILLINOIS



The market tells us where and when to build and the land tells us how. But what is built is a reflection of the fundamental vision and values of a community.....



ACKNOWLEDGEMENTS

The Airport South District Development Plan is intended to provide a general vision and guidance for the design and development associated with future investments by both the public and private sectors.

The plan establishes the basic framework for land use; major transportation and utility corridors; parks, open space and trails; improvements and enhancements to the area, and; strategies to actively pursue meaningful development activities as part of a long-range strategic community building effort.

The Airport South District Development Plan was developed through an interactive effort among community leadership, city staff and a Steering Committee which provided input and guidance.

The plan represents only a beginning. True success will ultimately be achieved through commitment to implementing a common vision through on-going cooperation, communication, meaningful partnerships and by the leadership of the City of Moline, area stakeholders and partners in future development efforts.

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Special thanks to those who provided their time, input and guidance throughout the planning effort.

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OVERVIEW

INTRODUCTION

The Airport South District Concept Plan is intended to provide general guidance towards development of Moline's future growth south of the Rock River. The plan provides a diverse tool for a variety of stakeholders that will assist in accomplishing the following:

- *Promote a cohesive direction for both public and private sector initiatives.*
- *Build upon past plans and develop a long-range strategy that will assist in the decision making process for development and investment.*
- *Identify an overall vision that brings the area together with a greater sense of "place" among a variety of potential uses and development types.*
- *Provide the products to actively market investment within the area as well as the criteria to reactively evaluate initiatives and proposals as they occur.*
- *Establish a framework that enhances the ability for the City of Moline to better communicate with, and coordinate investments with Quad Cities International Airport (QCIA), business and property owners, agencies, adjacent municipalities, and private sector developers.*



QUAD CITY



The scope of the plan has three primary goals. First, the plan is intended to provide a framework for elected and appointed officials, staff, property owners and the Moline citizenry to make informed decisions when development interest is expressed and initiatives are undertaken in the area.

Second, the plan specifically presents a broad-based framework for land use, infrastructure and development of the area.

Third, the plan provides an additional tool for community leadership and staff to undertake an active position in marketing the area to the private sector while reinforcing the community-based goals of the Comprehensive Plan of Moline (adopted in 2001).

Recommendations of this plan should help shape future dialogue when undertaking subsequent Comprehensive Plan updates for the area.

CONCEPT OUTLINE

The concept provides broad-based recommendations and descriptions for land use; infrastructure; development characteristics; parks, open space and natural features; community facilities, and; implementation strategies.

Ultimately, the plan will assist those in long-range community building efforts in guiding sound, rational growth of the area; establish the general nature and character of desired development types; assist in the dialogue and prioritization of municipal resources and potential public projects; create awareness of the tremendous opportunities the area has to offer; reinforce relevant planning efforts (past and current), and; provide a foundation for implementation and long-term sustainability - both environmentally and economically.

KEY ELEMENTS OF THE PLAN

- Proposed land use, guiding principles and aspirations for development.

- Infrastructure goals and principles that outline a generalized circulation and mobility network to promote safe, convenient access to, through and within the area. In addition, the plan outlines broad-based goals and objectives for utilities.
- Parks, open space and trails that promote integration of the area's tremendous environmental characteristics through conservation, sensitive development practices and a trail network that enhances the sense of connectedness throughout the area.
- Potential public facilities (public safety, schools and other uses) that will serve the area and the greater Moline community.
- Marketing materials to enhance awareness of development opportunities and facilitate development activity.
- Implementation framework that outlines critical path actions and a strategies.





02



AREA OBSERVATIONS

INTRODUCTION

Key to the plan and the planning process is the consideration of the setting, context, assets, challenges and opportunities that the area presents.

For the study area the existing natural environment and conditions will create challenges to development. In some areas, topographic relief, established stream corridors, designated flood zones and operational restrictions of the Quad City International Airport (QCIA) have a significant impact on the future development pattern and strategies for the area. However, these characteristics also create a rich and varied environment that can add value to development if given appropriate consideration.

Area observations provided the foundation to understand the landform and its opportunities and constraints. The existing context greatly impacted recommended courses of action that aspire to respond to the natural environment, enhance existing investments and ultimately, establish a framework for a long-range guide to assist in development of the area.



The area can be generally characterized as two distinctive environments that are bisected north and south by the bluff and 78th Avenue (Indian Bluff Road). The north portion is dominated by the Quad City International Airport (QCIA) and associated industrial, business and retail development. Several pockets of residential still exist. South of the bluff and 78th Avenue, the area remains relatively undeveloped with exception to a variety of residences and subdivisions.

STUDY AREA

The area includes the area generally bounded by: The Rock River to the north; Milan Growth Boundary to the west; 120th Street to the south, and; Coal Valley Growth Boundary to the east (**refer to Figure 01**). The study area is approximately 6,052 acres in size.

CULTURAL RESOURCES

The bluff areas bordering floodplains in the Moline area have high archeological site densities. Camps and burial mounds are commonly found on the higher ridges and villages and camps are also found along the small creeks. The land in the Rock River bluffs did yield a number of artifacts. Whether or not these sites need further excavation or preservation depends upon the estimated significance of the site to regional prehistory.*

Past experiences by the City of Moline and developers include archeological issues (the bluff believed to be inhabited by indigenous American native settlements) and other environmental impact considerations, procedures and permitting requirements. Further detailed examination and documentation of these cultural resources may need to be undertaken to ascertain to what extent, what significance and the degree of impact they will have on development initiatives on a project-by-project basis.

* Comprehensive Plan 2001: Moline, Illinois

LANDFORM

This area of Moline includes some exceptionally rich scenic views and attractive landscapes. The gently rolling hills south of 78th Avenue and the bluff offer a distinctive visual character not commonly found in other parts of the city.

Wooded corridors further delineate stream beds and adverse topography (**refer to Figure 02**). This will present a challenge to certain development types and connectivity from site to site.

On the other hand, the landscape will present tremendous value with its attractive setting for development and a quality environment to live, work and play.

These wooded stream corridors provide the framework to further investigate environmental preservation strategies, scenic trail corridors and significantly influence development and design that is integrated in a sensitive manner into these natural features.



STUDY AREA FIGURE 01

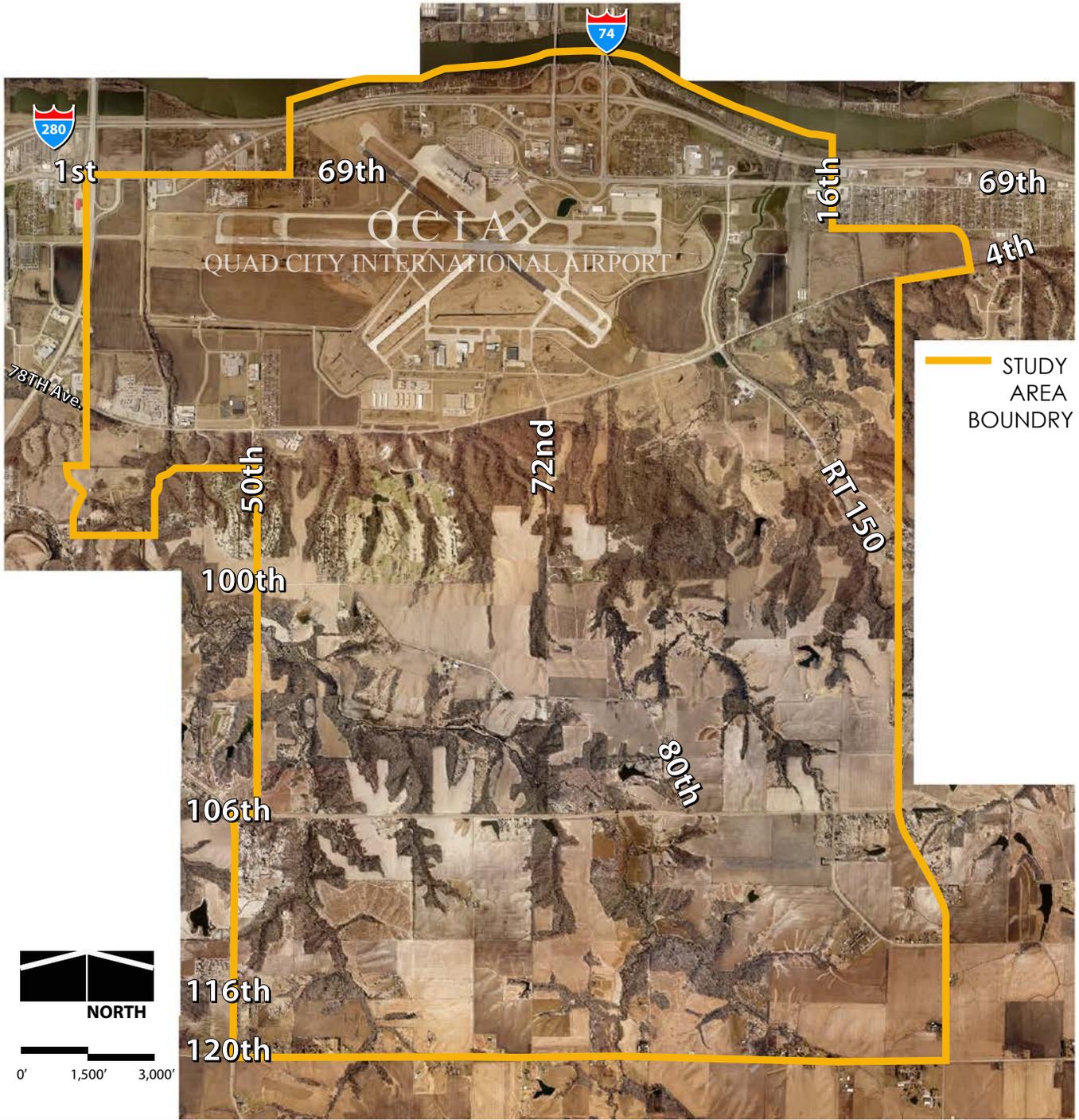
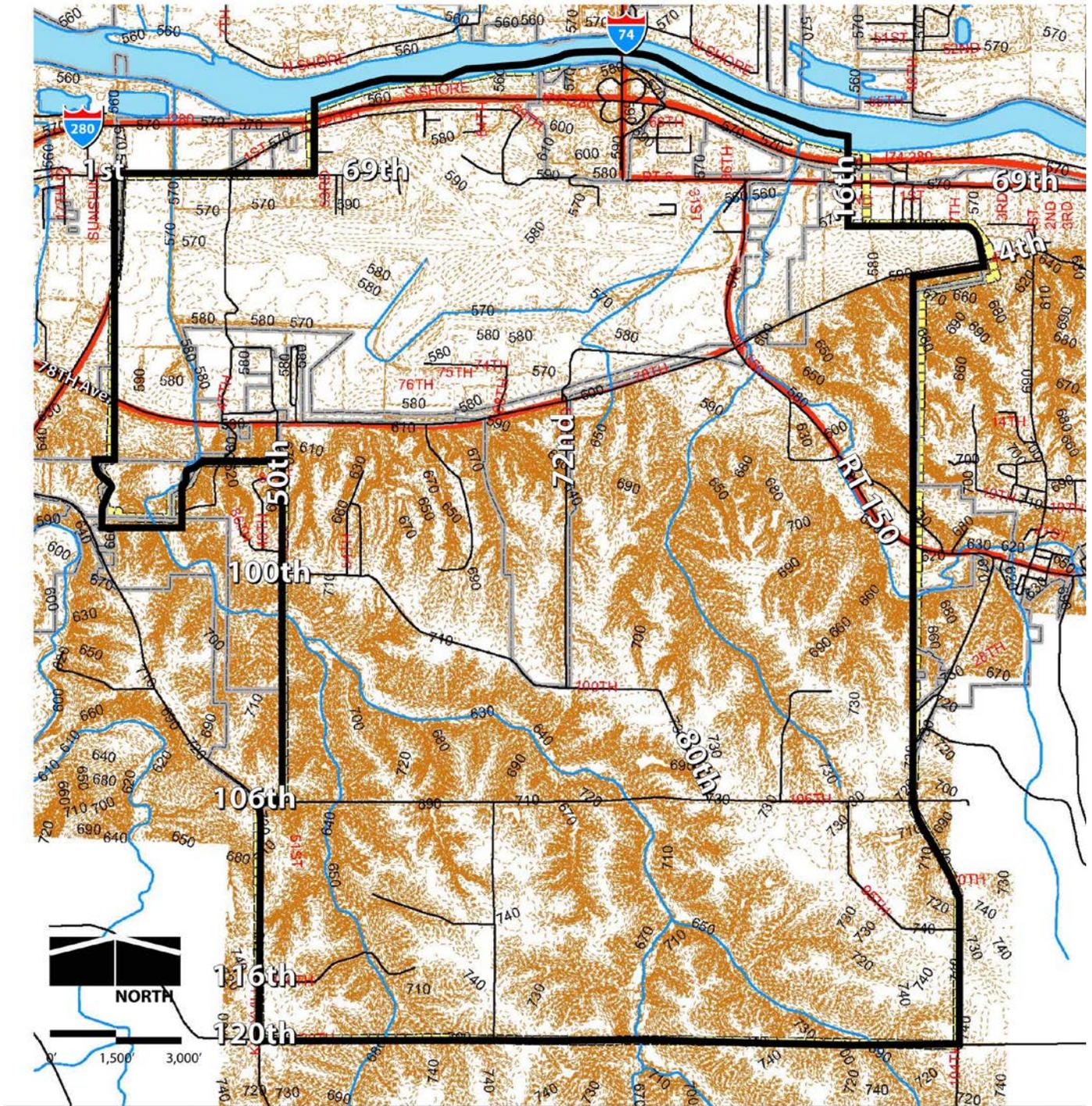


FIGURE 02 TOPOGRAPHY (SOURCE: CITY OF MOLINE)





COAL MINES

The Illinois State Geological Survey has a Directory of Coal Mines and they are identified on a county basis. Several mines are located in the region, however, none were identified as active at the time of this planning process.

It is generally known that a portion of property above the bluff (south of 78th Avenue) has been undermined for coal **(refer to Figure 03).***

These areas have been generally identified, however, to what extent they have been mapped in detail has not been fully documented at the time of this planning effort. In the future, a detailed investigation by qualified geologists, engineers and other experts of these areas should be undertaken to delineate unsuitable development parcels.

* *Directory of Coal Mines , Rock-Island: Illinois Department of Natural Resources , Illinois State Geological Survey - September 2008. Most of the map data were compiled and digitized at a scale of 1:62,500. Locations of some features may be offset by 500 feet or more due to errors in the original source maps, the compilation process, digitizing, or a combination of these factors. The Illinois State Geological Survey does not guarantee the validity or accuracy of these data.*

- Most of the mining within the region occurred in the late 1800's and early 1900's; however, the last recorded mining was in 1947.

- Three types of mines occurred in the region: shaft, slope and drift. In shaft mines the coal is removed through a vertical shaft. In slope mines coal is removed via a sloping incline from the ground surface to the mining level. A drift mine is an underground mine that is excavated where the coal outcrops in the side of a bluff on the highwall of a surface mine.

- The Directory of Coal Mines identifies each mine by number so that more information can be obtained if necessary. The important point to note for future development is that shaft and slope mines exist in this area and although they are not active at this time, they will need to be addressed before development occurs.*

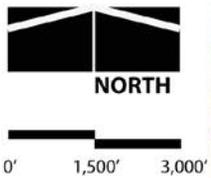
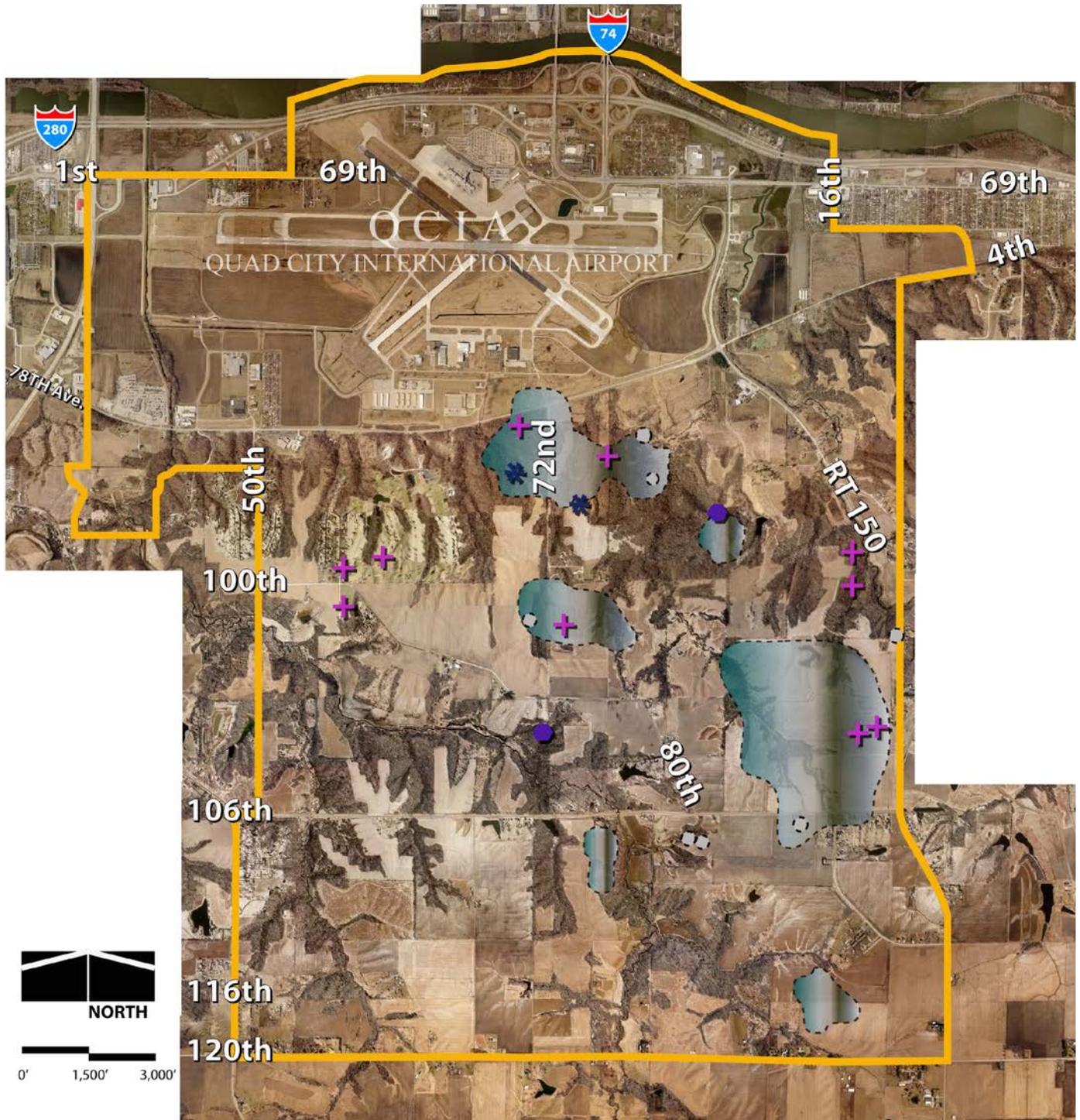
For more information, contact:

Illinois State Geological Survey
Natural Resources Building
615 E. Peabody Drive
Champaign, Illinois 61820
Phone 217/244-2413
Fax 217/333-2830

Disclaimer: Figure 03 represents a compilation of maps from the Comprehensive Plan: 2001 and the The Illinois State Geological Survey, Illinois Department of Natural Resources. The intent of the map is to illustrate generalized locations and types of coal mines and features within the area that assisted in the analysis, discussion and development of a preferred concept plan. The consulting team makes no guarantees, expressed or implied, regarding the accuracy of the map interpretation and accepts no liability for the results of decisions made by others on the basis of information presented in Figure 03.

* Comprehensive Plan 2001: Moline, Illinois

FIGURE 03 COAL MINES (SOURCE: CITY OF MOLINE & ILLINOIS STATE GEOLOGICAL SURVEY)



 MINED OUT COAL RESERVE less than 150' from surface

LOCATION OF ABANDONED MINE BY TYPE

Shaft 
 Slope 
 Underground 
 Unknown/Uncertain Location 



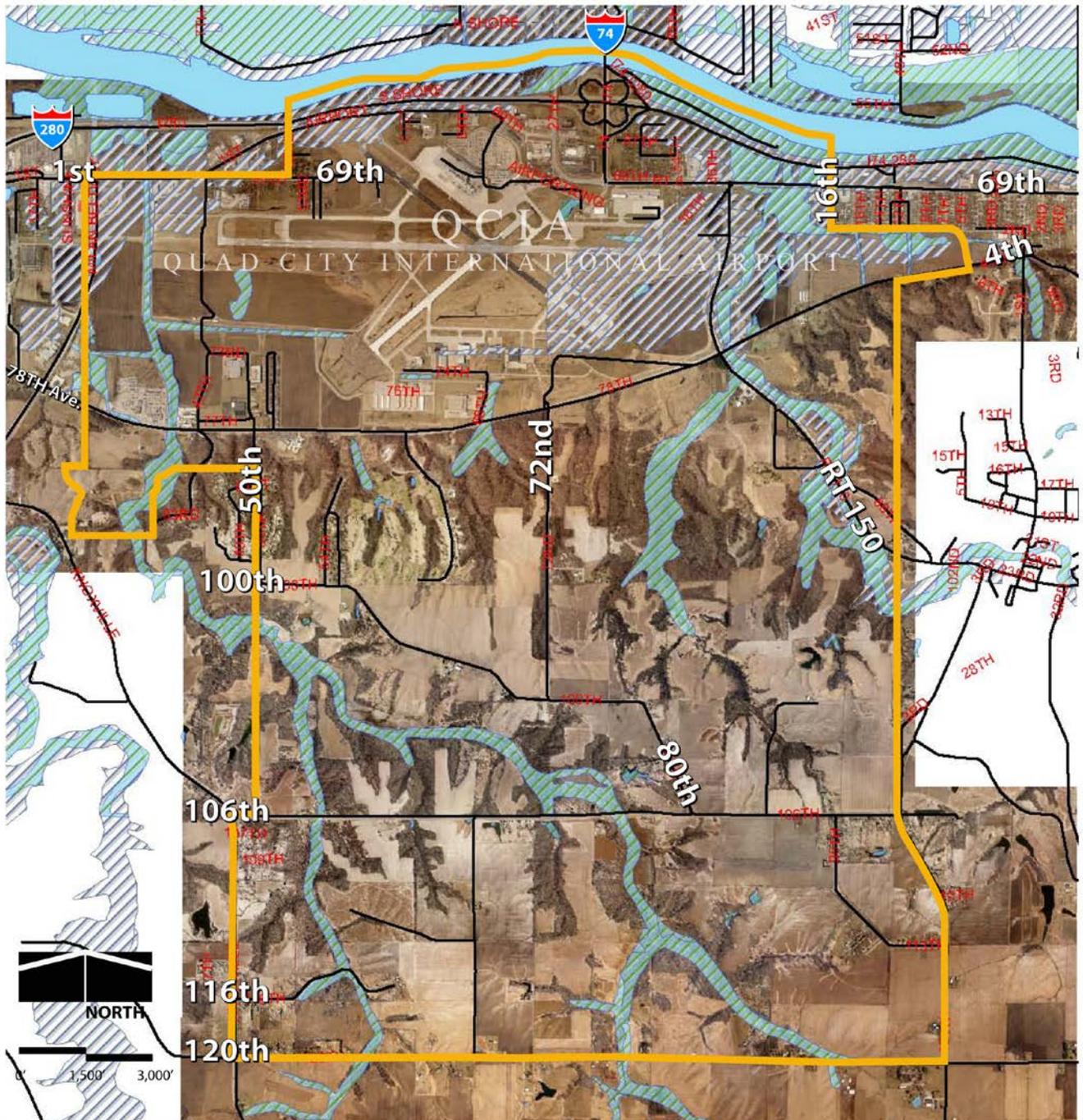
FLOOD ZONES

Flood zones are areas of land identified by the Federal Emergency Management Agency (FEMA). Each flood zone describes that land area in terms of its risk of flooding. Land areas that are at high risk for flooding are designated as Special Flood Hazard Areas (SFHAs), or floodplains. These areas are indicated on Flood Insurance Rate Maps (FIRMs).*

North of 78th Avenue, flood zones and wetlands are generally limited to the Rock River and extend into various areas towards QCIA. South of the bluff and 78th Avenue, wetlands and flood zones generally follow stream corridors that traverse the landscape until they converge with the Rock River (**refer to Figure 04**).

* FEMA: www.FEMA.gov
Section 02

FIGURE 04 FLOOD ZONES (SOURCE: CITY OF MOLINE)





LAND USE

Predominant land uses within the area include a mix of agricultural, single family residential; commercial; industrial and light industrial; public/semi public; parks, and; open space (**refer to Figure 05**).

RESIDENTIAL

Residential uses are scattered throughout the area and consist of a mix of homesteads and subdivisions, typically low-density single family dwellings. North of 78th Avenue, residential exists north of QCIA and along the Rock River. The area south of 78th Avenue is generally rural in character and undeveloped.

COMMERCIAL AND INDUSTRIAL

North of 78th Avenue, industrial/light industrial and commercial uses are predominantly consolidated around the QCIA, along with mix of business and industrial around the airport.

Retail and hotel uses are assembled in proximity to the I-74 and I-280 interchange and extend east and west along Airport Road. South of 78th Avenue, the study area is relatively devoid of commercial business.

PUBLIC & SEMI PUBLIC

QCIA dominates the land use pattern north of 78th Avenue. In addition, the impacts of the airport extend beyond its boundaries with requirements by the Federal Aviation Administration's (FAA) Part 77 and identification of potential aeronautical hazards and approaches into QCIA.

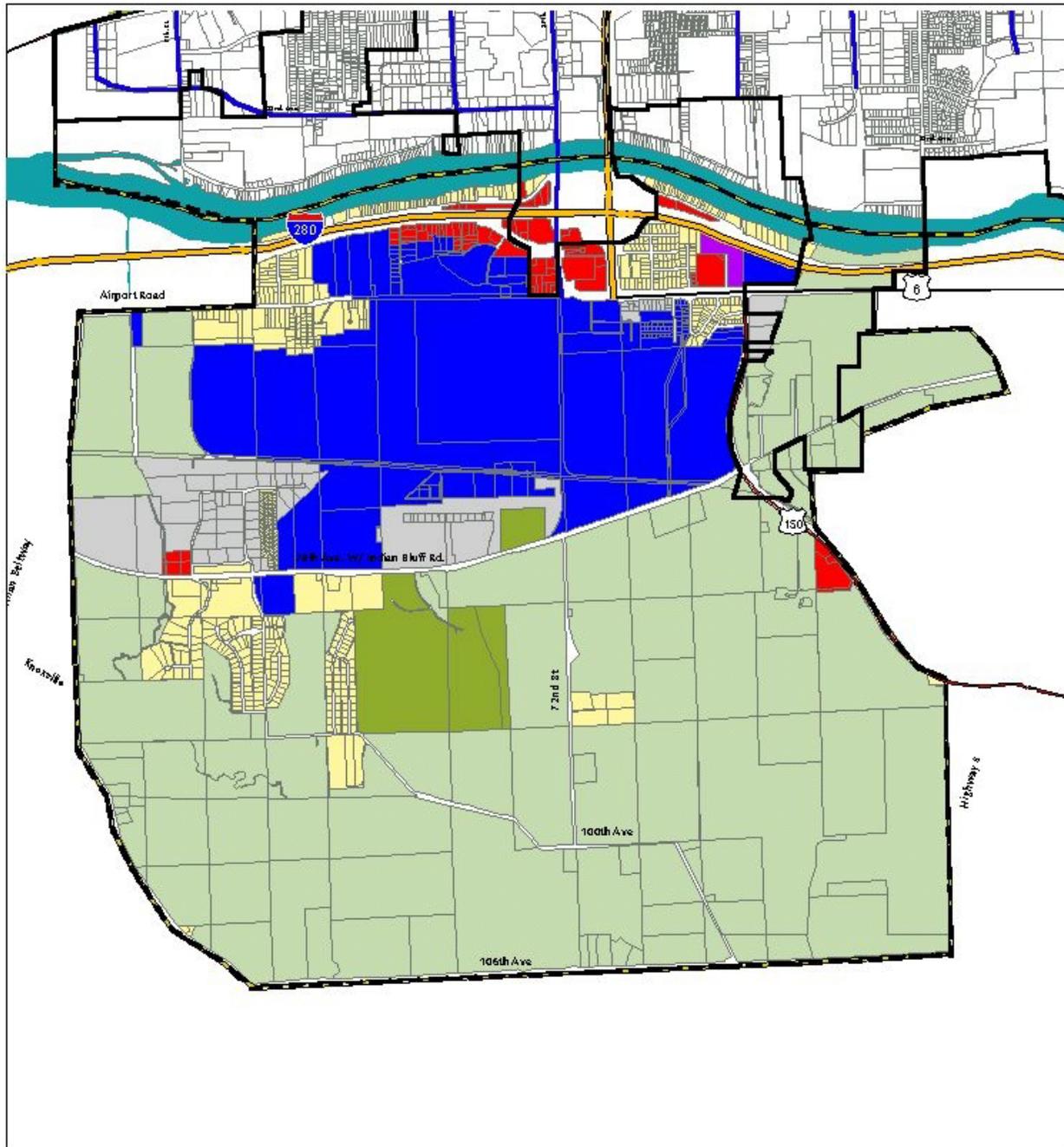
PARKS & RECREATION

Indian Bluff Park Golf Course provides the area's only recreational destination and amenity. The public golf course is nestled in the bluffs north of 78th Avenue and opened for play in 1922. Just north of the golf course and on the other side of 78th Avenue, a modest parcel of open space provides ball fields with minimal facilities and amenities.

OPEN SPACE/AGRICULTURAL

A vast majority of the area's geography south of 78th Street is classified as open space and exhibits the existing rural and low-density landscape of the southern portion of the planning area.

FIGURE 05 EXISTING LAND USE (SOURCE: CITY OF MOLINE)



Legend		Land Use Classification	
	City Boundary		Commercial
	City Planning Area		Mixed Use
	Planning District Boundary		Industrial
Street Classification			Institutional
	Freeway		Office
	Major Arterial		Open Space
	Minor Arterial		Retail
	Collector Street		Single-Family Residential
			Multi-Family Residential
			Vacant
			Water Body

Existing Land Use
South Rock Planning District

 1000 0 1000 Feet

Note: This map is not a stand alone document and must be used in conjunction with the text of the entire Comprehensive Plan.



TRANSPORTATION

North of 78th Avenue, a well developed network of streets, arterials and collectors serve QCIA, existing development and surrounding neighborhoods. Access to the highway system provides direct and convenient access to Moline and the Quad Cities region.

ROADWAYS

The major arterials that serve the area include 78th Avenue; Highway 150, Highway 6, the Milan Beltway and 106th Avenue. Minor arterials include Airport Road, 50th Street, 72nd (now 27th Street) and 100th Avenue (refer to Figure 06).

A key asset of the area is access to both I-74 and I-280. Locally, the interchange of I-74 and I-280 is a "front door" to QCIA and provides relatively quick and convenient access to downtown Moline and connection to I-80 in Iowa. I-280 forms a beltway around the Quad Cities region of Iowa and Illinois and links I-80 near Davenport, Iowa to the west and near Colona, Illinois to the east.

- Accessibility is also enhanced to both sides of the
- Rock River with quick access to John Deere Road via
- Milan Beltway and the West Rock River Bridge; 27th
- Street/Highway 150 Bridge, and; I-74 Bridge.

- The existing landform will have a significant impact
- on the mobility system and connectivity framework.
- Stream corridors, significant massing of vegetation
- and the rolling topography will provide challenges
- and constraints to the development of the roadway
- system in the Moline South Airport Development Dis-
- trict.

- As identified in the Comprehensive Plan of Moline
- (2001), it is anticipated that future roadway invest-
- ments south of the Rock River will be developed
- within the existing road network. These existing roads
- include:

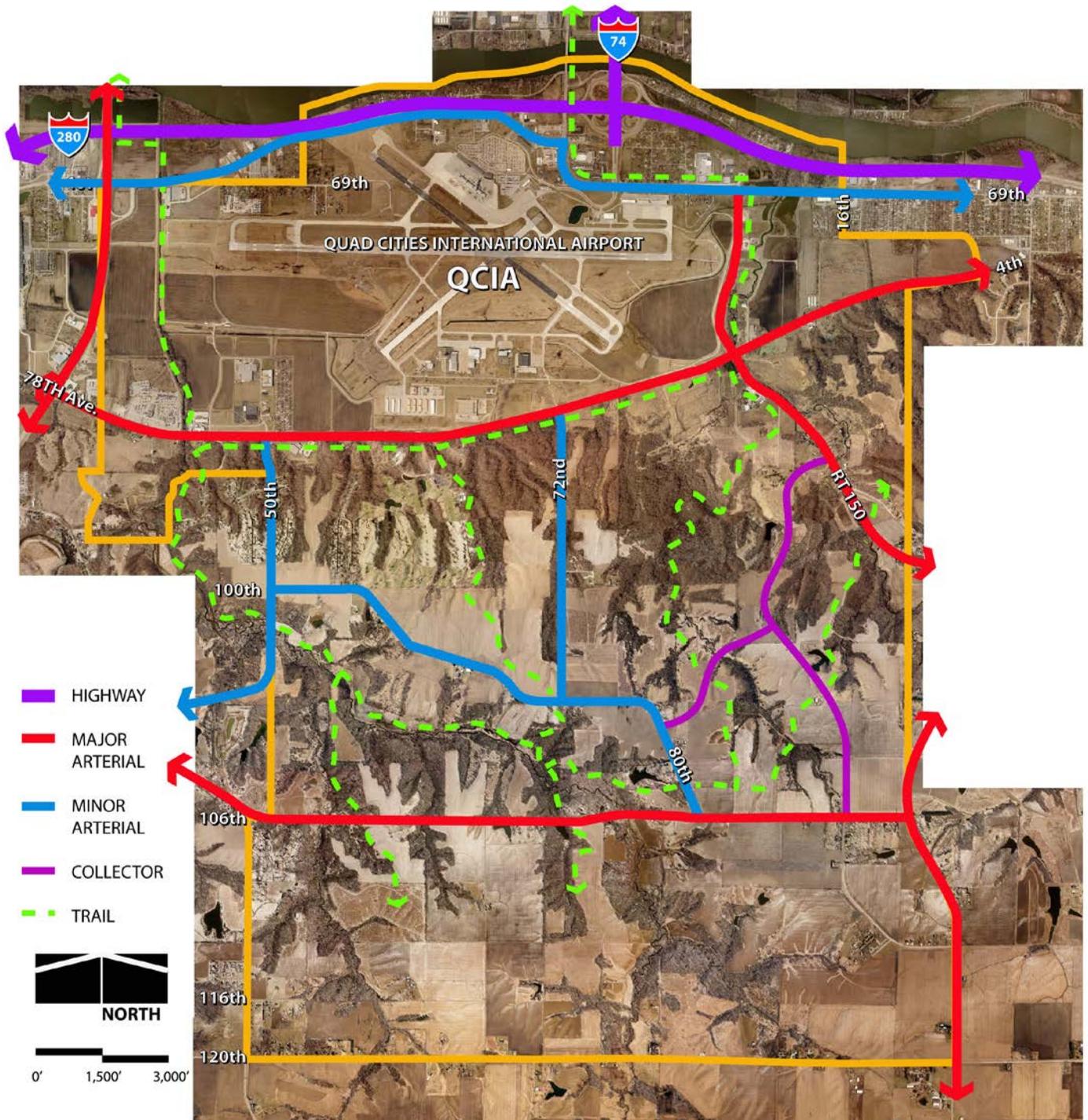
- Airport Road
- U.S. Highway 6
- U.S. Highway 150
- 78th Avenue (Indian Bluff Road)
- 87th Avenue
- 106th Avenue
- 50th Street
- 72nd Street (27th Street)
- 104th Street
- Milan Beltway
- Knoxville Road
- 1st Street (Coal Valley)

QCIA

Quad City International Airport (QCIA) serves the area as the Federal Aviation Administration (FAA) Certified Air Carrier. QCIA serves Western Illinois and Eastern Iowa with four airlines (American Eagle, Allegiant, Delta and United Express) operating at this terminal. These airlines provide nonstop flights to 10 connecting cities which include:

- Atlanta, GA
- Chicago, IL (O'Hare)
- Denver, CO
- Dallas/Ft. Worth, TX
- Detroit, MI
- Memphis, TN
- Minneapolis/St. Paul, MN
- Orlando, FL
- Las Vegas, NV
- St. Petersburg/Clearwater, FL
- Phoenix/Mesa, AZ

FIGURE 06 TRANSPORTATION NETWORK





QCIA also serves as a U.S. Customs Port of Entry and is located in Foreign Trade Zone 133. The airport has three runways of 10,000 ft., 7,000 feet and of 5,000 feet in length.

A major factor that will significantly impact much of the future development in the area will be the FAA's Part 77 requirements (FAR Part 77). Part 77 allows the FAA to identify potential aeronautical hazards to prevent the potential impacts to the safe and efficient use of navigable airspace. This generally will influence the heights of objects and other issues that may have a significant impact of development in the area. This would include the Avigation Easement for new development.

The Comprehensive Plan identifies other considerations as part of the FAA requirements. Land use standards, noise contours and accident potential zone configurations for the South Rock Area are based on the criteria and recommendations of the FAA.

- The Comprehensive Plan identifies an overlay zoning ordinance to prevent encroachment into noise-sensitive areas or into areas where the FAA has determined that accidents are most likely to occur. The intent would be to prevent population-intensive land uses (hospitals, shopping malls, etc) from developing in areas where these accidents are most likely to occur. The mitigation of losses from plane crashes, the prevention of nuisances caused by noise and the prevention of incompatible encroachments on air operations and property are the primary goals of the overlay zoning ordinance.

- The Comprehensive Plan also identifies a Runway Protection Zone (RPZ). The RPZ is intended to protect areas at the end of the airport's runway. The uses allowed in the RPZ are agriculture uses.

Preventing the encroachment of uses vulnerable to noise and potential accidents, such as dense residential, mobile homes, or schools, will be important to the future mission of QCIA. The Comprehensive Plan recommends the RPZ to be considered when adopting the Future Land Use Map.

In addition, the Avigation Easement will need to be considered in the evaluation of new development around QCIA.

03



PLANNING CONTEXT

INTRODUCTION

A number of adopted plans, development proposals and regulatory parameters will influence the development of the Moline Airport South Development District. In some instances, these initiatives provide specific recommendations and criteria. In other instances, they provide a general guide to build upon and create a greater sense of cohesion for Moline – north and south of the Rock River.



EXISTING PLANS

Several plans, tools and recent initiatives will be a significant factor in the shaping of the South Rock Area. This includes:

COMPREHENSIVE PLAN OF MOLINE (2001)

The Comprehensive Plan serves as a guide for the planned and orderly growth of the Moline community. The Comprehensive Plan provides a “blueprint” for city leaders, staff and its citizenry. The Comprehensive Plan sets out the generalized framework for anticipated growth to the year 2020 and long-range goals that can be implemented on an incremental basis.

Among broad community-wide goals, aspirations and courses of action, the Comprehensive Plan provides area-specific recommendations for distinctive geographical areas within the City of Moline. For the Moline Airport South District Development Plan, the relevant Comprehensive Plan focus area is the South Rock Planning District.

The South Rock Planning District is generally bounded by the Rock River on the north; the City of Coal Valley on the east; 106th Avenue on the south, and; Milan Beltway /Knoxville Road on the west. Key Recommendations include:

NEIGHBORHOOD STABILIZATION

Provide for compatible development. Some development has occurred, but the city has the opportunity to create a new planned community that incorporates planning and sustainable development principles. Standards for buffer and screening of residences from industrial commercial uses are recommended.

Address deteriorating housing. Remove deteriorated and blighted housing and redevelop for business uses. Housing north of 78th Avenue should be phased out over time. The mixture of business uses in this area is not desirable for residential development.

Create new housing. New residential development will occur south of 78th Avenue and utilities will need to be extended to the area. This means considerable line extensions with few users and, therefore, the cost of providing utilities may become an issue.

Provide for a variety of housing types. Create a public/private partnership to develop a golf course residential subdivision to attract executive homeowners. Provide housing for future market demands. New housing development should occur south of 78th Avenue.

BUSINESS RECRUITMENT & RETENTION

Make plans for redevelopment and industrial uses. The industrial area could accommodate heavy industrial uses, but buildings and site design must include amenities to ensure quality development. Promote acquisition and clearance of industrial uses that are not the highest of best use for expanded industrial park development near the airport.





Institute development standards. Establish design standards to upgrade the appearance and quality of business and industrial uses.

Protect the public investment in the Quad Cities International Airport. Prohibit development of land around the airport that conflicts with airport activity.

Pursue business and industrial development. With exception of neighborhood commercial, all business and industrial development should occur between the Rock River and 78th Avenue.

The two possible exceptions include planned commercial and industrial developments on Highway 150, south of the 78th Avenue) intersection and a high quality business park on the south side of 78th Avenue near the west end of the planning area. Ultimately, all the areas north of 78th Avenue and south of the Rock River will be business development. This will include the full variety of uses from commercial retail, hospitality, service, office, warehouse and office-warehouse.

- **Create neighborhood commercial centers.** Retail and service uses will be needed to serve the population south of 78th Avenue but they should be limited to neighborhood commercial uses such as a grocery store, dry cleaners, drugstore, service station, etc.

- The new residential development area should limit commercial development to neighborhood type uses only. Mixed-use development may be considered if properly designed and developed as a Planned Unit Development (PUD). Neighborhood commercial centers should be strategically located and integrated by design into residential areas.

QUALITY OF LIFE

- **Protect surrounding areas from airport noise.** Adopt housing development standards for incorporation of noise mitigation measures.

- **Enhance parks and open space.** Acquire 250 acres of parks and open space. Acquire parkland just to the east and/or south side of Indian Bluff Forest Preserve.

- **Integrate the High Voltage Power Line that runs east west through the Planning District.** Incorporate the high voltage power line ROW into the trails and open space plan.

- **Ensure flood protection.** The floodplain is a real concern and must be addressed where development occurs. Do not allow development that would adversely increase the elevation of floodwaters.

- **Address the Horace Mann Elementary School.** Ultimately, Horace Mann School should be redeveloped with a new elementary school south of 78th Avenue. When the area builds out it may warrant more than one elementary school.

- **Anticipate and accommodate new elementary schools.** New elementary school sites should be combined with a park site and the facilities integrated by design to provide for optimal use by the community.

Investigate annexation of future development areas. This area is the future economic driver of Moline and the city needs to move forward with annexation so that it can help guide new development rather than end up trying to correct development problems that could have been prevented. The city needs to actively plan and program the extensions of water, sewer and other public services and initiate an annexation program.

Determine disposition of City land east of Coal Valley known as the Turner Farm. This land is owned by the city but is not contiguous to the core of the city and should be disposed of because it would be difficult and costly to serve.

FUTURE LAND USE

The future land use around QCIA further reinforces the importance of the airport and the existing transportation network. The predominant uses include:

- Public and Semi-Public, which encapsulates QCIA. Industrial, which surrounds QCIA on the east, south and northwest portions of QCIA.
- Commercial, which reinforces and supports more intensive development uses around QCIA.
- Industrial/Business Park Overlay, which provides some measure of transition and diversity between the QCIA and surrounding neighborhoods to the east.
- Conservation, which acknowledges established riverfront residential developed between I-280 and the Rock River.

For most of the area south of 78th Avenue, the predominant uses envisioned include low density residential and parkland. These would be supported by focused nodes of neighborhood commercial, neighborhood parks and potential schools to serve the anticipated residents of the area.

TRANSPORTATION SYSTEM

The Comprehensive Plan provides general guidance for roadways and trails that creates an integrated mobility framework. Key transportation and mobility recommendations include:

Promote linkages across the Rock River. Alternative transportation modes such as bike lanes and pedestrian linkages should be included in the West Rock River Bridge, the East Rock River Bridge and the 27th Street Bridge.

Develop a trails system throughout the area. Acquire rights-of-way as the area develops for open space trails as well as trails along arterial and collector streets.

Develop arterial and Collector Street System. Adopt street standards that include bike and trail design. Acquire right-of-way based on design standards in the Transportation Chapter of the Comprehensive Plan.





MOLINE SOUTH PLAN (1995)

The plan provides analysis and recommendations for land available to the City of Moline for future development south of the rock River includes the a west of US. Route 150, south of the Quad City Airport, and east of Indian Bluff Forest Preserve The plan also included recommendations for land located north of 78 Avenue and east of U.S. Route 150.

KEY FINDINGS

- Both population and employment are limited within the study area, however, the adjacent Quad City Airport should be considered a potentially significant catalyst for future development and employment.
- The study area's topography ranges from level plains to steep ravines and, accordingly, offers a range of development possibilities.
- The location of natural and man-made hazards such as floodplains and abandoned coal mines should be considered as part of the overall development pattern.

- The Quad City Airport provides both opportunities and limitations for development. Noise levels limit the extent of noise-sensitive land uses, but the attraction of such a transportation hub would support commercial and industrial uses within the study area.
- The Regional Sewerage System provides City sanitary sewer facilities for future development. Access to the sewerage system is available on the south side of the Quad City Airport.
- Planned CIP improvements include the completion of a water main loop south of the Rock River which will make City water available for future development within the study area.
- The City would need to plan for expanding municipal services such as police and fire protection and refuse collection in order to properly service new development as it occurs within the study area.
- Full residential development may create a need to perform more detailed studies in order to specifically identify school and recreation needs for the area.

KEY RECOMMENDATIONS

- Population projections through the year 2020 indicate a need for housing within the general vicinity of the study area. The relatively level uplands in the southern and western portions of the study area would provide suitable locations for residential development of varying densities, styles, and type.
- Relatively level land with access to higher traffic volumes, such as areas near the intersection of U.S. Route 150 and 78 Avenue could be developed for commercial purposes.
- Larger parcels of level land situated in relatively close proximity to the airport could be developed for industrial uses. Land meeting this description and also possessing good access to major roadways is more limited and should be identified and zoned accordingly in order to provide the City with future industrial development sites.

NORTH ROCK RIVER CORRIDOR PLAN (2004)

The North Rock River Corridor Plan provides strategies for the area north of the Rock River to John Deere Parkway. Recommendations of the plan include:

Parkways and Boulevards. Roadway enhancements beginning at 78th Avenue along U.S. Highway 150 to 69th Street; and 69th Street to 27th Street and across the Rock River.

City of Moline Gateway. Develop municipal gateways along this corridor at 78th Avenue and U.S. Highway 150 and at 27th Street/69th Street/Airport Road Intersection.

RIVER TO RIVER CORRIDOR STUDY (2007)

The study provides development, mobility and connectivity recommendations for the River to River Corridor (19th/27th Street Corridor).

The key concept is to provide continued connection to the corridor south of the Rock River along 27th Street. Existing bridges should be considered for enhancement to provide safe bicycle and pedestrian areas or a new "pedestrian and bicycle only" routes.

AIRPORT BUSINESS PARK (2009)

The private sector development master plan proposes a mixed-use (retail and office) business park. The vision of the investment is to create an environmentally sustainable development and provide amenities currently not available within the area. A key component of the proposal is the aspiration to develop within LEED standards, with a variety of green technologies that further the sustainable vision of the development.

03 | PLANNING CONTEXT

A TIF District and issuing financing bonds was envisioned through an inter-governmental agreement between the QCIA, the City of Moline and the County of Rock Island to fund design and public infrastructure.

The proposed project would be a key component to the long-term development of the western portion adjacent to the QCIA.





STATE ROAD
KK-72
CRAY
STOP
LITTERING
OR
SIGN
VANDALISM
FINE

04



MARKET PERSPECTIVE

INTRODUCTION

The market tells us where and when to build and the land tells us how. But what is built is a reflection of the fundamental vision and values of a community. Understanding a snapshot of economic trends and indicators helps set the table to develop a long-range strategy for meaningful development and design.



MACRO LEVEL MARKET ANALYSIS

This section provides a broad overview of conditions affecting market demand and economic development in Moline, Rock Island County, and the broader Quad Cities region. This data is helpful for understanding the broader economic context in which Quad Cities International Airport (QCIA) operates. More specific data on economic conditions in the study area, and whether potential for economic development within the area exists, is found in the Micro Level Market Analysis which follows this section.

MUNICIPAL ECONOMY: MOLINE, ILLINOIS

POPULATION

The City of Moline is the largest city in Rock Island County, Illinois. Between 2000 and 2008, the city's population grew by less than 1%. With this modest growth, the city was home to 43,977 residents. This represented slightly less than one third of the total population of Rock Island County.*

AGE

Moline's population resembles the nation as a whole in its age profile, but is slightly older. Almost 15% of Moline residents are over the age of 65, while less than 13% of Americans are over 65. At the opposite end of the spectrum, about 22% of Moline's residents are under the age of 18 while nearly 25% of all Americans are found in that demographic. However, it should be noted that the share of Moline's population found in the 20-34 age cohort – heavily sought-after consumers – is larger than that of the nation as a whole. Moline's population is also more heavily comprised of very young children than is the nation as a whole. Indeed, the slightly older profile of the entire city is due to an unusually high population of senior citizens and a smaller population of people aged 35-64.

* United States Census Bureau. 2010. "American Community Survey: 2006-2008." United States Census Bureau. <http://www.census.gov> (May 29, 2010). Unless otherwise noted, all data in this section comes from this source.

HOUSEHOLD SIZE

Most Moline residents live in households; they are not single. Households in Moline are somewhat smaller than the national average, at 2.3 persons versus 2.6.

INCOME

Median household income in Moline is slightly lower than for the nation, at \$47,970 versus \$52,175. Between 2000 and 2008, median household income in the United States fell by almost 1% (when inflation is controlled for); during the same period, median household income in Moline fell by 2.5%. However, the individual poverty rate in Moline is more than fifteen percent lower than in the United States as a whole.

EMPLOYMENT PATTERNS

The national recession and the attendant rise in unemployment have not ignored Moline. In April 2013, the city had an unemployment rate estimated at 7.1%. Even with a gain in employment since 2010, Moline still experienced a higher rate of unemployment than did the Iowa Quad Cities (Bettendorf and Davenport).* However, it should be noted that unemployment within the city is typically higher than for those neighboring jurisdictions and that the national unemployment rate for April 2010 was 7.4%.**

* Bi-State Regional Commission. 2010. "2010 City Level Employment Statistics." Bi-State Regional Commission. <http://www.bistateonline.org> (April 3, 2013).

** Bureau of Labor Statistics. 2010. "Current Employment Statistics – CES (National)." Bureau of Labor Statistics: <http://www.bls.gov/ces> (August 2, 2013).



TABLE 01
CIVILIAN EMPLOYED POPULATION 16 YEARS
AND OVER, BY OCCUPATION

	Total	
Management, professional, and related occupations	6,769	30.0%
Service occupations	4,563	20.3%
Sales and office occupations	5,536	24.6%
Farming, fishing, and forestry occupations	28	0.1%
Construction, extraction, maintenance, and repair occupations	1,252	5.6%
Production, transportation, and material moving occupations	4,382	19.4%

Table 01 provides data from the 2008 American Community Survey on the number of Moline residents employed in the major occupational categories.

Table 02 provides data from the 2008 American Community Survey on the number of Moline residents employed in the major industry categories. Moline is notable for the large percentage of the population employed in manufacturing (18.2% versus 11.3% for the entire United States), but this is unsurprising given the fact that the city is the headquarters of the John Deere Company. Of particular interest for the present project is that only 4% of the population is employed in transportation and warehousing, whereas 5% of all employed Americans are in that industry

EDUCATIONAL ATTAINMENT

Levels of educational attainment are slightly higher among Moline residents than are to be found among all Americans. **Table 03** shows levels of educational attainment for Moline residents and for all Americans.

HOUSING

Almost a third of Rock Island County's housing units are in the City of Moline. The most recent Census data shows a vacancy rate of 6.5%, far below the 12% national rate. Housing tenure in the city is comparable to the national pattern, however. About 32% of Moline residents are renters, compared to 33% of all Americans.

Moline does claim a slightly disproportionate share of the county's rental units; while 31% of the county's housing units are in Moline, 34% of the county's rental units are within the city. Moline's housing stock is considerably older than the nation's; 86% of the stock in Moline was built before 1980 and almost 44% was built before 1950. Only 61% of all American housing stock was built before 1980 and 21% before 1950.

Housing costs in Moline are well below the national average. The median value of owner-occupied homes in Moline in 2008 was \$107,600, versus \$192,400 for the nation. The median monthly housing costs paid by Moline home-owners with a mortgage totaled \$1,086, versus \$1,508 for all Americans. The median gross rent was \$630, versus \$819 for the nation. Almost 40% of Moline's renters have unaffordable rent burdens using the federal standard, well below the national statistic of 49.6%.

TABLE 02

CIVILIAN EMPLOYED POPULATION 16 YEARS AND OVER,
BY INDUSTRY

	Total	22,530
Agriculture, forestry, fishing and hunting, and mining	26	0.1%
Construction	1,083	4.8%
Manufacturing	4,100	18.2%
Wholesale trade	724	3.2%
Retail trade	2,962	13.1%
Transportation and warehousing, and utilities	900	4.0%
Information	469	2.1%
Finance and insurance, and real estate and rental and leasing	1,753	7.8%
Professional, scientific, and management, and administrative and waste management services	1,928	8.6%
Educational services, and health care and social assistance	4,714	20.9%
Arts, entertainment, and recreation, and food services	2,123	9.4%
Other services, except public administration	924	4.1%
Public administration	824	3.7%

TABLE 03:

EDUCATIONAL ATTAINMENT, MOLINE RESIDENTS AND
ALL AMERICANS AGED OVER 25

	Moline Residents	United States
High school diploma or less	43%	46%
Some college	22.0%	19.6%
College degree	24.8%	24.5%
Graduate or professional degree	10.1%	9.9%

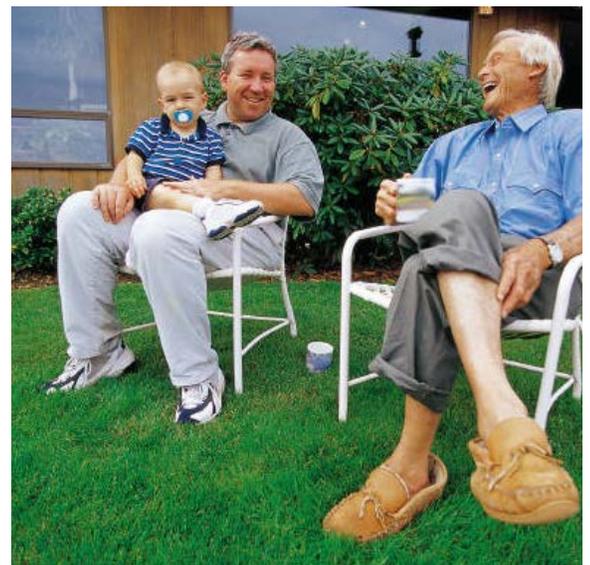
COUNTY ECONOMY ROCK ISLAND COUNTY, ILLINOIS

POPULATION

In 2010, Rock Island County had an estimated population of 146,800 people. At the heart of the Quad Cities region (the Davenport-Moline-Rock Island, IA-IL Metropolitan Statistical Area), the county was home to 39% of the region's population. Between 2000 and 2008, the county's population contracted by about 2%.

AGE

The age profile of Rock Island County resembles that of its largest city. About 23% of county residents are under 18 and about 16% are over 60.





HOUSEHOLD SIZE

The average household size in Rock Island County is smaller than for the nation as a whole, 2.33 versus 2.6. Most county residents are not single persons, but live in households.

INCOME

Median household income in Rock Island County was \$45,417 in 2008. This was about 5% lower than median household income for the City of Moline and 13% lower than median income for the United States as a whole. County residents are slightly less prosperous than the average City of Moline resident.

EMPLOYMENT PATTERNS

Unemployment in Rock Island County has risen due to the national recession. Joblessness in the county was 7.8% in April 2013, which represented a marked improvement from the 12.2% unemployment in the county in January 2010. Some of this improvement, however, is attributable to a modest contraction in the number of people in the labor force. It should be noted that unemployment in the county is consistently higher than that experienced by the Iowa counties of the MSA. Rock Island County counts nearly 77,000 people in its labor force, making it home to the second-largest labor force in the MSA*.

Table 04 provides data from the 2008 American Community Survey on the number of Rock Island County residents employed in the major occupational categories.

Table 05 provides data on the number of Rock Island County residents employed in the major industry categories. Occupational and industrial categories for the county largely mimic those of the city, with a similar emphasis on manufacturing. However, the under-concentration of employment in the transportation and warehousing industry found among Moline residents is rectified when county employment patterns are examined.

EDUCATIONAL ATTAINMENT

Educational attainment for Rock Island county residents is slightly lower than for Moline residents and all Americans. County residents are more likely to have some college, but less likely to have earned a college or professional degree. **Table 06** provides data on educational attainment.

* Bi-State Regional Commission. 2010. "2010 County Level Employment Statistics." Bi-State Regional Commission. <http://www.bistateonline.org> (April 3, 2013).

TABLE 04

CIVILIAN EMPLOYED POPULATION 16 YEARS AND OVER, BY OCCUPATION

	Total	70,200
Management, professional, and related occupations	20,224	28.8%
Service occupations	12,237	17.4%
Sales and office occupations	8,238	26.0%
Farming, fishing, and forestry occupations	250	0.4%
Construction, extraction, maintenance, and repair occupations	5,487	7.8%
Production, transportation, and material moving occupations	13,764	19.6%

TABLE 05

CIVILIAN EMPLOYED POPULATION 16 YEARS AND OVER, BY INDUSTRY

	Total	70,200
Agriculture, forestry, fishing and hunting, and mining	637	0.9%
Construction	3,747	5.3%
Manufacturing	12,980	18.5%
Wholesale trade	2,295	3.3%
Retail trade	8,475	12.1%
Transportation and warehousing, and utilities	3,480	5.0%
Information	1,588	2.3%
Finance and insurance, and real estate and rental and leasing	3,951	5.6%
Professional, scientific, and management, and administrative and waste management services	5,666	8.1%
Educational services, and health care and social assistance	13,880	19.8%
Arts, entertainment, and recreation, and accommodation, and food services	6,795	9.7%
Other services, except public administration	3,576	5.1%
Public administration	3,130	4.5%

TABLE 06: EDUCATIONAL ATTAINMENT, ROCK ISLAND COUNTY RESIDENTS AND ALL AMERICANS AGED OVER 25

	Rock Island County	All Americans
High school diploma or less	47.2%	46%
Some college	23.5%	19.6%
College degree 2	2.5%	24.5%
Graduate or professional degree	6.8%	9.9%



Section 04



- The median gross rent was \$593, below the rents paid in Moline and well below the national median of \$819. Even with this low median rent, over 41% of Rock Island county residents have unaffordable rent burdens using the federal standard. This means that rental housing costs in Rock Island County are more affordable than in most parts of the country, because nearly half of the nation's renters experience unaffordable rent burdens.

● REGIONAL ECONOMY
 ● QUAD CITIES REGION
 ● (DAVENPORT-MOLINE-ROCK ISLAND,
 ● IA-IL METROPOLITAN STATISTICAL AREA)

HOUSING

About 40% of the Quad Cities region's housing units are in Rock Island County. Of the county's 65,480 housing units, only 7.5% were vacant in 2007. This vacancy rate was well below the national vacancy rate of 11.6%.

Housing tenure patterns in the county vary slightly from the national pattern, with county residents being slightly more likely to own their homes; 71.2% of the county's units are owner-occupied and only 28.8% renter-occupied, versus the 67.1% of the nation's units that are owner-occupied and 32.9% that are renter-occupied.

The county's housing stock is, like Moline's, considerably older than that of the nation as a whole. Fully 85% of the county's housing stock was built before 1980 and 37% was built before 1950.

The median value of homes in Rock Island County in 2008 was \$105,700, versus \$192,400 for the nation. The median monthly housing costs paid by Rock Island County home-owners with a mortgage totaled \$1,094, versus \$1,508 for the nation.

POPULATION

By 2010, the Quad Cities region had an estimated population of 379,066. This figure represents growth of roughly 1% since 2000. When ranked in order of population size, the MSA was 160th of the 969 MSAs recognized by the Census Bureau in 2009. Over the next five years, the area's population is expected to grow by 0.13%, compared to a national growth rate of 0.91%*.

AGE

The age profile for the Quad Cities region more closely approximates that of the nation as a whole than do those of Moline or Rock Island County. About 24% of the region's residents are under 18 and 14% are over the age of 65. This closely approximates the nearly 25% of all Americans who are under the age of 18 and 13% who are over the age of 65.

EMPLOYMENT PATTERNS

In April 2010, the Quad Cities region had an unemployment rate comparable to the national rate – 9.2%. This represented an improvement from January 2010, when unemployment in the area inched close to 11%. The area has a labor force of over 204,000 people.**

* Site To Do Business Online.

** Bi-State Regional Commission. 2010. "MSA Employment by Industry Sector." Bi-State Regional Commission. <http://www.bistateonline.org> (May 29, 2010).

TABLE 07

CIVILIAN EMPLOYED POPULATION 16 YEARS AND OVER,
BY OCCUPATION

	Total	186,259
Management, professional, and related occupations	56,877	30.5%
Service occupations	31,660	17.0%
Sales and office occupations	46,738	25.1%
Farming, fishing, and forestry occupations	985	0.5%
Construction, extraction, maintenance, and repair occupations	16,829	9.0%
Production, transportation, and material moving occupations	33,170	17.8%

TABLE 08

CIVILIAN EMPLOYED POPULATION 16 YEARS AND OVER, BY
INDUSTRY

	Total	70,200
Agriculture, forestry, fishing and hunting, and mining	2,851	1.5%
Construction	11,679	6.3%
Manufacturing	31,813	17.1%
Wholesale trade	6,272	3.4%
Retail trade	22,838	12.3%
Transportation and warehousing, and utilities	10,120	5.4%
Information	4,088	2.2%
Finance and insurance, and real estate and rental/leasing	10,857	5.8%
Professional, scientific, and management, and administrative and waste management services	13,976	7.5%
Educational services, and health care and social assistance	37,858	20.3%
Arts, entertainment, and recreation, and accommodation, and food services	17,154	9.2%
Other services, except public administration	8,779	4.7%
Public administration	7,974	4.3%

Table 7 provides data on employment in the region by occupational category.

Table 8 provides data by industry category. The data demonstrates that service occupations and industries provide the basis of the region's economy, the composition of which is generally similar to the broader American economy.

Only the manufacturing sector diverges significantly from the national economic pattern, with an unusually high concentration of manufacturing jobs to be found in the area. This unusually high concentration of manufacturing jobs is explained by the fact that the region is home to John Deere, Rock Island Arsenal, and civilian contractors catering to the Arsenal (e.g., Alcoa).

EDUCATIONAL ATTAINMENT

Residents of the Quad Cities region attain slightly higher levels of education than are typical for all Americans, with higher rates of some college attendance of college graduation. **Table 9** provides data on education for the region.





HOUSING

The Quad Cities region has almost 165,000 units of housing. In 2008, only 7.4% of these units were vacant, giving the region a vacancy rate almost half that of the national statistic. Area residents are slightly more likely to own their homes than are all Americans; 72% of the region's homes are owner-occupied and 28% are renter-occupied. The region's housing stock is significantly older than the nation's, with almost 80% of regional stock built before 1980 and 34.2% before 1950.

Housing costs in the region are modest when compared to national statistics. The median home value in 2008 was \$115,800, compared to \$192,400 for all American homes. The median monthly costs for home-owners total \$1,128, almost 25% less than the American median. The median gross rent was \$609. Rental costs were unaffordable for 42.6% of area residents, still substantially below the national level.

TABLE 09

EDUCATIONAL ATTAINMENT, QUAD CITIES REGION RESIDENTS AND ALL AMERICANS AGED OVER 25

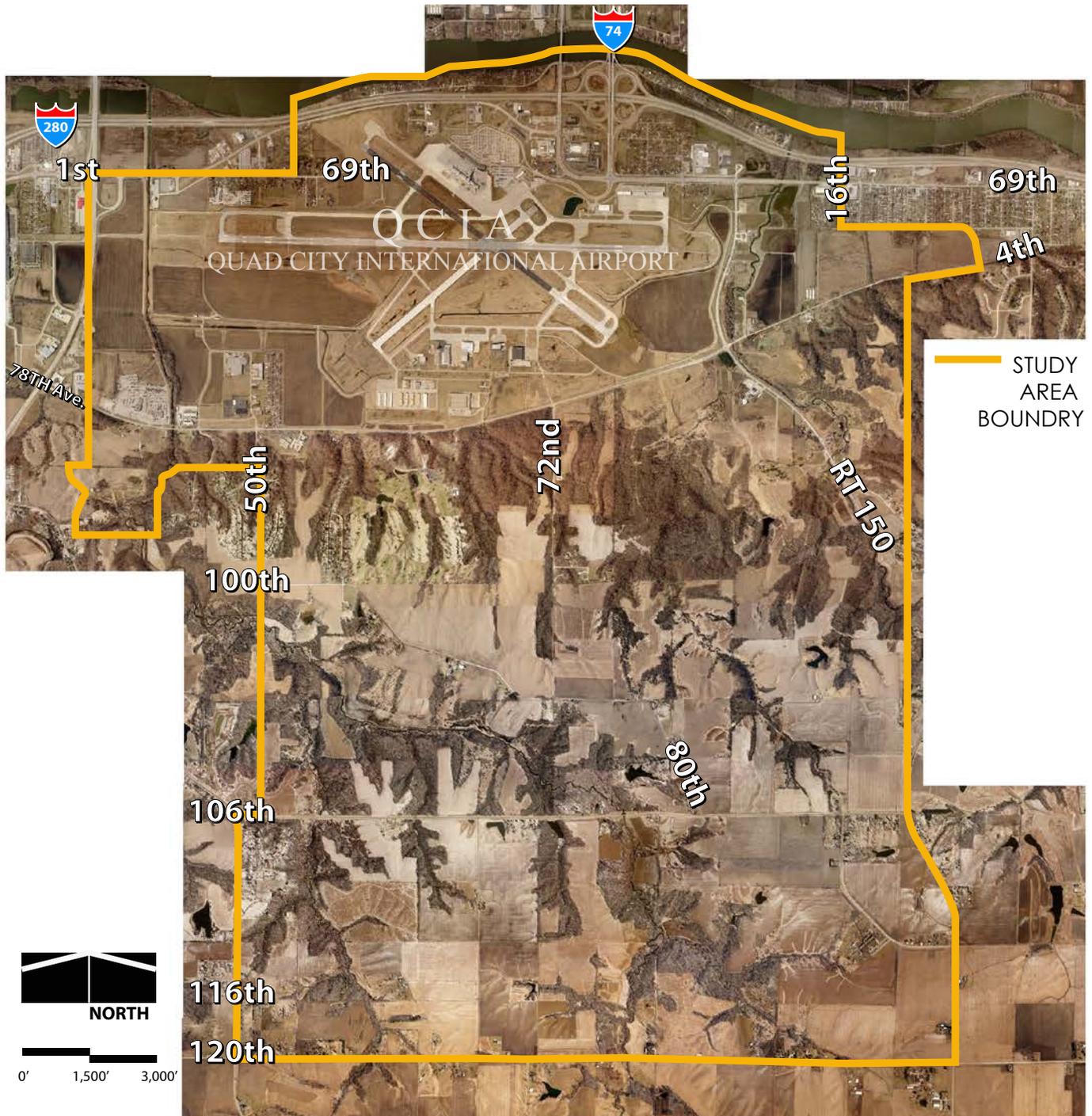
	Quad Cities Region Residents	All Americans
High school diploma or less	44.4%	46%
Some college	22.5%	19.6%
College degree	25.0%	24.5%
Graduate or professional degree	8.0%	9.9%

Micro Level Market Analysis

This section provides an analysis of economic conditions within the QCIA study area (see Figure 07). It seeks to determine whether economic opportunities exist within the study area that can be catalyzed by or which are compatible with the airport, particularly for uses that build upon existing regional strengths (such as the prevalence of manufacturing or the Rock Island Arsenal).

The study area, adjacent neighborhoods, and the region are examined for evidence of saturation in airport-compatible uses. These uses are primarily – but not exclusively – industrial, light industrial, technology parks, business parks, transport-related developments, hotels, and retail and restaurants catering to airport-related traffic. ***The data presented here strongly suggests that the study area possesses untapped market potential.***

FIGURE 07 STUDY AREA





QCIA STUDY AREA

Significant economic activity is currently taking place within the QCIA study area, demonstrated by the presence of 175 businesses with an estimated 3,542 employees*. The business types (by NAICS codes) with the highest concentrations in the study area include construction, manufacturing, transportation, warehousing, and waste management services. These uses are compatible with – and tap into the advantages of – QCIA.

Table 10 provides data on the estimated number of businesses and their employees in the QCIA study area for selected NAICS codes.

The profile of existing businesses shows that certain uses that are compatible with and catalytic for airports are not heavily represented within the study area. For example, many of the business types that make ample use of business/office parks (e.g., professional services, finance, management, and information businesses) are relatively absent from the study area. Likewise, few restaurants – which can cater to the nearly 1 million annual passengers at QCIA as well as study area employees and residents – are present.

However, when the area is examined using the standard concentric ring methodology some of these business types are no longer underrepresented. Within 2.75 miles of QCIA can be found over 50 restaurants, 170 retail stores, and 40 professional service firms (likely tenants of office parks).

Although the study area is home to significant economic activity, that activity represents but a fraction of the total economic activity in the Quad Cities region. Even among the business types most closely related to airport activities (e.g., transportation and warehousing or accommodation), only a very small portion of the metropolitan area's firms are found in the study area. ***This strongly implies that the airport's catalytic market potential has not been fully tapped.***

Table 11 provides data on the percentage of local businesses found within the study area, by NAICS code.

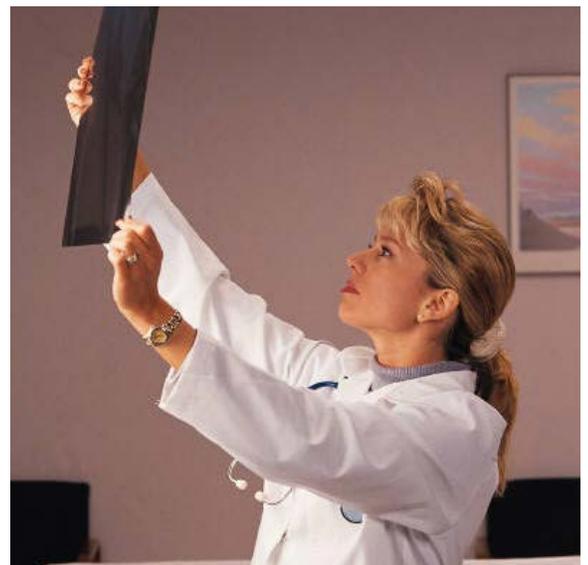
* Site To Do Business Online. 2009. All data in this section is calculated using STDB unless otherwise noted.

In addition to exploring the market conditions in the QCIA study area, the analysis provides a very general look at airport-adjacent land in competing markets around the country.

This review finds that Moline and the Quad Cities currently lag behind other metropolitan areas in capitalizing on the economic development potential of airports. Similarly-sized metropolitan areas such as Manchester, NH and Santa Barbara, CA have more businesses adjacent to their airports, demonstrating that facilities in markets of the Quad Cities' size can attract businesses.

TABLE 10
 NUMBER OF BUSINESSES AND EMPLOYEES IN THE STUDY AREA,
 BY SELECTED NAICS CODES

Category	Number of Businesses	Number of Employees
Administrative/support, waste management and remediation	10	957
Wholesale trade	12	846
Manufacturing	15	426
Transportation and warehousing	12	253
Food Services and drinking places	9	155
Accommodation	6	151
Retail trade	23	141
Construction	23	129
Automotive repair and maintenance	6	69
Real estate	14	60
Health care and social assistance	6	53
Professional, scientific, and technical services	7	50
Mining	2	25
Finance and insurance	5	8
Information	1	6
Management of companies	0	0
Total	175	3,542



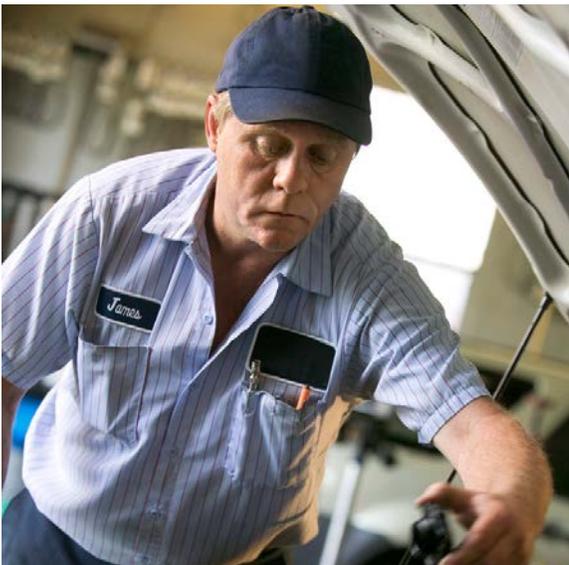


TABLE 11

PERCENTAGE OF METRO BUSINESSES LOCATED IN THE STUDY AREA, BY SELECTED NAICS CODES

Category	Number of Businesses (Metro Area)	% Located in Study Area
Administrative/support waste management and remediation	671	1.5%
Wholesale trade	773	1.6%
Manufacturing	622	2.4%
Transportation and Warehousing	403	3.0%
Food services and drinking places	967	0.9%
Accommodation	118	5.1%
Retail trade	2,269	1.0%
Construction	1,435	1.6%
Automotive repair and maintenance	426	1.4%
Real estate	593	2.4%
Health care and social assistance	1,377	0.4%
Professional, scientific, and technical services	1,053	0.7%
Mining	22	9.1%
Finance and insurance	946	0.5%
Information	403	0.2%
Management of companies	11	0.0%
Total	15,998	1.1%

Further evidence for the argument that QCIA’s catalytic market potential has not been fully tapped is evidenced by the fact that the study area is currently incapable of meeting even the demand of its residents for many types of goods and services. If the study area is not capable of meeting the demand its fewer than four thousand residents have for retail goods – and barely surpasses their demand for food and drink – it unquestionably has an inadequate supply to meet the needs of thousands of area employees or hundreds of thousands of airport travelers.

The scarcity of these amenities can also serve to discourage business investment and expansion in the area; even the boon of proximity to the airport may not be sufficient to overwhelm the disadvantage of being able to easily purchase needed supplies. Economic development tends to cluster and the relative dearth of a major investment cluster near the airport – as evidenced by the “leakage” of purchases of goods, services, food, and drink by area residents – may be discouraging additional investment. This pattern can be reversed through the master planning process to include sizable investment by either the public or private sectors.

Table 12 provides data on the establishment types for which there is currently inadequate supply to meet the market demand of study area residents, much less travelers and employees.

Although the above evidence suggests that the QCIA study area possesses untapped market potential, it may be that airports in comparably sized cities do not normally attract significant adjacent investment. To assist us in determining whether Moline and the Quad Cities region is typical or atypical in this respect, we may examine the airport districts of comparably sized metropolitan areas.

Eight metropolitan areas are selected for comparison here. All of these metropolitan areas have populations between 350,000 and 410,000 people, or $\pm 30,000$ of the Quad Cities region. The sample includes some cities that are in direct competition with the Quad Cities market, but also includes geographic diversity and areas with a large military presence (to allow comparison with the “draw” of Rock Island Arsenal).

Airport districts were mapped for each of these areas, with the district defined as a ring extending three miles from the center of the airport. The number of businesses in each of these districts was tabulated and compared to the total number of businesses in the region.

Tables 13 and 14 present the findings for each of these airport districts. **These findings show that the QCIA study area has the second-lowest level of airport district business activity; some airport districts in comparable cities have more than ten times as much business activity as does QCIA.** It bears noting that some of the cities with the most business activity in their airport districts – including Manchester, Santa Barbara, and Wilmington – have experienced healthy population and economic growth in recent years.





● However, these findings can be somewhat deceptive because the comparison between the QCIA study area and the other cities' airport districts is not the same*. If the Quad Cities airport district is re-defined to match that of the comparison cities, its performance improves dramatically.

● Even then, however, ***Moline and the Quad Cities lag behind half of the comparison cities. This is clear evidence that airports in Moline-sized markets can be attractors of economic development, if local leaders implement a well-designed catalyst plan.***

● The example of similarly positioned cities, when combined with the locally-specific data featured above, indicates that Quad Cities International Airport possesses untapped market potential. If the local business community and leadership collaborate on a well-researched, well-designed, and well-executed plan, QCIA can be used to generate higher levels of economic growth for Moline and the Quad Cities region.

* The airport districts in other cities were defined by a three mile wide ring with its center in the airport. The QCIA study area is a polygon with boundaries defined by the client. In addition, it should be noted that some metropolitan areas have peculiar geographies which influence the data included here. Santa Barbara and its airport, for example, are bounded by the Pacific Ocean – preventing development to the west and southwest.

TABLE 12
SUPPLY AND DEMAND FOR RETAIL ESTABLISHMENTS BY STUDY AREA RESIDENTS

Category	Demand	Supply	Gap
Department Stores	\$2,626,233	\$0	\$2,626,233
Food and Beverage Stores	\$5,349,780	\$3,267,400	\$2,082,380
Health and Personal Care Stores	\$1,212,136	\$34,651	\$1,177,485
Clothing and Clothing Accessories Stores	\$858,809	\$125,726	\$733,083
Furniture and Home Furnishings Stores	\$703,896	\$185,178	\$518,718
Sporting Goods, Hobby, Book, and Music Stores	\$351,012	\$62,700	\$288,312
Electronics and Appliance Stores	\$480,987	\$273,285	\$207,702

TABLE 13

PERCENTAGE OF MSA BUSINESSES LOCATED IN AIRPORT DISTRICTS OF COMPARISON CITIES,
BY SELECTED NAICS CODES

MSA	Population	All MSA Businesses	Manufactur- ing	Transport- Warehousing	Accommo- dations	Food Service
Moline, IL QCIA Study Area	379,066	1.1%	2.4%	3.0%	5.1%	0.9%
Moline, IL Airport District (3m)	379,066	9.2%	6.8%	6.7%	11.0%	9.4%
Eugene, OR	351,109	2.3%	6.3%	8.2%	0.0%	0.5%
Evansville, IN	351,911	5.3%	9.4%	9.2%	10.3%	3.9%
Killeen/ Ft. Hood, TX	379,231	0.7%	0.0%	1.4%	0.0%	0.6%
Manchester, NH	405,906	10.7%	12.2%	15.5%	15.5%	11.9%
Rockford, IL	353,722	5.6%	10.0%	16.9%	9.6%	5.7%
Santa Barbara, CA	407,057	12.0%	21.3%	18.7%	4.5%	14.5%
Shreveport, LA	391,516	10.0%	12.5%	15.2%	21.0%	10.0%
Wilmington, NC	354,525	12.6%	20.2%	12.0%	16.4%	11.5%

TABLE 14

PERCENTAGE OF MSA BUSINESSES LOCATED IN AIRPORT DISTRICTS OF COMPARISON CITIES,
BY SELECTED NAICS CODES

MSA	Population	Professional Services	Finance & Insurance	Wholesale	Retail	Information
Moline, IL QCIA Study Area	379,066	0.7%	0.5%	1.6%	1.0%	0.2%
Moline, IL Airport District (3m)	379,066	9.2%	10.0%	6.9%	12.0%	10.9%
Eugene, OR	351,109	1.1%	0.1%	5.9%	2.0%	1.0%
Evansville, IN	351,911	7.1%	3.9%	10.3%	3.3%	11.9%
Killeen/ Ft. Hood, TX	379,231	0.4%	0.3%	0.7%	0.7%	0.5%
Manchester, NH	405,906	9.3%	13.0%	15.1%	12.9%	11.0%
Rockford, IL	353,722	3.9%	3.0%	9.7%	4.8%	5.6%
Santa Barbara, CA	407,057	12.9%	8.2%	14.5%	11.1%	13.4%
Shreveport, LA	391,516	6.7%	10.7%	9.2%	10.8%	10.7%
Wilmington, NC	354,525	11.3%	10.3%	18.8%	13.3%	21.4%

05



CONCEPT PLAN

INTRODUCTION

The Moline Airport South Development Plan represents a vision and framework for development of the area. The plan is intended to be utilized by a variety of area stakeholders to assist in active marketing efforts, the guidance for public initiatives, the pursuit of private investment and exploration of sound partnerships.

The strength of this plan will be the commitment to long-range pursuit of opportunities and the ability of the city's leadership to adjust, adapt and respond as those opportunities present themselves. The plan is constructed to provide guided flexibility to respond to the ever-changing development environment.

The plan is constructed to blend new aspirations while reinforcing recommendations of the adopted Comprehensive Plan of Moline (2001) and established Zoning Districts of the City of Moline.

In addition, the boundary lines of Coal Valley and Milan should be extended to accommodate the plan vision in a more consistent and cohesive manner.



The Airport South District Development Plan should be a resource and a tool for a broad-range of stakeholders. The plan may be utilized in a variety of endeavors such as:

- Present an additional resource in the public sector's strategic planning inventory that will assist city staff and leadership to evaluate private sector initiatives.
- Provide city staff and community leadership additional materials that can be packaged as part of community building and marketing efforts in the pursuit of private sector development. The Concept Plan can help empower those to a greater degree to promote and market the opportunities that the area. Active efforts may include such initiatives as business retention and recruitment, grant and funding requests and proposals.
- Assist city staff and community leadership to evaluate and prioritize potential funding for public projects when addressing decision-making processes, such as the Capital Improvement Program (CIP).
- Define to a greater degree long-range community aspirations and identify considerations for developers and property owners in regards to their own initiatives and investments.
- For the Moline citizenry, the concept plan will provide a "blueprint" to monitor decision-making processes and ensure that actions undertaken in both the public and private sector are pursued in the spirit and intent of the vision.
- Provide a blueprint for making key infrastructure investments to entice and/or accommodate new development.

CONCEPT PLAN PRINCIPLES

Several key design and development principles establish the foundation for a successful environment south of the Rock River. Key to this endeavor will be a sustained commitment to these principles that support the aspirations of the Concept Plan, with the ability to adjust accordingly when new opportunities present themselves.

The key factor is a "bend but not break" approach that will allow for the concept to address trends in the market, public and private sector resources, financing capabilities and development trends in the future.

Depending on the initiative, future investments should be first evaluated on their merit in regards to furthering, to the best degree possible, these broad-based principles that are applicable to that project - regardless if they are driven by public or private resources.

Concept Plan Principles include:

- Connectivity
- Variety
- Sustainability
- Adaptability
- Identity



CONNECTIVITY

Pursue identifiable links to, through and within the area that promote a functional and aesthetic sense of cohesiveness and access. Assess how the investment carries forth principles of connectivity, that include:

- Walkable neighborhoods, districts and destinations.
- Complete streets that emphasize the relationship among the public and private realms.
- Multi-modal systems for transportation investments (e.g. multi-use trails and public transit).
- Sound and rational street network to move about from place to place.
- Ensure a cohesive mobility network that links the area with incorporated areas of Moline to the north and existing adjacent transit systems (e.g. I-280, I-74, Highway 150 and other major transportation facilities).

VARIETY

Great environments consist of diverse and dynamic experiences. Pursue a mix of uses, activities and amenities that add marketability for developers and livability for area residents. Assess how investments further the principles of diversity that include:

- Choices in living opportunities, both in product style, size, setting and price-points.
- Variety of employment and entrepreneurial opportunities for a diverse mix and scales of business.
- A mix of goods and services that support day-to-day needs of area residents.
- Destinations that may appeal beyond the area (e.g. City of Moline, Quad Cities and region).
- A range of different activities, amenities and recreational opportunities.

SUSTAINABILITY

Sustainability should be approached as a multi-dimensional practice. Pursue courses of action that advocate environmental stewardship and economic vitality. Assess how the investment carries forth principles of sustainability that include:

- Protect areas of natural resources, habitats and scenic qualities.
- Site, building and infrastructure design and development practices that have minimal impact (to the best degree feasible) on natural resources.
- A comprehensive flood zone and storm water management policy for the area.
- Responsible development that minimizes construction and operating impacts (e.g. heating, cooling, air and water quality, construction, waste disposal and other factors).

- Development patterns that have a high degree of integration and adjacencies that mitigate travel distances to employment, commercial and recreational destinations (e.g. reduces travel distances, emissions and provides choices in mobility).
- “Green” building practices that promote energy efficiency and building performance.
- Building practices and quality that provide enduring and adaptable structures that serve multiple generations over the life-cycle of the building.
- Marketable, cost-effective projects that creates enduring “places” through continuous economic growth, has long-term value and implemented with a high degree of quality.
- Development that enhances the tax base and sustains community service and infrastructure needs.
- Recognize natural and beneficial functions of resources and integrate into development design.

ADAPTABILITY

Recognize that a long-range vision may not address the details of unanticipated factors such as market conditions, construction practices, energy systems, technology and other social, economic and technical changes. Consider alternative approaches as long as they further community goals and the spirit and intent of the vision.

- Create positive momentum by considering initiatives that provide quality short-range “victories” that lay the foundation to achieve larger, long-range goals.
- Advocate projects that have the potential for adaptive reuse and provide the format to accommodate potential change.

IDENTITY

Key to the concept plan will be creating a cohesive and distinct environment that is distinctively identified as part of the Moline community.

- Promote the “best” of Moline through furthering an authentic environment that bridges the community’s past and future. Preserve, enhance and integrate existing assets of the area, such as natural features and the existing landform.
- Champion quality projects that are enduring and express the vision and values of the community in both the public and private realms.
- Celebrate the Moline community, area destinations and neighborhoods through design features such as gateways, complete streets, landscaping and other features that highlight the special “places” within the Airport South District.





CONCEPT PLAN ASPIRATIONS

The Moline Airport South District should be a diverse place that is both economically and physically sustainable. This will be accomplished through the consistent practice of promoting and pursuing quality development that is highly integrated and provides a variety of opportunities and choices. Key aspirations of the concept plan include:

- Preservation of natural assets.
- Promote uses and activity destinations, providing a broad-range of goods and services that support neighborhoods, the Moline Airport South Development District, the Moline community and the Quad-Cities region.
- Aspire to build enduring “places” and environments that create identity and a greater sense of long-term “ownership” by the community.

- Recruit employment anchors at a variety of intensities that furthers a diversified market, expands the tax base and cultivates an environment for entrepreneurship and investment.
- Maintain a sustainable neighborhood pattern that provides diversity of choices and accommodates a variety of life-stages and income levels.
- Provide a variety of recreational and fitness amenities that are interconnected at the neighborhood, district and community scale.
- Promote residential density that will create a critical-mass to support commercial activities.
- Encourage density through advocating compact, mixed-use destinations at key transportation intersections; promote higher density residential adjacent to areas of commercial and employment, and; limit exceptionally low-density development within the district.
- Pursue adaptable development patterns that can address long-term economic cycles. Demand a high quality of construction that is enduring and capable of adapting to multiple generations of reuse over the long-term.
- Ensure a strong degree of connectivity and mobility throughout the district that links these “places” through a variety of mobility choices (e.g. automobile, pedestrian, and bicycle and public transit). Ensure these systems are integrated and connect neighborhoods, employment centers, commercial goods and services, schools, institutions and recreational amenities (e.g. trails, enhanced roadways, local streets and transit stops).
- Provide sound, rational and defined areas of transition among developments. Take advantage of the natural assets of the area to provide these physical and visual transitions, especially when adjacent uses are of low compatibility (e.g. industrial next to residential). Place a greater degree of density in proximity to areas of destination that support commercial and employment uses and provides transition to lower-density neighborhoods.

- Invest in a high quality public environment that encourages a high quality private environment. When public investments are made (e.g. infrastructure, roadways, schools, public buildings, parks and other), ensure the design and maintenance of the investment conveys a strong sense of performance and permanence.
- Advocate innovative building and construction practices that are sustainable.

CONCEPT PLAN COMPONENTS

The Airport South District Concept Plan is organized by three recommendation sections. Each section is interconnected and establishes the framework in which initiatives from both the public and private sector can be weighed in terms of their merit towards furthering the long-range aspirations of the plan.

More importantly, the recommendations provide the platform in which area stakeholders and City leadership can begin to coordinate and collaborate on active development efforts. These sections include:

1. CONCEPT DEVELOPMENT FRAMEWORK

Provides a generalized land use pattern and descriptive development character and principles. In addition, the Concept Development Framework addresses a consideration for parks, open space, trails and public facilities.

2. INFRASTRUCTURE FRAMEWORK

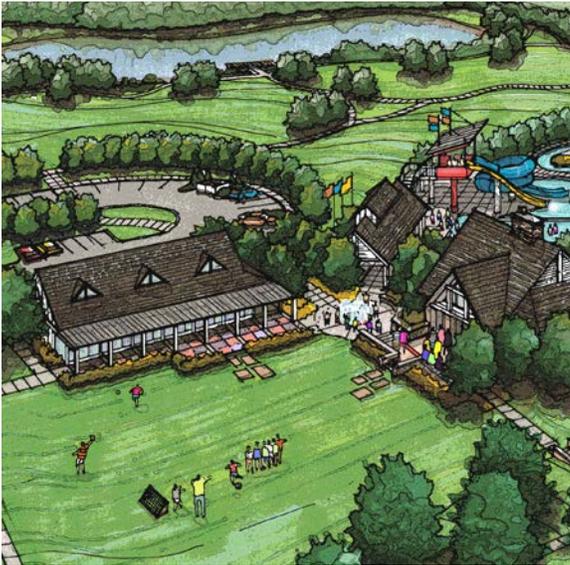
Based upon recommendations of the Moline Comprehensive Plan, the transportation concept framework is “contoured” to respond to the proposed concept plan and provide a high degree of connectivity and aesthetic appeal.

In addition, the Infrastructure Framework presents broad-based goals and objectives that can be utilized when addressing detailed recommendations that address strategic investments in the utility framework that will be necessary to serve the development of the area.

3. IMPLEMENTATION FRAMEWORK

Provides broad-based actions and critical steps that are intended to assist in the decision making process and provides guidance for consideration to move forward with the aspirations and recommendations of the concept plan.





LAND USE & DEVELOPMENT FRAMEWORK

The proposed generalized land use (refer to Figure 08) and development framework envisions a full range of long-term uses to provide opportunity and serve the needs of the area. The envisioned mix of uses for the 6,000+ acre area includes:

- Conservation (protection/enhancement of natural areas).
- Commercial (Highway and Neighborhood).
- Industrial and Light Industrial.
- Mixed-Use
- Office.
- Office/Research & Technology (ORT).
- Parks, Open Space and Recreation.
- Public and Semi-Public.
- Residential (Single and Multi-Family).



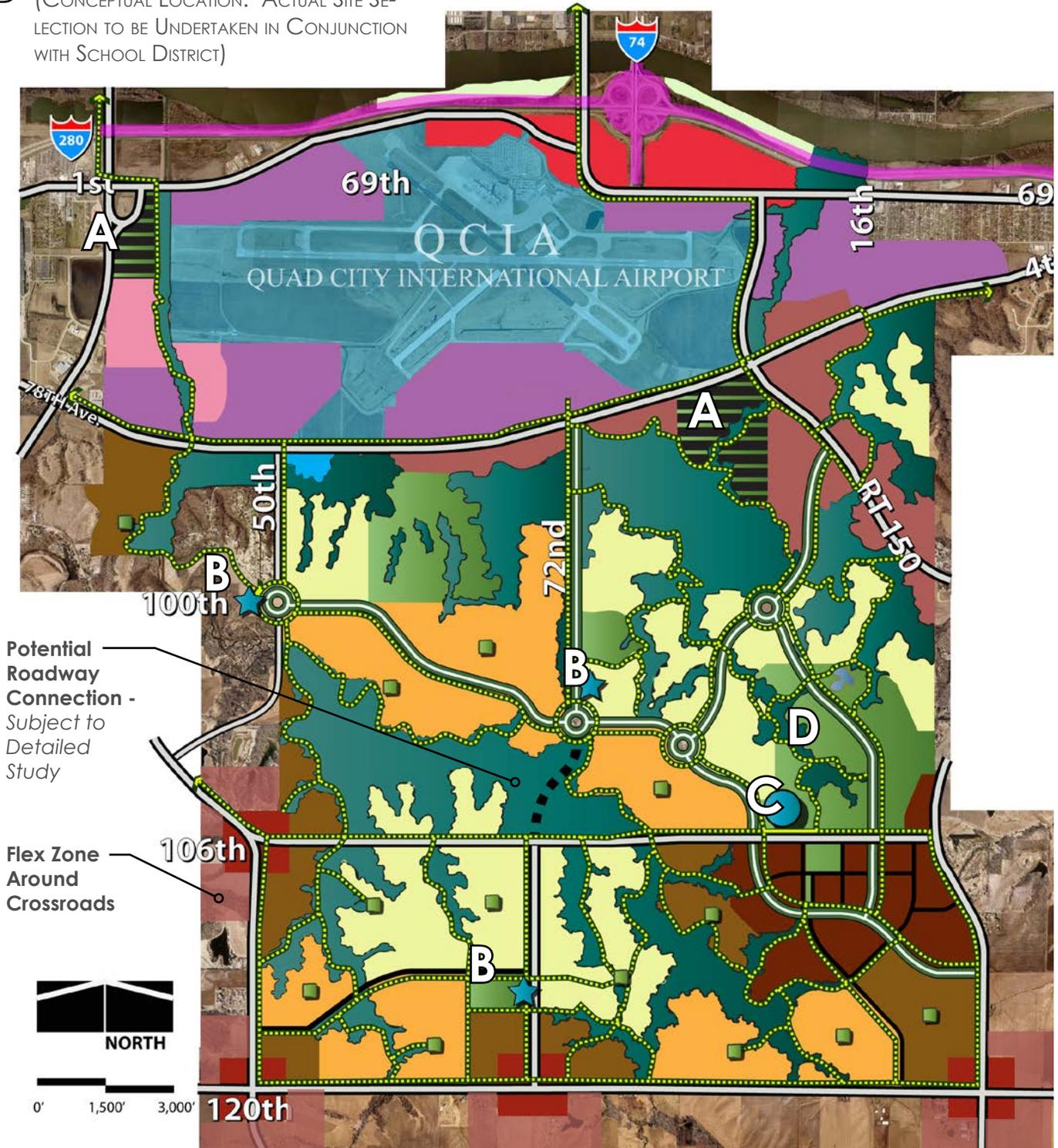
FIGURE 08 CONCEPT DEVELOPMENT FRAMEWORK

A OPEN SPACE/AVIGATION NO BUILD ZONE
 Approximately 127 Acres/2% of total planning area.

B SCHOOL OR PUBLIC SAFETY FACILITY
 (CONCEPTUAL LOCATION. ACTUAL SITE SELECTION TO BE UNDERTAKEN IN CONJUNCTION WITH SCHOOL DISTRICT)

C COMMUNITY FACILITY
 (CONCEPTUAL LOCATION)

D CITY PARK, PUBLIC/PRIVATE GOLF COURSE OR OTHER RECREATIONAL DESTINATION





CHARACTER AREAS

The concept framework re-organizes and “brands” various development districts through a series of “character areas” (refer to **Figure 09**). Each of these areas builds upon existing context, assets and opportunities.

The goal is for each one of these character areas to complement each other, rather than competing. In addition, this organizational approach to land use and development may allow for a more focused effort to specifically begin marketing, business and development recruitment efforts.

- The envisioned development character areas include:

QCIA MASTER DEVELOPMENT ZONE

Economic engine that focuses on building a vibrant mix of business and employment uses in a cohesive business/industrial park setting. This would include promotion of such uses and development models as:

- Public/Semi-Public (e.g. required for the operation and future growth of QCIA).
- Industrial/Light Industrial, which can represent a broad-range of activities (e.g. aviation-oriented, aviation support, distribution, supply, storage/warehousing and other employment anchors).
- Commercial (e.g. predominantly highway intensive destinations focused on high visibility transportation corridors - retail, hotel, restaurant. etc.).
- Office (e.g. office campuses, research/technology and support retail mix).

OFFICE & EMPLOYMENT CAMPUS

Strategic consolidation of office uses in a campus-like environment. Depending on the scale and density, may include a mix of support retail shops. This would include promotion of such uses and development models as:

- Development prototype is similar to the proposed Airport Business Park project that consist of a mix of office campuses, research/technology and support retail mix).
- Corporate headquarters and/or multi tenant offices as the predominant use.
- Light Industrial and retail as secondary uses.

SOUTH TOWN VILLAGE

A mixed-use neighborhood "village" that becomes a focal point within the community. Developed at a pedestrian-friendly format, South Town Village is envisioned to provide a wide-range of experiences such as day-today goods and services that support area residents; a mix of unique or destination shops and restaurants; office lofts; residential flats, town and row houses; community facilities and; community gathering spaces. The envisioned format is a compact, pedestrian-friendly environment.

THE CROSSROADS

Secondary community service centers, primarily focuses on retail goods and services that adds additional support for area residents. The Crossroads also may accommodate retail formats not desirable in the South Town Village (more automobile-oriented building formats (e.g. stand-alone drive-through restaurants, convenience/gas, big-box retail stores, etc.)). A "Flex" zone around The Crossroads Character Area also should be considered to accommodate additional economic development opportunities (retail, office and residential uses).

NEIGHBORHOODS

Promotes a variety of residential prototypes and formats that provide lifestyle choices and living environments. This will include single and multi-family uses, predominantly low to medium densities. Higher density residential product ideally should be promoted and integrated with other character areas such as the South Town Village, Crossroads and around Office Campuses with a strong degree of pedestrian connectivity.

SOUTH MOLINE CORRIDORS

Provides a flexible development zone that can accommodate a variety of uses and economic activity to support and connect character area destinations. The corridors can consist of a variety of uses, however, development intensity should be carefully considered so as not to detract from the preferred dense, compact formats of the envisioned character areas.

The corridor development is envisioned for the south side of 78th Avenue and along Route 150. With QCIA, this will limit portions of the development with structures of 1 level in height.





QCIA MASTER DEVELOPMENT ZONE

Predominantly industrial and commercial in nature, the QCIA Master Development Zone will be the economic "engine" for the Moline community south of the Rock River.



OFFICE & EMPLOYMENT CAMPUS

Within the **QCIA Master Development Zone**, the Office & Employment Campus will offer the quality environment to develop Class A office, corporate headquarters and support commercial to provide an employment destination in the area.



SOUTH TOWN VILLAGE

Envisioned as a quality mixed-use environment, South Town Village will provide the ideal setting for the live, work and play experience. With the right mix, South Town Village will create an identifiable "place" for locals as well as a destination beyond Moline boundaries.



CROSSROADS

Whether walking, biking or driving, neighborhood convenience is offered at the Crossroads. Envisioned to develop around major roadway intersection, these service centers will help support surrounding residential with day-to-day goods and services.



NEIGHBORHOODS

South of the Rock River, a variety of living choices will be offered - from single family homes overlooking a natural setting to higher density product in a pedestrian-oriented environment. Ultimately, the area will offer something for everyone.

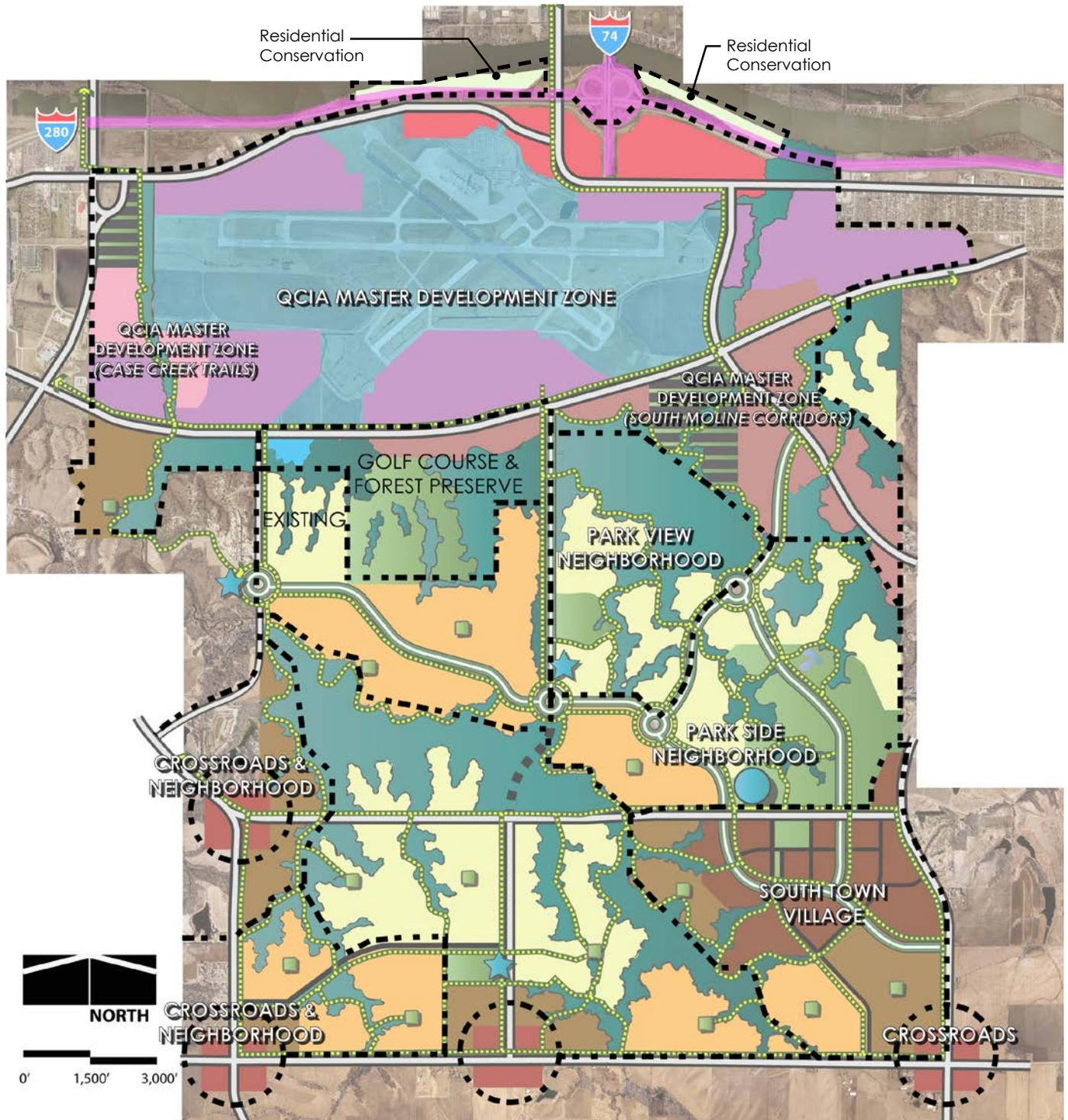


FLEX - SOUTH MOLINE CORRIDORS

As part of the **QCIA Master Development Zone**, the South Moline Corridors (78th Avenue and RT, 150) provides a flexible format to develop retail, industrial and other uses near the Quad City International Airport.

FIGURE 09 CHARACTER AREAS

Figure 09 illustrates generalized development patterns and a potential “snapshot” on potential projects that could begin to be packaged. Note that within each character area, multiple projects could be developed in a phased manner.



ASPIRATION

Develop the QCIA Master Development Zone as one of the region's premier employment and business destinations. Build upon the Quad City International Airport, existing commercial and industrial uses and expand its impact on the physical and economic landscape within the area. Pursue a variety of employment and business prototypes, integrated through a master development approach.

PREFERRED USES

	INDUSTRIAL/LIGHT INDUSTRIAL
	OFFICE & ORT (PRIMARY USE) LIGHT INDUSTRIAL & RETAIL (SECONDARY USE)
	COMMERCIAL (HIGHWAY/INTENSIVE)
	FLEX - SOUTH MOLINE CORRIDORS (RESIDENTIAL, RETAIL, OFFICE, PUBLIC/SEMI-PUBLIC & LIGHT INDUSTRIAL - LIMITED HEIGHT)
	PUBLIC/SEMI-PUBLIC
	PARK & OPEN SPACE
	GREENWAY CONSERVATION ZONE

FORMAT

Develop in a cohesive and coordinated manner through a "Master Developer" approach.

CHARACTER AREA

QCIA MASTER DEVELOPMENT ZONE

Development around QCIA is pursued through a master planned or master developer approach. Essentially, QCIA (or QCIA in partnership with the city) takes on the role of "Master Developer" (in whole or in partnership with others) for the area around QCIA.

Established and desirable uses would remain and be integrated into a Master Development Plan. Remaining portions (vacant or identified for redevelopment) would adhere to the concept plan vision and developed incrementally.

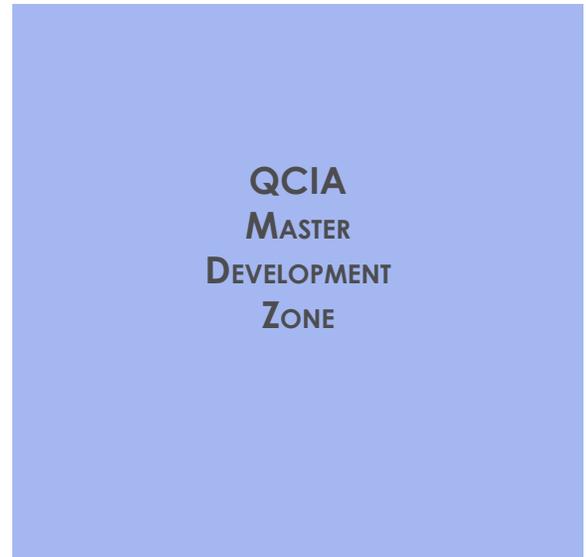
This approach places a great deal of responsibility on the public sector, both administratively, financially and in the execution of marketing and promotion. The advantage is the potential for a more unified and cohesive environment; flexibility in recruiting the tenant mix.

Essentially, the QCIA Development Zone would create a detailed concept master plan, design and development guidelines, criteria and inventory of potential incentives (such as land acquisition and other enticements). Specific development "pieces to the puzzle" would be evaluated on their merit/benefit and strategically integrated within the master plan boundaries. The concept plan could facilitate changes on an as-needed basis to respond to the market and tangible opportunities.

In addition, a master development approach around QCIA will likely prove to promote more consistent and cohesive development process given the complexities of building in and around the airport environment (e.g. FAA requirements, restricted/limited height zones, the primary mission of QCIA and other unique factors presented by airport operations).

Additional development strategies for the QCIA Master Development Zone are discussed in **Section 7: Implementation** of this plan.

- Create a Master Developer Concept Plan that addresses:
 1. Phasing goals and strategies.
 2. Design and development guidelines.
 3. Access, egress and traffic management.
 4. Gateway, branding and other amenity features.
 5. Detention and Best Practices Management strategies.
 6. Utilities and other infrastructure investments.
- Design to promote sharing of common facilities (e.g. open spaces, parking, and primary points of access/egress).
- Require substantial landscaping to screen parking and service areas from the public realm.
- Promote common monument and gateway elements at the public realm that provides a “business park’ image.
- Encourage office, customer service or primary entrances of the building to be oriented towards the public realm. Promote additional enhancements, articulation and design features that accentuate these primary points of public access.
- Demand quality and enduring building materials.
- Design to accommodate potential transit investments.
- Consistency and considerations for FAA and related airport regulations.



ASPIRATION

Promote an office predominant environment in a cohesive manner. Advocate similar uses in an integrated "campus" environment that has a high degree of connectivity, amenities and identity.

CHARACTER AREA

OFFICE & EMPLOYMENT CAMPUS

Focus business recruitment pursuits and a physical development framework that seeks office and employment uses as a distinctive destination environment within the area. The concentration of these similar uses is also more likely to be conducive to spin-off retail and in effect, promote the opportunity for these campuses to have a mixed-use component.

As with the proposed Case Creek Trails development, a focused approach to compact development destinations will tend to promote a more recognizable, marketable and quality environment.

PREFERRED USES



OFFICE & ORT (PRIMARY USE)
LIGHT INDUSTRIAL & RETAIL (SECONDARY USE)



PARK & OPEN SPACE



GREENWAY CONSERVATION ZONE

FORMAT

Develop in a cohesive and coordinated manner that creates a more unified environment through consistent design treatment in both the public and private realms; a high degree of vehicular and pedestrian connectivity, and; open spaces as a tenant amenity and organizational feature for the development.

KEY DESIGN & DEVELOPMENT PRINCIPLES

- Provide pedestrian access to the public realm (internal trails that link to local and regional systems and public sidewalks).
- Encourage a sense of destination and "place", through cohesive monument signage at primary campus entrances, cohesive lighting and landscaping solutions that unify the visual landscape.
- Promote a mix of integrated uses that supports the campus environment.
- Encourage architectural solutions (e.g. scale, materials, and orientation) for office buildings that complement rather than compete with each other.
- Encourage unified common spaces, such as park, open space and plazas that provide a cohesive element, provide an amenity to tenants and visitors and further the sense of "campus" rather than a series of disconnected sites.
- Promote sharing of common facilities (e.g. open spaces, parking, and primary points of access/egress).
- Design the internal street and circulation network to connect, not separate development or building sites.

- Design buildings to engage the public realm with parking areas internalized in the site. The preferred method is a “campus green” or maintained lawn with landscaping on the perimeter of the development.
- Require substantial landscaping to screen parking and service areas from the public realm.
- Encourage vertical integration if a mixed-use format is pursued.
- Encourage a consistent streetscape design to bring a greater sense of cohesiveness among the development for both the public and private realm.
- Demand quality and enduring building materials.
- Design to incorporate transit investments, movement, pick-up/drop-off, ingress/egress into key public access locations.



AIRPORT SOUTH DISTRICT DEVELOPMENT PLAN

OFFICE & EMPLOYMENT
CAMPUSES



MOLINE, ILLINOIS

ASPIRATION

Promote a mixed-use center that primarily supports area residents. Develop in a format that has a distinctive visual image in a pedestrian-friendly environment. Encourage a mix of commercial (basic retail goods and services); specialty retail and destinations; public facilities, and: residential.

CHARACTER AREA SOUTH TOWN VILLAGE

The South Town Village is envisioned to become a landmark environment that supports area residents and creates a community focal point and activity center within the Moline Airport South Development District. The mix could also include specialty goods, services, office and other destination opportunities that provide a more community-wide and regional draw.

Integration of residential density - in and around the village will be key in supporting this distinctive live, work and play environment.

PREFERRED USES



SOUTH TOWN VILLAGE

Mixed-Use Center
Retail, Office, Residential lofts,
Public/Semi-Public, Parks and
Open Space.



HIGHER DENSITY RESIDENTIAL

Town Houses, Apartment Homes,
Maintenance and Assisted-Living
and other formats.



RESIDENTIAL

(HIGHER TO MEDIUM DENSITY MIX)

FORMAT

Develop in a mixed-use format. Ideally, retail uses at the ground level with upper level office. Integrate a mix of residential density such as upper level lofts, apartment homes and condominiums. Support the residential diversity by surrounding mixed-use with town houses and other formats that transition to single family neighborhoods.

Accommodate public/semi-public uses within the village (e.g. institutions, public safety, post-office, recreations/community center).

KEY DESIGN & DEVELOPMENT PRINCIPLES

- Pedestrian-oriented development model that is designed to promote a unique activity and destination experience for the area.
- Design buildings to engage the public realm at the sidewalk, with entrances oriented towards the street.
- Buildings with retail at the ground level should provide a significant amount of transparency and storefront display windows.
- Support the village core by developing higher density residential around it.
- Promote vertical integration of mixed-use (e.g. office and/or residential above retail).
- Reinforce the sense of destination and diversity by considering public/semi-public uses as part of the development mix (e.g. library, public safety, post office and other compatible uses).
- Promote sharing of common facilities (e.g. open spaces, parking, and primary points of access/egress).
- Require substantial landscaping to screen surface parking and service areas from the public realm.

- Encourage parking areas to be located behind building forms.
- Promote quality and enduring materials, with a predominance of masonry.
- Design buildings to engage the public realm at the sidewalk, with entrances oriented towards the street.
- Plan for multi-modal transportation and other amenities and services that will reinforce the village as a destination. This will include integrating local and regional trail systems; transit stops and integrated facilities for public transit (e.g. rubber wheel buses, trolleys and park and ride facilities).
- Design the street network to connect, not separate buildings.
- Encourage the street network to be designed in a grid or modified grid configuration.
- Encourage a consistent public realm streetscape design to bring a greater sense of cohesiveness among the development.
- Encourage public art to be integrated as part of the overall streetscape and gateway designs.
- Ensure pedestrian and bicycle corridors are integrated and connect to adjacent and area neighborhoods, parks, trail systems and public facilities.
- Promote businesses to organize and develop strategic alliances to pursue marketing, special promotions, events and other activities that add vitality to the village.
- Create a public open space as a significant organizational feature for the village that accommodates modest recreation, passive spaces and village events (e.g. art fairs and other community events).
- Develop design and development guidelines. This may be a joint efforts among the city and master developer or; requirement for the master developer to provide guidelines for review and input by the city.



ASPIRATION

Develop commercial nodes that primarily support area residents and accommodate a greater variety of building formats that are envisioned for other character areas within the Moline Airport South District.

PREFERRED USES



COMMERCIAL
(NEIGHBORHOOD CROSSROADS)

FORMAT

Delineate and develop all corners of intersections of major transportation corridors in a cohesive manner. Allow for development prototypes that would not be necessarily conducive to the goals and aspirations of other character areas.

Support the periphery of the commercial component with multi-family residential mixed density neighborhood.

CHARACTER AREA CROSSROADS

Additional commercial support uses may be strategically considered as the residential base in the area builds to a critical mass. The concept plan envisions the development of commercial Crossroads.

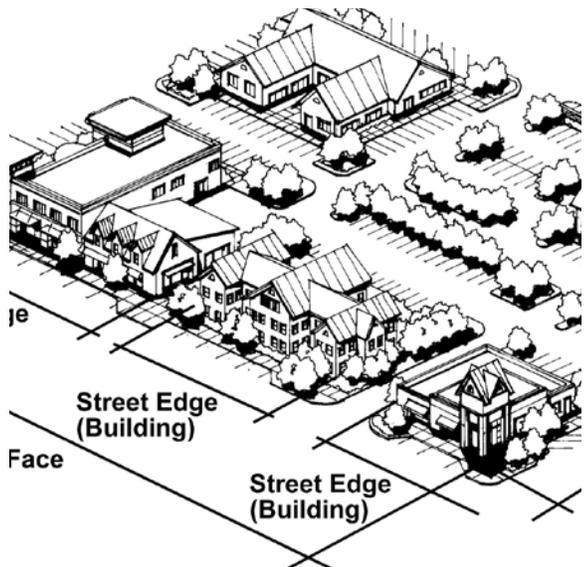
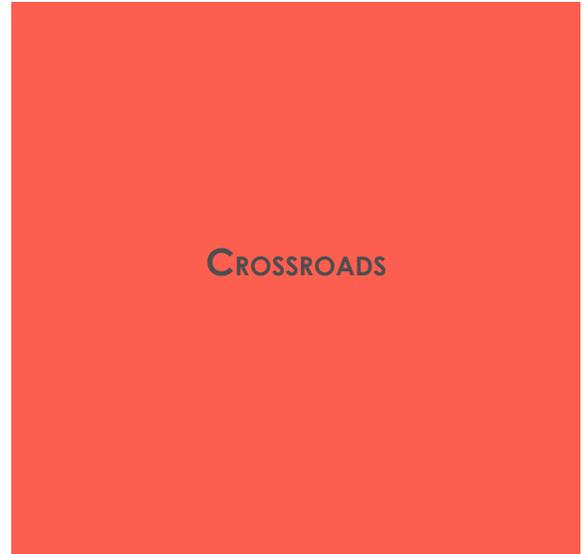
Crossroads can be as simple as several commercial developments on all sides of a major roadway intersection that provide basic goods and services (e.g. grocery and convenience stores, retail stores, gas stations, drive-through restaurants and other uses that serve adjacent neighborhoods). Development can be on a site-by-site basis, however, a high degree of internal connectivity, shared-use parking lots and cohesive treatment along the public realm would be required.

In an alternative development model, a crossroads may be a mix of integrated uses and function as its own localized, neighborhood destination and "place". In this scenario, a more pedestrian-oriented environment would be advocated, similar to the South Town Village, however, the end goal is to provide convenience and access to area residents and not to compete or economically compete with the South Town Village.

KEY DESIGN & DEVELOPMENT PRINCIPLES

- Ensure internal connections among individual parcels (e.g. shared access/egress, shared-use parking, pedestrian walks, and other aesthetic and functional elements that brings about a higher degree of connectivity.
- Ensure a high degree of connection (vehicular, pedestrian and bicycle) among the Crossroads and adjacent neighborhoods,
- Ensure proper screening and transition between Crossroads service areas and adjacent residential properties.
- Encourage design and development criteria that brings a greater sense of "place" through architectural style, materials and site arrangement.

- Encourage a consistent public realm streetscape design to bring a greater sense of cohesiveness among the development.
- Ensure pedestrian and bicycle corridors are integrated and connect to adjacent and area neighborhoods, parks, trail systems and public facilities.
- Delineate extent of Crossroads development area so as to deter land speculation in adjacent areas and focus development in a nodal pattern at the intersection.
- Develop design and development guidelines. Acknowledge that each Crossroads may provide different building prototypes, uses and architectural theme.



ASPIRATION

Provide land use and format that accommodates a wide-range of development models to encourage commercial development around QCIA and in the area.

PREFERRED USES



FLEX CORRIDOR

(RESIDENTIAL, RETAIL, OFFICE, PUBLIC/SEMI-PUBLIC & LIGHT INDUSTRIAL - LIMITED HEIGHT)



PUBLIC/SEMI-PUBLIC



PARK & OPEN SPACE



GREENWAY CONSERVATION ZONE

The South Moline Corridors is intended to provide a market-flexible development strategy to encourage retail, industrial/light industrial and other commercial uses to develop around QCIA.

CHARACTER AREA SOUTH MOLINE CORRIDORS

As part of the QCIA Master Development Zone, the areas along 78th Avenue and Route 150 should be incorporated in any master planning efforts. Ultimately, development should not only provide goods and services for area residents, but support the significant employment and economic activity envisioned for QCIA.

The advantage of these corridors will be the visibility along higher volume traffic corridors, relative access to the Interstate system and proximity to QCIA. Challenges to these corridors may include limited parcel depths in some areas due to topographic conditions, flood zones, abandoned coal mines and noise and height limitations due to QCIA.

KEY DESIGN & DEVELOPMENT PRINCIPLES

- Develop a detailed master plan that accounts for the QCIA Master Development Concept Plan. As part of the process, develop detailed setback and building criteria on a property-by-property basis that will delineate development restrictions for parcels.
- As part of the QCIA Master Development Concept Plan, work with QCIA and the FAA to detail "non-developable" areas on a parcel-by-parcel basis (Avigation No-Build Zones). Park land/open space would be the preferred use with activities and amenities developed in accordance with restrictions verified by QCIA and the FAA. The concept plan has conceptually identified this area, approximately south of 78th Avenue and west of Route 150 (southeast of QCIA).
- Ensure that development does not encroach on FAA height restrictions around QCIA. In some instances, this may require buildings to be developed away from roadway frontages, outside the height limitation contours. This should be evaluated in detail during the development review process.

- Design to promote sharing of common facilities (e.g. open spaces, parking, and primary points of access/egress).
- Develop design and development guidelines, in accordance with the future QCIA Master Development Concept Plan.
- Industrial, Office and Retail, if developed, should be integrated with a strong degree of internal vehicular and pedestrian connection. Access from site-to-site should not be solely dependent upon accessing the public roadway.
- Regardless of the development prototype, a cohesive and highly accessible streetscape and public realm needs to be required (e.g. landscaping, shared points of access/egress, monument signage, sidewalks, street and pedestrian lighting, etc).
- Ensure the appropriate rights-of-ways or easements required to accommodate all recommended mobility investments (e.g. pedestrian and bike trails along the roadway and Greenway Conservation Zone).
- Residential should be discouraged towards QCIA, however, higher to medium density residential may be acceptable further southeast along Route 150 near The South Town Village.



AIRPORT SOUTH DISTRICT DEVELOPMENT PLAN



MOLINE, ILLINOIS

ASPIRATION

Promote a diverse range of residential product and price-points to further a diverse and dynamic series of neighborhoods. Encourage residential patterns to reinforce other character areas by promoting density that supports activity centers; identifiable neighborhoods, and; neighborhoods that respond to the natural landform of the area.

PREFERRED USES

RESIDENTIAL (DENSITIES VARY)

FORMAT

Promote the development of a variety of formats and environments that include:

Integrated and Transitional Residential (Lofts, flats, condominiums, town houses, apartment homes) - Refer to South Town Village Character Area.

Mixed Neighborhood (single and multi-family).

General Neighborhood (single family).

Conservation Neighborhood (master planned to provide a higher level of integration and sensitivity to natural landforms, compact infrastructure and other benefits).

Public/Semi-Public and Institutional uses are acceptable in the neighborhood fabric.

CHARACTER AREA RESIDENTIAL

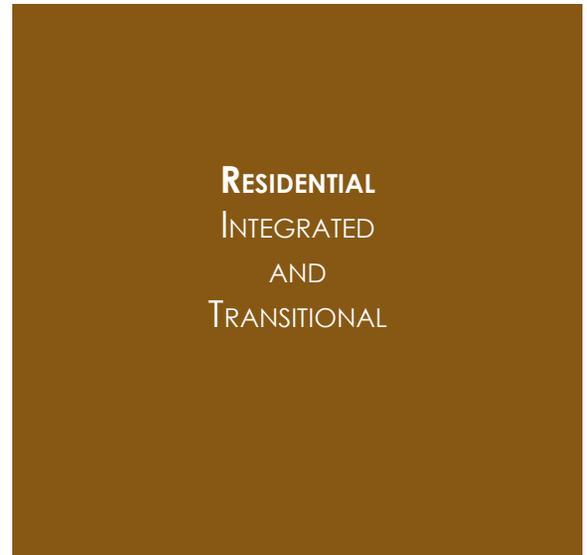
Residential development within the area is envisioned to embrace a diversity of product, price points and styles. The intent is to offer “something for everyone” and drive a market-responsive mix of neighborhoods that are distinctive, interconnected and supports the goal for the Moline Airport South Development District as one of the most desirable live, work and play districts within the Quad Cities region.

KEY DESIGN & DEVELOPMENT PRINCIPLES

- Encourage a diverse mix of residential product, unit types, densities and price-points.
- Create a rational pattern of density and accessibility with residential densities. Reinforce the concept plan by strategically promoting certain residential types and densities that support other character areas. Encourage more compact residential product near activity, transit and service centers (e.g. multifamily or compact single-family neighborhoods near the South Town Village and Crossroads, Conservation communities in physically secluded sites that responds to the natural landform and amenities).
- Provide a high degree of connectivity to, through and within residential neighborhoods. This includes neighborhood trails that connect parks; the regional trail system to the Rock River and north to downtown and the Mississippi River; public and recreation facilities adjacent neighborhoods, and: other character areas.
- Promote a “master planned” approach to neighborhood building, rather than a series of disconnected series of plats.
- Discourage the development of exceptionally large, estate lot residential development. Developments such as equestrian, homestead, lake or golf communities can be evaluated on a case-by case basis in regards to their benefit and contribution to the overall concept vision.

KEY DESIGN & DEVELOPMENT PRINCIPLES

- **Integrated Residential:** Promote vertical integration of residential units in the South Town Village (e.g. lofts, flats, condominiums and apartment home above retail).
- **Transitional Residential:** Promote horizontal integration (residential adjacent to commercial) of residential units in the South Town Village and other areas that support activity centers and destinations (e.g. Crossroads and Office Campuses).
- Encourage the street network to be designed in a grid or modified grid configuration.
- For Transitional Residential, building styles, formats, sizes and site configuration should respond and support the adjacent character areas. For areas surrounding the South Town Village, desired formats will engage the public realm. Regardless of the unit structure, the key elements are 1) higher density; 2) reinforce the village environment by engaging the public realm (e.g. zero to minimal setbacks, individual unit entrances, porches and courtyards facing the public street, and 3) design and materials that reinforces the village environment.
- For Transitional Residential near Crossroads and Office Campuses, more flexibility in site arrangement may be considered to reflect a more ex-urban environment.
- Multifamily product such as apartment homes and complexes should be designed in a manner that contributes to the overall context and quality of the area to avoid a potential negative influence on adjacent properties.



PREFERRED USES

- 
RESIDENTIAL: INTEGRATED
 High to Medium Density mix, vertically integrated into commercial structures.
- 
RESIDENTIAL: TRANSITIONAL
 Higher Density, horizontally integrated adjacent to commercial.



**RESIDENTIAL
MIXED
DENSITY
NEIGHBORHOOD**

**RESIDENTIAL
NEIGHBORHOOD - MIXED DENSITY**

The Mixed Density Neighborhood is another prototype that can provide a highly diverse and dynamic living environment. Often, these type of communities are master planned and have a strong adjacency to commercial support areas.

KEY DESIGN & DEVELOPMENT PRINCIPLES

- Promote a diverse mix of density and product formats that offer “something for everyone”.
- Encourage a diversity of product, styles, densities and price-points (e.g. apartment homes, row/town homes, attached single family, detached single family, assisted, retirement and senior living facilities).
- Advocate parks, open spaces, schools and institutions as integrated organizational elements in the neighborhood fabric.
- Encourage the street network to be designed in a grid or modified grid configuration.
- Encourage a consistent public realm streetscape design to bring a greater sense of cohesiveness among the neighborhood.
- Ensure a high degree of connection (vehicular, pedestrian and bicycle) among adjacent neighborhoods and other character areas.

PREFERRED USES

-  **RESIDENTIAL (HIGHER DENSITY MIX)**
-  **RESIDENTIAL (HIGHER TO MEDIUM DENSITY MIX)**
-  **RESIDENTIAL (LOWER DENSITY MIX)**
-  **PARK & OPEN SPACE**
-  **GREENWAY CONSERVATION ZONE**
-  **SCHOOL (POTENTIAL LOCATIONS)**
-  **PUBLIC/SEMI-PUBLIC**

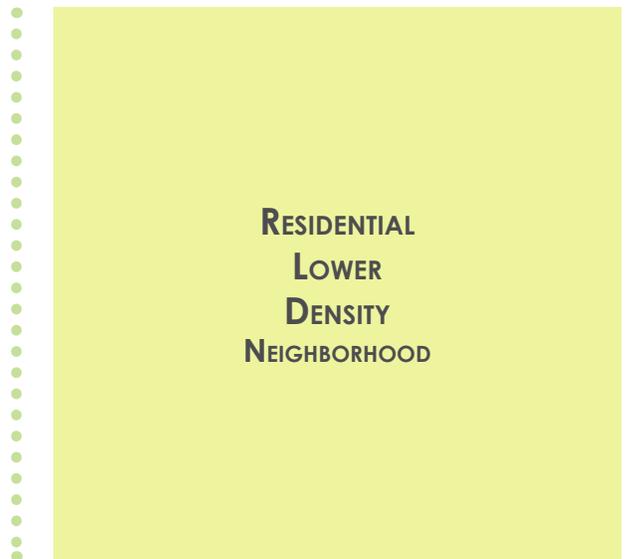


NEIGHBORHOOD - LOWER DENSITY

The Lower Density Neighborhood is intended to provide areas, primarily for single family residential (attached and detached product prototypes).

KEY DESIGN & DEVELOPMENT PRINCIPLES

- Allow for a diversity of single family densities, lot sizes and product styles.
- Advocate parks, open spaces, schools and institutions as integrated organizational elements in the neighborhood fabric.
- Encourage the street network to be designed in a grid or modified grid configuration when feasible. More flexibility for neighborhoods should be accommodated to respond to the landform and natural features.
- Encourage a consistent public realm streetscape design to bring a greater sense of cohesiveness among the neighborhood.
- Ensure a high degree of connection (vehicular, pedestrian and bicycle) among adjacent neighborhoods and other character areas.



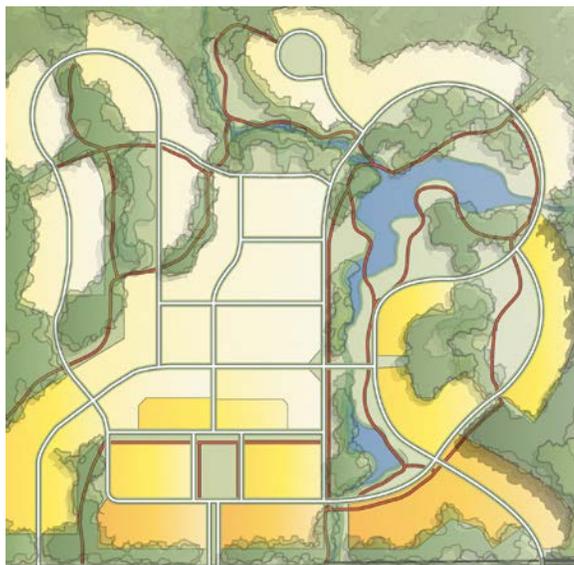
PREFERRED USES

-  **RESIDENTIAL (LOWER DENSITY MIX)**
-  **PARK & OPEN SPACE**
-  **GREENWAY CONSERVATION ZONE**
-  **SCHOOL (POTENTIAL LOCATIONS)**
-  **PUBLIC/SEMI-PUBLIC**

**RESIDENTIAL
CONSERVATION
COMMUNITY
NEIGHBORHOOD**

PREFERRED USES

-  **RESIDENTIAL** (LOWER DENSITY MIX)
-  **PARK & OPEN SPACE**
-  **GREENWAY CONSERVATION ZONE**



RESIDENTIAL
CONSERVATION COMMUNITY

The Conservation Community presents another residential development prototype. Conservation communities are envisioned as compact neighborhoods that are clustered around open spaces and attempt to have the least impact on the landform and natural assets of the area.

KEY DESIGN & DEVELOPMENT PRINCIPLES

- “Cluster” residential provide generous amounts of parkland, open spaces and natural areas.
- Street networks that are “contoured” and respond to existing grades and “contoured” to preserve vegetation, natural drainage ways and other environmental assets.
- Connect internal conservation “pods” with neighborhood trails that also link with area-wide trails.
- Promote environmentally sensitive and “green” building practices. Conservation Communities may present the opportunity to offer , package or provide assistance in securing various incentives for energy efficient and environmentally sensitive development practices (e.g. Geothermal heating and other alternative energy systems, additional green and open spaces, bio swales and other environmentally-focused investments).
- Encourage Conservation Community development in the most environmentally sensitive areas (e.g. along established natural corridors and areas with significant natural resources to be protected).
- In some instances, a higher density format may be considered. This is anticipated for development parcels that are somewhat limited, due to their setting (e.g. limited due to preservation of woodland areas, Greenway Conservations Zones, unique topographic conditions, abandoned coal mines and other potential factors).

COMPREHENSIVE PLAN CONSERVATION

(AS IDENTIFIED IN THE COMPREHENSIVE PLAN: 2001)

As a recommendation of the Comprehensive Plan, the current residential enclave along the Rock River is not expected to expand or intensify and efforts to reduce or eliminate repetitive flood damages would be consistent with state and federal programs.

Located in flood-prone areas (as identified by the Comprehensive Plan), the area is isolated and separated by the Interstate system and QCIA from the rest of the area.

At the time of this planning initiative, there are no known acquisition or relocation strategies that are being pursued. Residential may remain as an existing use.

KEY DESIGN & DEVELOPMENT PRINCIPLES

- Given the history of flooding in the area along the Rock River, the approach is not to approve new residential development in the area.
- Over time, if the area becomes vacated by residential, the concept plan recommends the area be mitigated and returned to a more natural environment and river habitat.
- Pursue partnerships with such agencies as the Department of Natural Resources, Parks and Recreation leadership and others to develop an area-wide mitigation plan.
- Consider designation of the area as a "Conservation Zone". Determine if the area is appropriate for public access (e.g. trails, nature park or environmental interpretive area).



PREFERRED USES

-  **PARK & OPEN SPACE**
-  **GREENWAY CONSERVATION ZONE**
-  **RESIDENTIAL CONSERVATION**
(EXISTING ALONG ROCK RIVER)



ASPIRATION

Promote community facilities and activity centers that support area residents; further the objectives of the City of Moline to provide services; further educational goals and responsibilities; promote the health and welfare of the community, and; add value for long-range strategic development.

PREFERRED USES



PUBLIC/SEMI-PUBLIC

FORMAT

Integrate with a high degree of accessibility and connectivity among neighborhoods, activity centers or parks.



Section 05

COMMUNITY-ORIENTED FACILITIES

Public, semi-public, civic facilities and institutions all add to the complete environment and strengthen the sense of “place”. These facilities will come in a variety of forms, serve different functions, contribute to sound neighborhoods and a place to conduct business.

It is not the intent of the plan to specifically recommend the “how many” and “when” for these types of uses. Development of these facilities will come about based on a myriad of criteria and conditions. The intent, however, is to provide general principles to consider as the Moline Airport South Development District incrementally develops and to ensure these opportunities are discussed and accommodated – if and when they become realities.

KEY DESIGN & DEVELOPMENT PRINCIPLES

- Ensure that when public safety facilities are required and site evaluations are conducted, the goals and aspirations of this plan are considered. This includes evaluation of public-safety (e.g. fire and police) sites in areas such as the South Town Village or Crossroads to reinforce the sense of density, destination and community. For other locations, evaluate sites that have minimal impact to woodland areas and adverse topography to mitigate intrusion of the natural environment.
- Work with QCIA to investigate public safety facility opportunities within the QCIA Master Development Zone or on airport property. Consider evaluating feasibility on alternatives for shared-use fire station/emergency response station; adaptive reuse of under utilized structures, and; new facility on under-utilized property.
- Work with public safety leadership (e.g. police, fire, emergency response, etc.) to evaluate facility needs and site selection criteria. Revise long-range planning as development initiatives are undertaken within the area.

- Once determined that public safety and/or community/recreational facilities need to be addressed, undertake a site selection process to secure land.
- Explore educational facilities as part of the accessibility and amenity aspirations of the plan. Consider and evaluate locations near the South Town Village, Crossroads or as part of an integrated design with community and neighborhood parks. The city should pursue discussions with the school educators and administrators, parks and recreation staff and the private sector to strategically analyze the best solutions for safe environments that further the development goals of the area. Utilize schools as an organizing element for neighborhoods and destination areas.
- Pursue a dialogue with library leadership to determine their long-range planning goals and explore the opportunities for integration into the development aspirations of the plan. Explore opportunities to locate library facilities as an integrated component of the South Town Village or community parks. Utilize library facilities as an organizing element for neighborhoods and destination areas.
- Pursue a dialogue with parks and recreation leadership to determine their long-range planning goals. Explore strategic opportunities to integrate community parks with future investments such as community/recreation centers, interpretive centers, pools and other facilities.
- Encourage private, secular, religious and other facilities to be integrated within the neighborhood fabric and activity centers as another element of destination.
- Regardless of the final location, ensure a high degree of pedestrian and bicycle connectivity between public facilities, parks and open spaces, neighborhoods, and area destinations

COMMUNITY-ORIENTED FACILITIES



Section 05

ASPIRATION

Promote recreational, fitness and community amenities that accommodate a wide-range of experiences. Consider park location, design and context to provide a catalyst for private development as well as the public/semi-public facilities.

PARKS & OPEN SPACE

The aspiration of the plan is to provide a park and open space framework that serves the recreational and wellness benefits for the community as a whole. In addition, a cohesive framework of parks, open spaces and natural areas will provide the network that brings about a greater value for potential development and integrate all aspects of the area in a comprehensive manner (refer to Figure 10).

Development of parks will contribute to the overall vitality and vibrancy of the area. Engage Parks and recreation leadership to reinforce established goals and refine long-range strategies to coordinate with this concept plan.

PREFERRED USES



PARK & OPEN SPACE



GREENWAY CONSERVATION ZONE



PUBLIC/SEMI-PUBLIC

FORMAT

Parks (Regional, local and neighborhood that provide a hierarchy of uses and activities).

Detailed park location and site evaluation should address a variety of multi-functional aspects such as natural resource protection; storm drainage and detention; integration for trails, trail heads, playgrounds, active and passive spaces, and how they “fit” as an organizational element in context with the development framework.

KEY DESIGN & DEVELOPMENT PRINCIPLES

- Preservation and enhancement of the golf course and the forest preserve as a key or signature feature for the area, as well as trail access to the forest preserve.
- Encourage public/semi-public/civic uses as part of an overall park investment (depending on location and scale).
- Consider parks adjacent to new school investments.
- Continually assess needs as the area grows to determine detailed programs for facilities and amenities. Consider a defined hierarchy of parks at the regional, local and neighborhood level.
- Assess dedication standards to ensure they meet the aspirations and vision of this plan.
- Consider the development of a regional park that serves the area and the Moline community as a major destination.
- Ensure that neighborhood parks are developed to provide open space and as an organizing element for development. Evaluate and confirm that current city dedication standards for parks are adequate. Ensure trail connectivity among parks, neighborhoods, the regional trail, community facilities and destination areas.

- Pursue a dialogue with Parks and Recreation leadership and staff to determine any modifications to established long-range plans and goals. Consider integrating with other development such as community/recreation center, library or schools.
- Pursue the development of area parks that serves area residents.
- Promote neighborhood parks as part of residential development projects with the private sector.

PARKS & OPEN SPACE



Illustrative Example: Regional Park



ASPIRATION

Preserve, protect and enhance natural resources in the area. Encourage development to have limited encroachment on established woodlands, stream corridors and areas of adverse topography. Utilize these areas as natural buffers between non-compatible uses and trail corridors.

PREFERRED USES



GREENWAY CONSERVATION ZONE



PARK & OPEN SPACE

FORMAT

Preserve a unified corridor in its natural state with minimal disruption. Utilize the corridor as an amenity to help guide, shape and bring value to development initiatives. Allow the periphery of the natural corridor to develop community trails, parks, environmental education and other low-intensive activities.

GREENWAY CONSERVATION ZONE

The streams and drainage ways within the area provide the framework for an open space or “Environmental Conservation Zone” that preserves natural vegetation, habitat, storm water systems and protects natural assets from encroachment by development into potentially hazardous areas.

KEY DESIGN & DEVELOPMENT PRINCIPLES

- Pursue a detailed delineation of the Greenway Conservation Zone and development criteria for development that is adjacent to the zone. Review and make refinements (if needed) to the existing zoning code that addresses development in environmentally sensitive areas (e.g. flood zone, natural hazards, existing vegetation boundaries, tree preservation, adverse topography and geological conditions and other conditions (refer to figure 10).
- Utilize corridor to develop trails and other low intensive, publicly accessed interpretive and educational features.
- Incorporate into long-range Parks Master Plan. Refine as required to integrate as development activities become prevalent in the area.



TRAILS

Trails provide a variety of benefits such as access, fitness, socialization, engage the natural environment and connect people to places they want to be.

KEY DESIGN & DEVELOPMENT PRINCIPLES

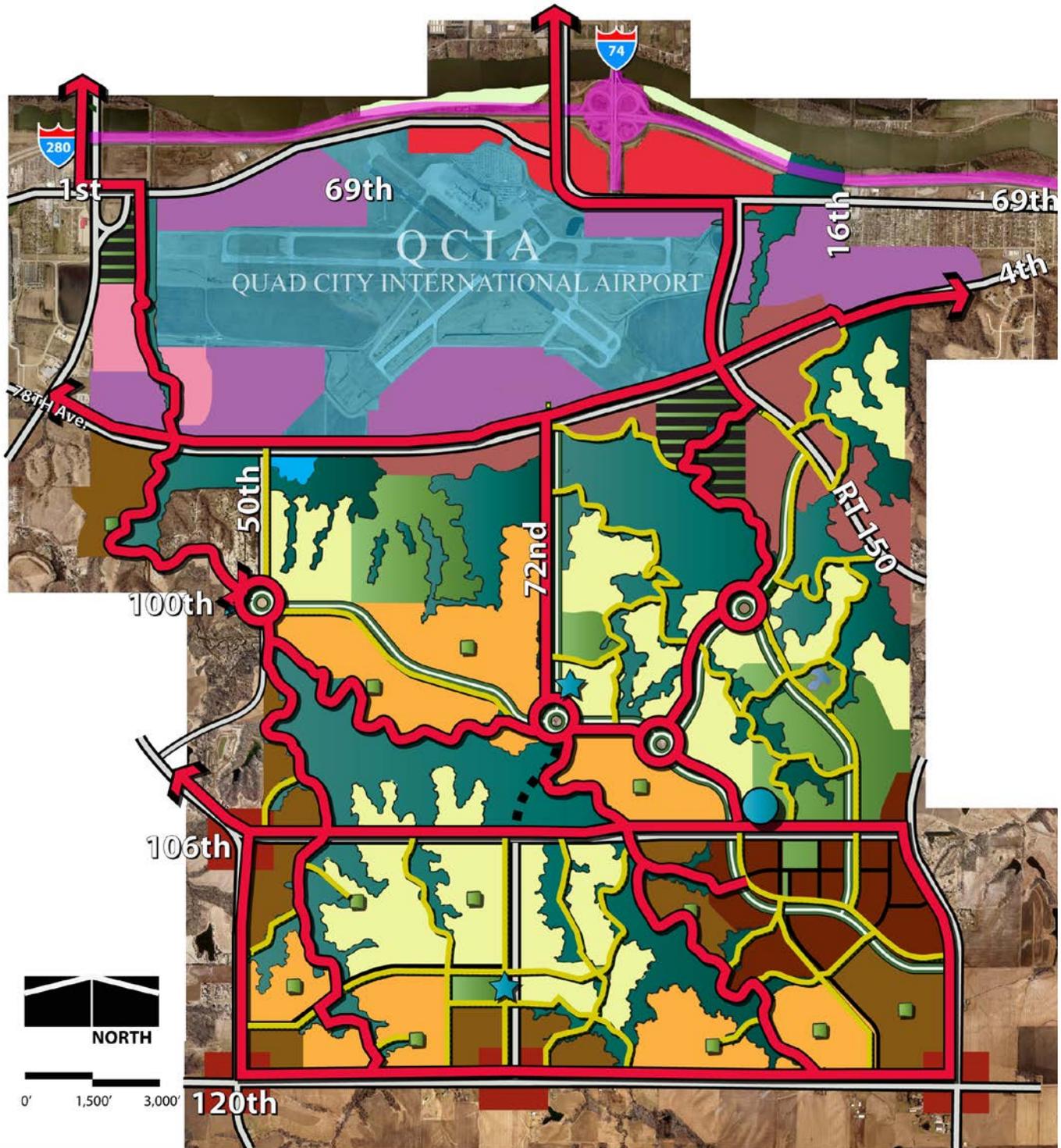
- Develop a north-to-south regional trail or “spine” that extends the River to River concept over the Rock River and south to 120th Avenue (**refer to Figure 10**).
- Expand on trail spine east-to-west along major traffic corridors (78th , 106th and 120th Avenues).
- Promote local trails as development occurs that link character areas, destinations, activity centers and neighborhoods.
- Promote internal trail network in and between neighborhoods that connect to local and regional trails.
- Encourage additional rights-of-way for major arterials to be developed in the area so that off-street trails can be developed. In addition, consider roadway standards that accommodate on-street bicycle lanes for major and minor arterials.
- Incorporate and expand upon the Moline Bike-way Plan’s Bikeway Plan

ASPIRATION

Ensure a higher degree of connectivity among all character areas and neighborhoods throughout the area. Accommodate pedestrian and bicycle access (on and off-street) that provides enhanced mobility, health and fitness for area residents.



PARKS, OPEN SPACE & TRAILS FRAMEWORK FIGURE 10



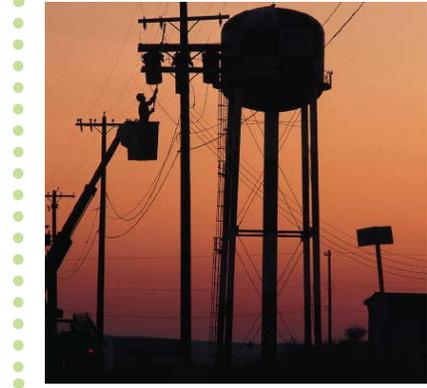
 **PARK & OPEN SPACE**

 **GREENWAY CONSERVATION ZONE**

 **PRIMARY TRAIL - REGIONAL MOBILITY**

 **SECONDARY TRAIL - LOCAL MOBILITY**
 Final Locations should be determined with roadway investments as well as final development plans with the private sector.

06



INFRASTRUCTURE

INTRODUCTION

A cohesive framework of infrastructure will provide the network that brings about development in a more cohesive manner. The Moline Airport South District Development Plan addresses circulation and utilities.

The plan addresses circulation at a conceptual level to provide general guidance for vehicular mobility, pedestrian and bicycle systems that reinforce the long-range aspirations and goals of the plan.



← ARROW HEAD RANCH
← OAK GLEN HOME



CIRCULATION FRAMEWORK

The intent of the circulation framework is to provide a general outline on how mobility systems can reinforce the land use and development framework, build-upon existing plans and initiatives of the area and outline general locations and characteristics of the primary street network for the Moline Airport South Development District (**refer to Figure 11**).

Vehicular modes of transportation, predominantly the personal automobile, have long been the preferred mode of travel in the United States. The area of Moline south of the Rock River provides the opportunity to develop a comprehensive mobility network and a hierarchy of streets that can shape and guide development.

The vehicular framework for the Airport South District will focus on roadway design that should promote flexible standards and adapts to the surrounding physical context and desired development patterns. Such a system will promote local character, identity, multi-modal connectivity and a cohesive network that will allow people to move to, through and within the area.

A major component for all new roadway investments will be implementing the concept of "Complete Streets". A complete street refers to a mobility framework which accommodates all measures of mobility from vehicles, bicycles, pedestrians and public transit. Designs for all roadway investments should be guided by "context sensitive" practices, implementing the appropriate standard that reinforces the desired development framework.

While all these components of transportation may not be present in every street, a comprehensive multi-modal system will allow choices to reach destinations. At a minimum, all roadway facilities should accommodate the pedestrian with sidewalks and accessible curb-cuts. For some roadway facilities, features may include (or combinations of):

- More generous sidewalk widths , wider shoulders and landscape separation from the curb to sidewalk.
- On-street bicycle lanes.

- Off-street multi-use trails for the pedestrian and bicyclist.
- Enhanced crosswalks, bus pullouts and curb extensions at intersections that define on-street parking.
- Landscape medians.
- Citizens should be afforded a greater opportunity to walk, utilize public transit, bike that will encourage community health, fitness and lessen congestion from the personal automobile.

KEY CIRCULATION FACILITIES:

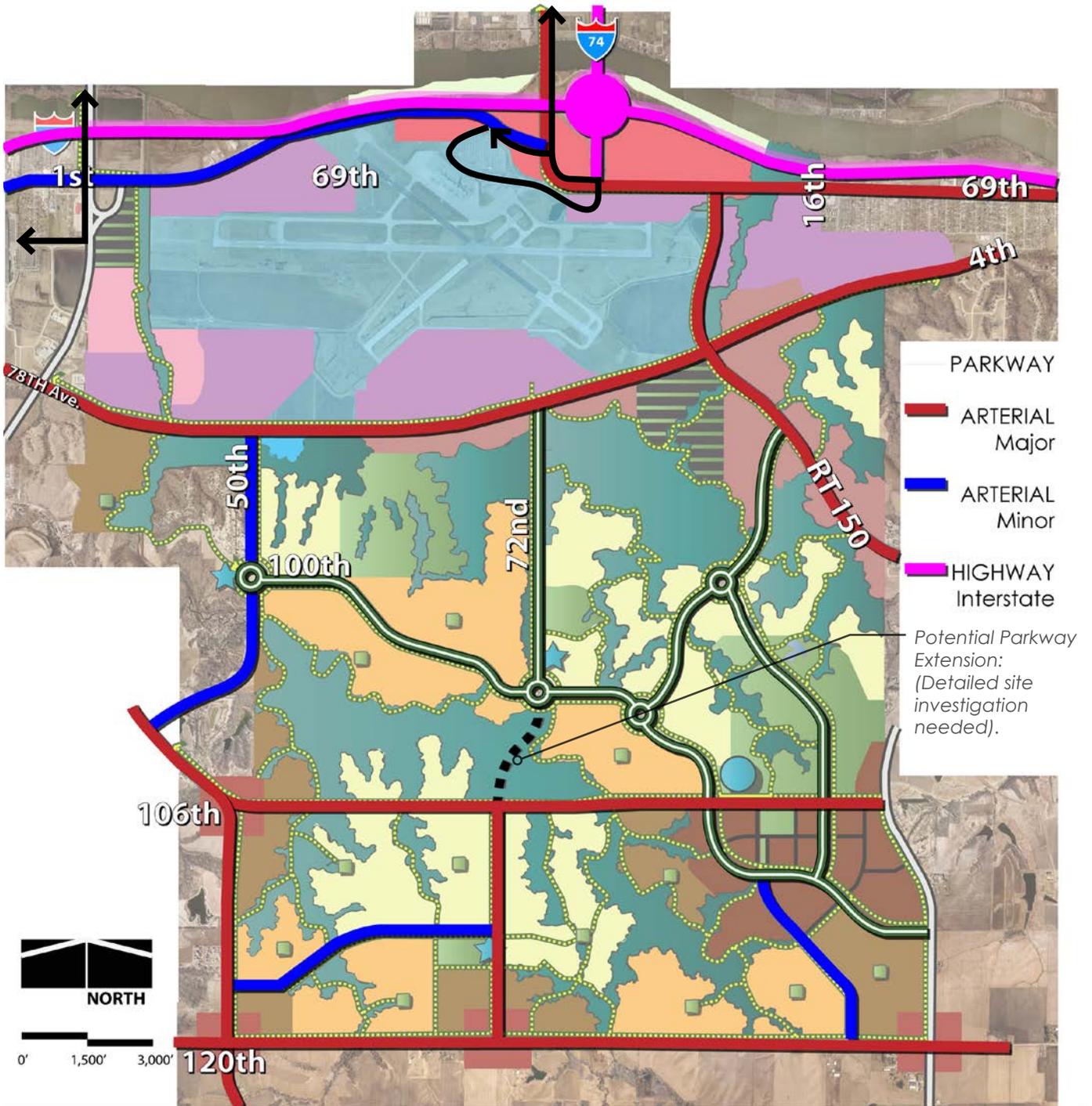
- Highway
- Major Arterial
- Minor Arterial
- Collector
- Parkway





KEY CIRCULATION PRINCIPLES

- Maintain and enhance established roadway corridors and use them as the foundation for organizing new facilities in the area.
- For future roadway facilities, integrate the pedestrian and bicycle trail circulation framework. This includes evaluating each investment to determine if the roadway should and can accommodate parallel trail investments. This may impact roadway design for on-street trail designation and additional rights-of-ways and design enhancements for off-street trails.
- For the primary street network (major and minor arterials), provide defined and direct access north to south and east to west to the best degree possible.
- Evaluate natural landform and natural vegetation to preserve (to the best extent) the natural assets of the area when implementing roadways.
- Provide safe and defined pedestrian and bicycle access across when or if bridges or overpasses are required.
- Develop a defined hierarchy of local streets that limits traffic through neighborhoods.
- Incorporate public transit plans as a circulation component in the infrastructure framework. Pursue transit investments that link employment and commercial centers of the area with the greater community and region.
- Investigate the feasibility of a Bus Rapid transit System (BRT) that can provide an alternative mode of mobility. Utilize buses, specialized buses or trolleys on dedicated roadways or lanes to provide access between destinations. The advantages of a BRT system is that it provides a greater amount of flexibility and adaptability to meet regional, city-wide and localized transit demands.
- For the South Town Village, accommodate a roadway system that will allow for on-street parking on streets within the district.
- Pursue higher amenity roadways, such as parkways that creates a higher aesthetic and builds greater value. The amenity may include such features as enhanced landscaping in the rights-of way; landscape median; generous sidewalks and/or trail corridor; distinctive lighting and traffic signal standards; roundabouts; limited curb-cuts, and; gateway or public art elements.
- At key intersections, allow the appropriate area to construct gateway features.
- Utilize context sensitive design principles to achieve the above.





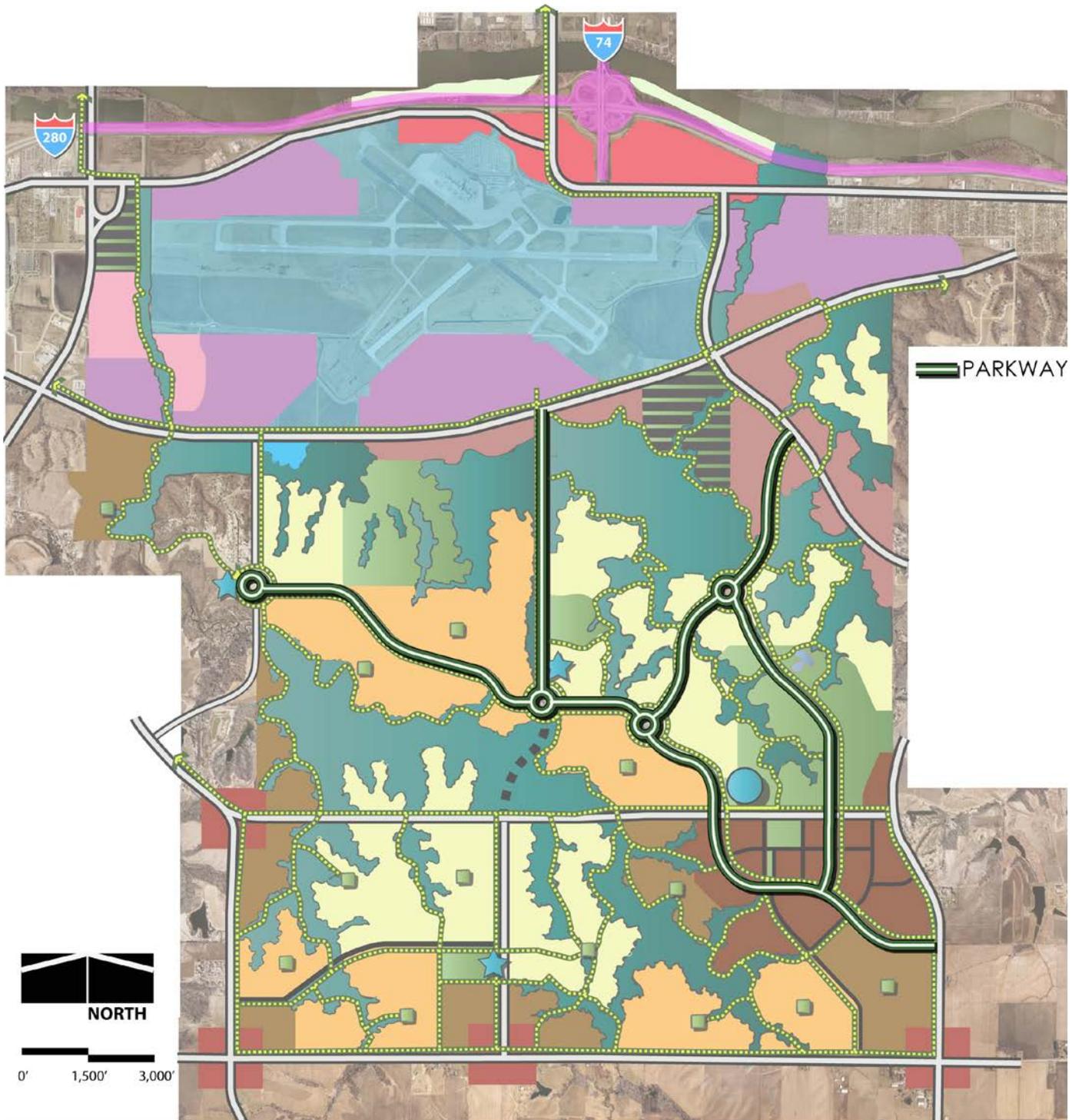
PARKWAYS

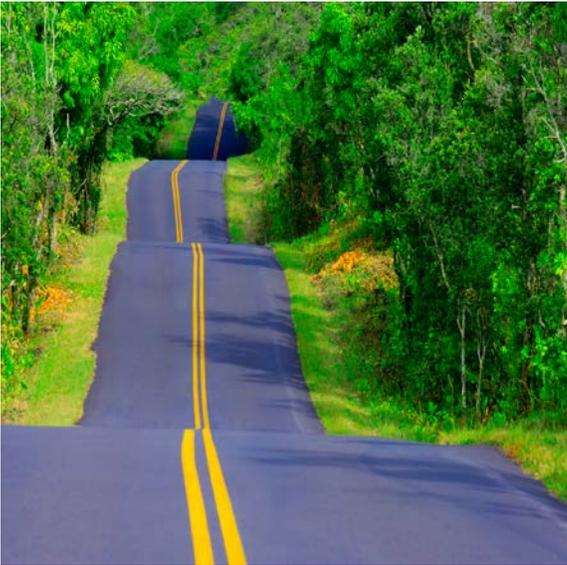
Parkways are intended to provide a higher amenity roadway and experience. The goal of the parkway concept is to build additional value along parkway corridors to encourage quality development; integrate and celebrate the area's natural assets, and; provide a visually defined system that better enhances wayfinding among destinations in the area (**refer to Figure 12**).

KEY PARKWAY PRINCIPLES

- Parkway should link parks and recreation facilities, schools and activity centers/destinations.
- Parkway should take advantage of scenic, attractive natural areas.
- Parkway may have a landscape median.
- Parkway should have the adequate rights-of-ways to accommodate sidewalks, off-street pedestrian and bicycle trails.
- Overhead utility lines along Parkway are strongly discouraged.
- Special intersection treatment at intersections where parkways intersect. This may include roundabouts, public art, enhanced paving treatment and pedestrian crossing features, water features, gateway elements, ornamental landscape and planting or other design treatments that highlight the intersection.
- Implement a consistent vehicular and pedestrian lighting standard, distinctive to the parkway system.
- Implement a consistent landscape design for the parkway system.
- Integrate landscape and storm water management practices that may include drainage swales, water detention/filtration areas and other innovative concepts that provide an aesthetic element as well as reducing and filtering pollutants, reducing erosion and runoff.
- Utilize context sensitive design principles.

FIGURE 12 PARKWAYS FRAMEWORK





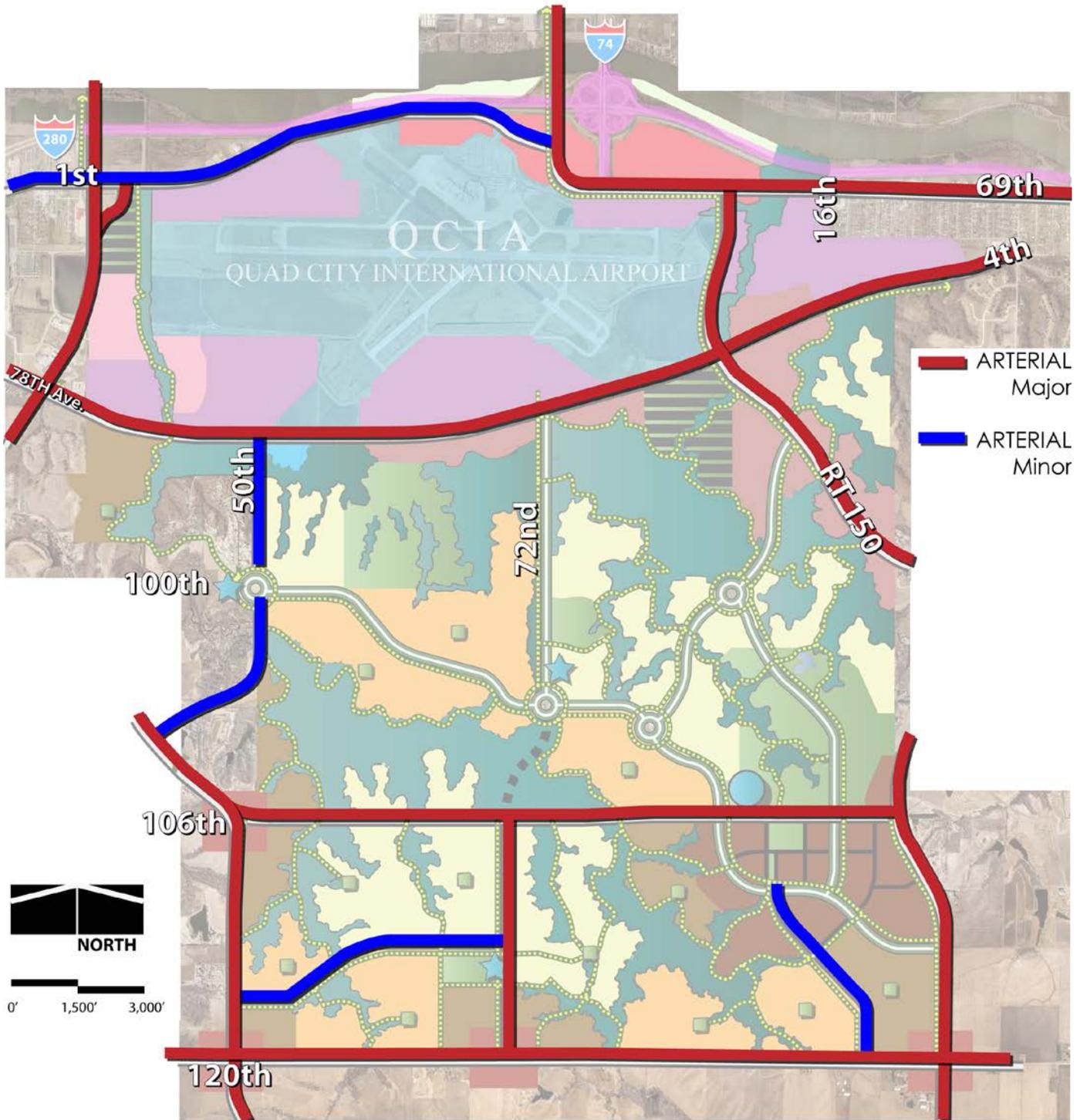
MAJOR & MINOR ARTERIALS

Major and Minor Arterials are Higher capacity roadway facilities and link areas of destinations (**refer to Figure 13**).

KEY MAJOR AND MINOR ARTERIAL PRINCIPLES

- Developed in accordance with adopted standards and practices of Moline.
- Provide sidewalks.
- Provide appropriate vehicular and pedestrian lighting.
- Accommodate pedestrian and bicycle trail (if the trail alignment requires a parallel alignment to further the mobility and connectivity master plan of the area).
- Allow on-street parking for development types that will be developed in a pedestrian-oriented manner. Modifications at that time should include features such as on-street parking; large sidewalks along the street edge; street trees, enriched landscape and streetscape amenities along the street edge, and; other design elements that are conducive to the pedestrian-oriented environment.
- Utilize context sensitive design principles to achieve the above.

FIGURE 13 ARTERIALS FRAMEWORK





NEIGHBORHOOD/LOCAL STREETS

Neighborhood/Local street systems are intended to serve the individual neighborhood environment. These typically will be lower-speed facilities that will feed into the system of parkways, major and minor arterials. The design of neighborhood/local streets will be primarily driven by the development use mix and environment that they support.

KEY NEIGHBORHOOD/LOCAL STREET PRINCIPLES:

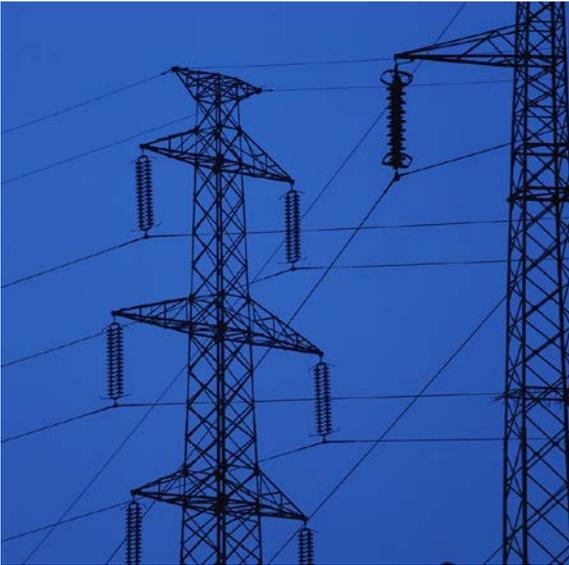
- Developed in accordance with adopted standards and practices of the City of Moline.
- Require sidewalks along neighborhood streets, especially in neighborhoods of higher density mix and adjacent to activity centers.
- Encourage on-street, parallel parking to service neighborhoods and provide a measure of traffic-calming.
- Consider curb extensions for neighborhood streets when they intersect parkways, major and minor arterials to provide a measure of traffic calming, accommodate landscaping, gateways and reduce pedestrian crossing widths.
- Design in a manner that balances the vehicle, pedestrian and bicyclists.
- Encourage street trees along neighborhood streets.
- Encourage neighborhood amenities (gateways, ornamental landscaping) at key intersections within neighborhoods.
- Utilize context sensitive design principles to achieve the above.

Utility service for the Moline Airport South Development District will **direct** development and **accommodate** growth for the area. The intent of this section is to provide broad-based goals that can be further refined in follow-up initiatives and policies.

KEY UTILITY PRINCIPLES:

- Develop and adopt a best-practice management policy that ensures the highest degree of resource management approaches. Develop a utilities master plan prior to anticipate development within the area.
- Promote the practice of utility lines to be underground. Pursue a dialogue and develop coordination and communication procedures with public utility agencies and private sector service providers to locate utility lines underground.
- Ensure that domestic water supply is of the highest quantity and quality for public consumption. Coordinate design and installation with the fire department leadership and engineers to ensure availability and capacity requirements.
- Promote water conservation practices.
- Develop a storm water master plan prior to development within the area.
- Promote a Best Management Practices for storm water systems and mitigate the need for extensive underground pipes.
- Promote storm water management systems that conveys flows in surface swales to the greatest extent possible. Consider practices that may include drainage swales, water detention/filtration areas and other innovative concepts that provide an aesthetic element as well as reducing and filtering pollutants, reducing erosion and runoff.
- Evaluate the need for future Public Works facility in the area,





In additional input from Public Works Staff, additional principals include:

- Utilities are recommended be placed in the unpaved portions of R.O.W. that are dedicated for roads that will serve the development, which is current City practice. Bluff utilities should be located to best serve the needs of the actual development and long-term maintenance requirements. The water and sewer utilities need to be accessible to allow new service lines to be connected and to support ongoing maintenance. It is also desirable to avoid inordinately long and/or difficult to access service lines.

Water System needs below the Bluff:

- Ground storage tank & pump station at el 650' to 700'. Current thinking is this could be situated at a point mid-way up “radar road” hill.
- Transmission main(s) connecting the existing water system to the ground storage/pump station.

- The proposed water main loop associated with the former Case Creek Trails development. This is not necessarily needed immediately, but will provide enhanced supply redundancy to the ground storage and pump station.
- Rehabilitation or replacement of west Rock River crossing. This is not needed immediately and will be budgeted in future Water CIP.

Water System needs on the Bluff:

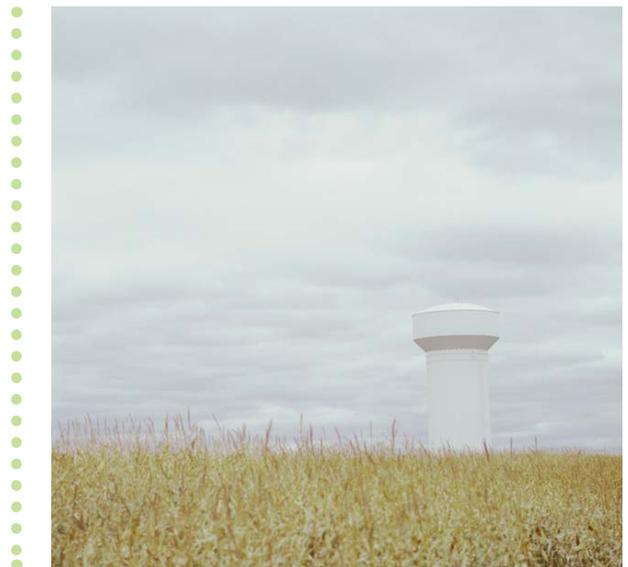
- Elevated storage with overflow at el. 855'. This component likely needs to be reassessed and alternatives identified, as the size of the development area is smaller than that originally envisioned and it does not include the proposed location of the elevated tank.
- A looped grid of larger water mains to provide redundant supply.
- Smaller diameter water mains situated to serve end users

Sewer System needs below the Bluff:

- Upgrade one or both of the existing pump stations that transport wastewater under the Rock River.
- Upgrade one or both of the existing river crossing sewer mains that transport wastewater under the Rock River
- Collection system upgrades may be required, depending upon the ultimate load and pump station choices
- The proposed sewer infrastructure associated with the former Case Creek Trails development will likely be needed, in addition to river crossing improvements
- Sewer mains to connect bluff area to existing sewer system.

Sewer System needs on Bluff:

- Collection system to meet needs of development.
- Mains to transport wastewater down the slope to selected interconnections to existing system.
- Take advantage of topography.





07



IMPLEMENTATION

INTRODUCTION

The Implementation Framework is intended to provide a resource for a variety of stakeholders to actively pursue development initiatives, pursue partnerships, seek funding opportunities and respond to opportunities as they present themselves.

For the Moline Airport South Development District, implementation must allow for a measure of flexibility in order to respond to ever-changing market conditions, however, should consistently be evaluated in regards to an investments benefit in furthering the aspirations of the Concept Plan.

Responsibilities, roles, timing and financial resources will vary. Some actions may be pursued in the short term, while other efforts will evolve through a long-term and incremental manner.

The Implementation Framework outlines broad-based critical actions that will assist those in the community-building realm in the decision-making process to further the vision of the Moline Airport South Development District.



To understand the economic dynamics influencing the area, an in-depth market analysis was performed at both the Micro and Macro Levels for the City of Moline. The combined perspectives, while challenging in the current economic environment, paint a picture of a thriving, prosperous, and successful Moline; if the correct partnerships are established and maintained. The following compliments the formal market study by focusing exclusively on airport economic development and economic development strategies.

AIRPORT DEVELOPMENT PERSPECTIVE

Airports are increasingly being viewed as catalysts for local economic development as business markets across the country become national and international in scale; the Quad Cities International Airport is no exception. Their ability to generate jobs and attract new business is being used as a justification for public investments in new airport construction and expansion. Anticipation of new business activity also calls for appropriate land planning. Yet few types of economic development have been as poorly predicted as development around airports.

At some airports, large tracts of surrounding land reserved for development have remained vacant for decades. Unforeseen rapid development around other airports has saturated the area and choked area roads with traffic. In some cases, the area around a new airport has had both situations occur over a period of 25 years or more.

Redevelopment strategies will need to address four categories of location relative to the Quad Cities International Airport. The groupings are:

- At airport.
- Adjacent to the airport.
- Vicinity of the airport or along a corridor easily accessible to the airport.
- Elsewhere in the metropolitan area or region.

Each has different characteristics of airport-related business and different timing of development. We can relate these characteristics to explanatory factors including airport requirements, the regional economy, and local transportation access and land markets.

A. AT THE AIRPORT

For the Quad Cities International Airport, like all airports, employment depends on the volume of aviation activity at the airport, which is determined not only by the population of the region it serves, but also by the airport's air service function.

The number of commercial flights and the mix of locations served by them defines whether the airport functions as an:

- Intercontinental gateway.
- International (same continent) gateway.
- Regional transfer hub,
- Local origin/destination point,
- Specialized air cargo distribution center, or;
- Overnight parcel hub.



B. ADJACENT TO THE AIRPORT

Activities immediately adjacent to commercial airports typically include:

- Services directly supporting operation of the airport (flight kitchens, aircraft maintenance services),
- Services for airline employees and passengers (hotels, restaurants and additional car rental facilities), and
- Airport-related freight services (shipping, freight forwarding, customs and sometimes a foreign trade zone).

Employment and related activity associated with airport operations includes:

- Airlines.
- Aircraft support services.
- Passenger services (including restaurants, shops and desks for car rental and ground transport).
- Air freight services and government activities (including immigration).

The correlation between passenger volume and airport employment is an essential link and establishes the basis for many business attraction and economic development activities.

These types of activities are often located on adjacent land reserved for such uses. They typically start within a year of airport opening. While this is not the direct case for the Quad Cities International Airport, each of these three types of activities, the employment level is directly proportional to the corresponding magnitude of the airport function as an aircraft servicing center, a passenger flight endpoint, or a freight origin or destination.

C. VICINITY OF THE AIRPORT AND AIRPORT ACCESS CORRIDOR

In most cities, we have found that the greatest concentration of business activity around an airport is within 4 miles of the airport, or along an access corridor within 15 minutes of the airport. Developments in these areas are either “spin-off industries” or “attracted businesses.”

Spin-off industries include gas stations, lodging and housing for airport workers, and retail serving them. These activities grow directly with airport activity levels, although they often take 5 to 10 years after airport opening to fully develop. However, the Quad Cities International Airport, with dedicated and focused leadership could achieve development much faster.

Attracted businesses are businesses that do not rely directly on the airport for their operation, but which value location near an airport because of its prestige, air services and or accessibility of location for visiting customers and employees coming by air. There are some similarities, but also significant differences, in the overall mix of business activity attracted to the areas surrounding specific airports. In common among airports are high concentrations of air transport services, freight forwarding, warehousing and high-tech oriented businesses with products having a high value-to-weight ratio (e.g., electronics, optics and measuring instruments).

There is data that contrasts the mix of businesses in the areas surrounding many airports; it shows relatively constant proportions of employment in transport and warehousing activities, but wide variation in the relative levels of manufacturing and service industries. Still, we believe these differences can be explained by differences in the regional economy and airport location.

Additional information on US airports coupled with our own extensive development experience suggest that employment growth within 4 miles of airports can be two to five times faster than in the suburban ring of the metropolitan area in which they are located. As a result, we can classify business activities by the extent to which they are disproportionately attracted to, and concentrated in, the vicinity of airports. The attraction of business activity and land development to the vicinity of airports may take 5 to 20 years (or more) to develop. The timing and magnitude depend not only on airport and air service attributes, but also on factors of local access, metropolitan economic characteristics and land development patterns.

D. ELSEWHERE IN THE METROPOLITAN AREA

New or expanded airports can have several different types of effects on business activity in the rest of the metropolitan area or region, each of which must be appropriately handled in any accounting of overall regional impacts. However, this specific type of analysis as it relates to the Quad Cities International Airport is beyond the scope of this review and would constitute a separate analysis all together. Should there be a significant expansion or redevelopment of QCIA, it may be desirable to conduct such an analysis as mentioned above.



Section 07



ECONOMIC DEVELOPMENT STRATEGIES

Regardless of the development scenarios, there are several important elements to consider in order to successfully develop the area. Successful development can occur if:

- A structured and supportive Public-Private Partnership (PPP) is developed.
- Adequate financing is made available.
- Aggressive incentives that are competitive with surrounding municipalities are offered.
- Federal and State partnerships.
- Partnerships with Milan and Coal Valley.

PUBLIC-PRIVATE PARTNERSHIP

The present global economic and financial crisis has generated challenges at all levels of economic policy decisions. Local governments in particular face an urgent need to act strategically on many different fronts. As a result, economic development at the local level has dropped significantly, thus increasing the importance of governmental intervention and a reliance on public-private partnerships. A true public-private partnership will need to be established to accomplish the future vision for development of the Moline Airport South District.

A public-private partnership is a contractual agreement between a public agency (federal, state or local) and a private sector entity. The talents and resources of each sector (public and private) are shared in delivering a service or facility for the benefit of the general public. In addition to the sharing of resources, each party shares in the potential risks and rewards in the delivery of the service and/or facility.

Today, public/private partnerships are considered "creative alliances" formed between a government entity and private developers to achieve a common purpose. However, other actors have joined such partnerships-including nongovernmental institutions, such as health care providers and educational institutions; nonprofit associations, such as community-based organizations; intermediary groups, such as business improvement district. Citizens and neighborhood groups have a stake in the process. The Quad Cities International Airport should seek a qualified, well funded private partner(s) to develop areas within the proposed QCIA Master Development Zone.

A partnership is a process, not a product. Successful navigation through the process results in net benefits for all parties. The public sector can leverage and maximize public assets and increase control over the development process to create a vibrant built environment. Private sector entities can receive more support throughout the development process and have more certainty about approvals, timing, and acceptable and profitable outcomes. For public-private partnerships to be successful, six elements must be in place.

First, the political environment must be supportive of the PPP. Elected leaders and public sector staff must be completely devoted to the project, and the governmental body's statutes, ordinances, and regulations must permit and encourage the components of the PPP.

Second, the public sector partner must remain dedicated and sincerely involved in the project over time. The public sector partner should not just initiate the project and then fail to follow-up with or supervise the private sector partner.

Third, a comprehensive contract should be drafted at the outset, clearly stating the expectations each partner has of the other, including tasks, time lines, and financial considerations.

Fourth, an income stream to make sure that the private sector partner receives a fair return on its investment has to be present.

Fifth, there must be support from other stakeholders in the community.

Finally, public sector entities should pick partners carefully. Much more should go into selecting a partner than who submits the lowest bid or will return the most revenue to the private sector; specific experience and qualifications to perform the work in question are just as, if not more, important.

In this case there are two separate and distinct formations that could occur to achieve the goals and objectives outlined in the Moline South Airport District Plan. The first arrangement is to enter into an agreement with a master developer for the development and redevelopment of the proposed QCIA Master Development Zone.

Under this umbrella, the master developer serves in a fiduciary role exclusively to the public sector partner. The master developer, on behalf of the owners (the public partner) performs all of the necessary tasks designed to seek qualified developer(s) to develop the site.

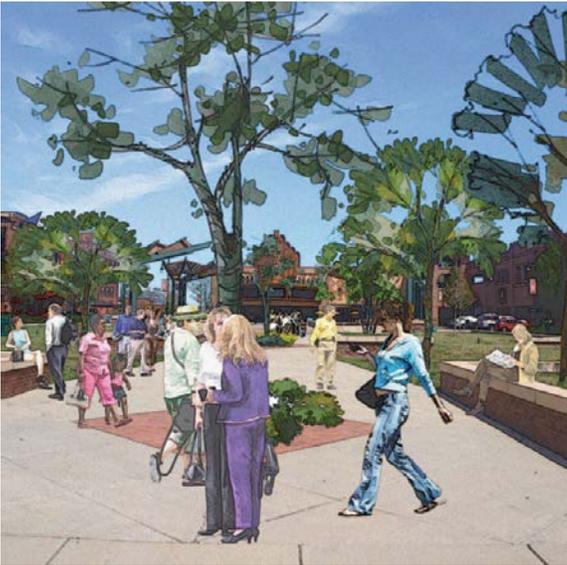
In some cases, it may be one developer who takes the responsibility to develop the site or many different developers to develop various sites within the overall targeted area.

The second arrangement, a tighter "creative alliance," is a more direct form of a public-private partnership. In this case, this master developer agreement or process requires applying far more effort and skill to weighing, and then balancing, the interest of both the public and private interests to minimize misunderstanding.

The level of complexity is a function of what is being developed and the amount of risk each party is willing to take. For example, some arrangements use the typical design-build arrangement, while others prefer the Design-Build-Finance-Operate-Maintain-Transfer arrangement.

The number of combinations and permutations of potential deal structures are endless, the important thing to remember in crafting an agreement is to fashion a union that takes full advantage of the strengths of each partner.





FINANCING

The current financial environment is challenging at best and will require creativity to finance residential and commercial real estate deals within and around the Moline South Airport District.

To be sure, virtually every major economic index with respect to the residential and commercial real estate market point to a long and slow recovery as a result of the current recession. Thus, identifying potential financing solutions is important now and in the future. The choice and structure of a potential financing structure is varied and complex and depends on what type of master developer arrangement is selected.

For example, project feasibility is the process by which developers and investors assess the economic viability of a prospective office development before they commit to the undertaking. Feasibility analysis is not a substitute for the developer's vision, experience, and good common sense. But it is a counterbalance to the optimism that developers may project.

- In a feasibility analysis, the developer's key assumptions are measured against reality before each major commitment is made. The City of Moline may consider sharing in on the cost during this pre-development phase to accurately assess the feasibility of a potential project.

INCENTIVES

- The City of Moline along with other governmental entities must defend its tax base by offering competitive incentives. The policy that will ultimately drive these incentives should have the flexibility to invest in "exceptional" and "high priority" projects in order to deal with competitive pressures and market /business conditions. On the other hand, in some cases this can result in a "race toward the bottom" where both competing parties lose. Ultimately, whatever projects are developed they would need to be able to sustain themselves over time.

CRITICAL ACTIONS

Critical actions are those steps and initiatives that should be pursued in a timely manner. In some instances, these actions require active dialogue, strategic alliances, additional research and investigation and coordination. These actions often do not culminate in tangible "brick and mortar" projects, but "set the table" to facilitate both public and private investments in a more streamlined manner.

Key to beginning undertaking active steps towards meaningful development requires an understanding the leadership of Moline will need to consider a variety of organizational, policy, financial tools and sources, both conventional and unconventional.

Several broad-based implementation principles provide a foundation for decision-making criteria and should be discussed when addressing actions within the Moline South Airport Development District.

“Have all of your ducks in a row”

When actively pursuing opportunities, or reacting to proposed projects, ensure a process that provides a clear and defined message. For the private sector, developers will desire to know all the “rules of the game”.

- Clearly define and communicate expectations.
- Define conditions and circumstances when a greater measure of flexibility will be acceptable to further objectives.
- Inventory and present resources and incentives that are “on the table” at the beginning.
- Ensure that administrative and approval processes and criteria are clearly defined. Outline how assistance may be provided to clearly navigate towards successful outcomes.

“Weather the storm”

Success of the Moline Airport South Development District will be a long-term and fluid endeavor.

- Prepare for dynamic market and development trends.
- Prepare to adjust and respond to a variety of development types and embrace some measure of flexibility to an ever-changing economic climate.
- Be prepared to consider and adjust policies, plans and criteria if it furthers an area aspiration.
- Continue monitoring local, regional and national community trends. Anticipate prevalent development trends and assess the level of appropriateness for the area and the Moline community.

“Bend, but don’t break”

Development in the Moline Airport South Development District should adhere to the Concept Plan aspirations and principles to the best degree possible - for both private and public investments.

- Demand the highest quality for every project. Do not lose site of Concept Plan aspirations and principles.
- View each project and initiative through a long-term “lens” and envision what that project will look like, and impact the area for the next generation.
- Be prepared to say “no thank you” to investments that may adversely impact the area and contradict the broad-based goals of the Concept Plan and the expectations of the Moline Community.





“Partner and Pursue”

Complex community-building and economic development is a dynamic marathon. Successes will be achieved, failures are sure to happen. The key will be to continually keep momentum and explore inventive solutions that lead to winning outcomes.

- Continually pursue private and public partnerships. Embrace creative and innovative courses of action and partners to achieve tangible project goals.
- Partnerships can be complex. Choose partners based on experience, expertise and a proven record of performance. Be open to assembling a variety of qualified and dedicated partners, who often will provide alternative approaches in implementation, financing and development approaches. Sometimes, the strength and success of a project lies in “packaging” teams with diverse perspectives.
- Continually seek funding sources that may be packaged to achieve a project goal.

“No pain, no gain”

In community building, long-term success is never guaranteed. However, establishing some basic logistical goals and objectives to ensure a greater chance of success should be supported.

- Ensure that the commitment, resources and on-going support for those engaged in the “trenches” of community and economic development are fully supported. Ensure budgets and investments allow for staff and leadership to actively pursue opportunities.
- Invest in the “business” of developing the Moline Airport South Development District. Embrace innovative solutions toward marketing and engaging the development community in a variety of formats and venues.
- Be prepared to “seed” private sector development with public investments to create development velocity within the area.

CRITICAL ACTION: MARKETING

Proactive marketing will be a critical component to the overall success of the Moline Airport South District. Community development can be competitive, with each municipality vying for resources at the state and federal level, promoting the advantages of specific site characteristics, enticements through leveraged incentives and expressing quality of life and other location-related characteristics as a competitive force.

WEB-SITE

A distinctive link and page within the city's website may incorporate descriptive and illustrative products from the master plan and provide on-going, current information on activities and initiatives. Other elements to consider include a special link to economic development and other community-building resources and agencies.

This next generation of product may be as simple as concise, colorful brochures (hard copy and electronic) that promote a specific high impact catalyst site(s). The marketing material should be universal: able to be utilized by community development staff, chamber of commerce representatives, community leaders and elected officials to proactively engage potential developers and investors. In some instances, significant conferences and other venues provide the opportunity for networking and engaging the development community locally, regionally or nationally.

These products can easily be packaged and strategically distributed at such venues by representatives of Moline. In other situations, the products can be incorporated as part of a Request for Qualifications (RFQ) or Proposal (RFP) and solicited to the development community. Regardless of the utilization, the action-oriented products should eventually communicate the desired intent of the development, tell the “story” on the advantages and opportunities of the development vision and location, provide the framework of policy and regulatory considerations, outline potential incentives.

CRITICAL ACTION: POLICY

A clear, defined and coordinated development policy will be essential to promote comprehensive investments. Plans, regulations, programs and public investments all must be working towards a common vision and objectives that reinforce one another.

ADOPTION/ENDORSEMENT

Adoption or formal endorsement of the Moline Airport South District Development Plan by the City is an essential step. The plan should become part of the process of evaluation (along with other adopted plans) for initiatives within the area.

LAND USE & ZONING AMENDMENTS

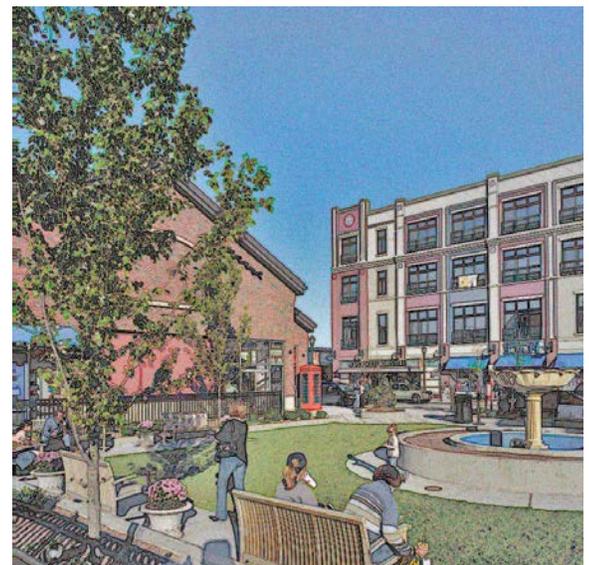
Staff should internally assess, verify or make further recommendations (if deemed appropriate) to the zoning ordinance and land use policies in the Comprehensive Plan that reinforce the concepts outlined by this plan

PROJECT ORGANIZATION & PRIORITIZATION

Staff and leadership should consider facilitating a working retreat or strategic development conclave to discuss, assess and begin prioritizing project initiatives within the area.

The work session should include the appropriate staff, leadership and partners (such as QCIA), Key discussion topics may include:

- Delineation of top public investments that have the greatest potential to promote private investment.
- Identify municipal resources that may be available for the area as short, medium and long range investments.
- Determine best courses of action in regards to public-private partnerships, master developer RFQ, administration, etc.
- Assessment and coordination towards the pursuit of grants, state and federal funding and other financial options. Evaluate area-specific goals with other city-wide objectives.



- Determine budgets and resources that will be required for staff to administer project programs, on-going marketing efforts and other activities associated with active redevelopment efforts in the area.
- Outline approaches, procedures and responsibilities that ensure continuity towards engaging the private sector for all development types (industrial, retail, office, residential, etc.)

CAPITAL IMPROVEMENT PROGRAM

Staff should internally evaluate the current Capital Improvement Program (CIP) to determine appropriate resources, project schedules and time frames to coincide with anticipated active marketing efforts for the area. These can be modest in scope (e.g. built as an initial phase as a working “exhibit” and continue incrementally as the public-sector responds). Key public realm catalysts projects for discussion include:

- Regional trail segment (which can be phased based upon private development initiatives).
- Municipal gateway project.
- Develop a specific funding strategy to facilitate the extension of sanitary sewer and water to first-tier development sites.

- *“Showcase” infrastructure project. This may include developing a portion of a parkway or other roadway investment that provides a visual and functional example to the quality of public investments (e.g. landscaping, lighting, signage, trails, BMP for infrastructure and other projects that establish standards and expectations of quality).*

The CIP, as with other resources, should be assessed on an annual basis to ensure all departments within the City of Moline can address strategic investments within the area in a coordinated manner.

CRITICAL ACTION: CATALYSTS PROJECTS

The City of Moline should consider undertaking a focused effort to develop a catalytic project within one of the character areas. This priority impact project will ultimately be determined on the efforts and successes of the previous priority actions (marketing, policy and project organization and prioritization).

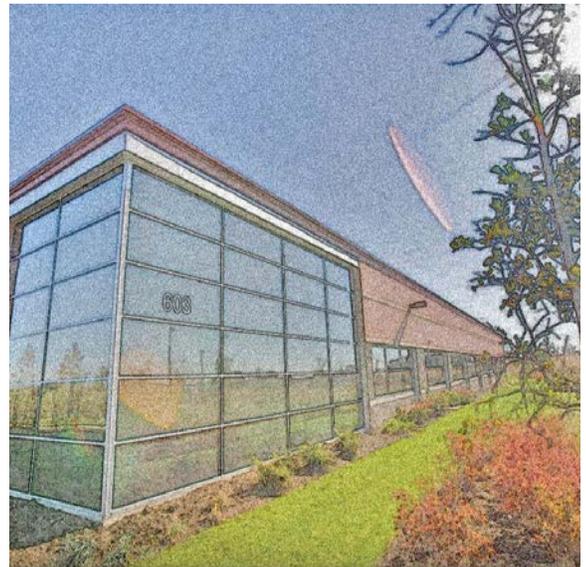
Based upon consensus, timing and resources, activation of a public and private project will have the potential to significantly contribute to the overall success of the area and generate development momentum and velocity within the area.

The key to effort will be to have the following in place:

- Have a clear “snapshot” of the city’s internal capabilities - financially, administratively and legislatively.
- Have identified a strong private-sector partner who provides the necessary assurances of commitment - both in the short and long-term to the project.
- A clear understanding by all partners of the commitments, risks, rewards, responsibilities and ultimate goals that need to be achieved for the initiative. This should be clearly defined at the start of the process.
- A clear and concise approach to communication among partners, area stakeholders and the citizenry.

As a general guide, the following feasibility considerations should be undertaken for significant catalysts projects (will vary depending upon project scale and type):

- Feasibility study that provides a project-specific assessment (market and financial feasibility analysis, techniques to enhance cash flow such as tax abatements, Tax Increment Financing performances and condition surcharges, operational incentives, credit enhancement, bond issuance, etc).
- Financing and investment (ownership structures, sources of financing, real estate trusts, lender's requirements, lease obligations, financing stages of the development, financing package, etc).
- Detailed planning and design (site plan, phasing strategies, transportation/traffic analysis, building design, infrastructure requirements, detention, BMP approach, accessibility, public realm connectivity, etc).
- Marketing and leasing (research, advertising and promotion, sales management, monitoring and measuring acceptance, etc).
- Management and operations (goals and strategy, management function, ongoing practices and asset management, etc).
- Other elements that may impact project scope (property acquisition, alternative forms of land development, federal, state and local property controls, tax credits, environmental impact studies, other incentive packages, and other obligations for the project).





WATER AND SEWER SERVICE

Based on further input from Public Works Staff, the Water Plant and South WWTP both have ample reserve capacity to serve additional customers.

- Confirm ultimate area to be supported by infrastructure improvements. Verify if there are additional areas that will need to be served by Moline utilities in the future.
- Determine maximum future water and wastewater demands based on anticipated land use, zoning and building/population densities.
- Develop a wastewater discharge plan that will support future development.
- Assess firm capacities of Coal Creek and Rock River pump stations and respective river crossings.
- Select preferred approach to transport additional wastewater load under Rock river to South WWTP.
- Select preferred approach to bring additional wastewater load down from the bluff and interconnect to the existing sewer system. Identify capital costs associated with preferred approach.
- Assess what impact, if any, the additional Moline wastewater load has on the existing Intergovernmental Agreement regarding the “Regional System” (South WWTP, the interceptor, the east Rock River crossing and the Coal Creek pump station).

INFRASTRUCTURE STRATEGIES

As new development begins to be implemented in the area, there will be some complexity associated with developing a sound plan to provide water and sewer service for the area south of QCIA.

Additional investigations are recommended to be pursued, in anticipation of future development investments within the area.

Additional information/investigation will be required to allow infrastructure requirements to be more fully developed and should be pursued as development interest within the area is evident.

TRANSPORTATION

- Require a traffic impact study as part of the plan submittal process requirements. As the surrounding area develops over time, regular updates should be undertaken to address mobility system improvement needs specific to various phases of developments.
- Update area and City-wide circulation plans as necessary.

- Ensure roadway standards for all public roads (arterials, collectors and neighborhood streets) are met or exceeded.
- Develop area-specific standards for parkways and associated roadway amenities.
- Develop detailed criteria for on and off-street parking standards.
- Ensure that the appropriate ROW for on and off-street bicycle mobility is secured with new roadway investments.
- Ensure that pedestrian mobility and connectivity is addressed for new roadway investments.



AIRPORT SOUTH DISTRICT DEVELOPMENT PLAN



MOLINE, ILLINOIS





