

# QUINCY NEXT

A STRATEGIC PLAN FOR  
THE CITY OF QUINCY, IL



**QUINCY NEXT**  
Strategic Plan

**CITY COUNCIL APPROVED  
MARCH 2018**



# ACKNOWLEDGMENTS

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# CONTENTS



## EXECUTIVE SUMMARY

CHAPTER 1  
**PROCESS: COMMUNITY INPUT**

CHAPTER 2  
**ANALYSIS: QUINCY IN FOUR DIMENSIONS**

CHAPTER 3  
**GOALS AND OBJECTIVES**

CHAPTER 4  
**STRATEGY: THE CORE INITIATIVES**

CHAPTER 5  
**NEXT STEPS**

**APPENDIX**



# EXECUTIVE SUMMARY

## INTRODUCTION

In the fall of 2016, the civic leadership in Quincy saw that the city was at a crossroads. Unemployment was low, but employers struggled to find qualified skilled workers. The local economy was shifting—manufacturing remained an important but shrinking sector, while the number of healthcare, retail, and professional services jobs had ballooned. Demographics were shifting too. The number of residents aged 65 and older had grown significantly, while the 25 to 49 age group had shrunk.

The revitalization of Quincy’s historic Downtown, guided by the 1996 Teska Plan, was happening slowly but surely—retail storefronts were filling in with new restaurants and locally-owned shops, and investment in rehabbing upper-floor apartment units was growing. Yet development along the city’s riverfront, one of its best assets, had stagnated. City services were being stretched thin as new development pushed out further and further around the city’s edges. Retail centers that had been the city’s primary revenue generators were feeling the pinch of changing shopping preferences and reduced in-store purchasing.

All of these trends spelled change for Quincy—change in the type of workforce it would need for continued economic success, change in the assets and amenities it would need to offer to attract and retain professionals and their families, change in the way it would need to approach development in order to be efficient and productive. When change is in the cards for a community, it presents not just an opportunity, but an imperative, for the community to re-examine its policies and resources, and to work towards aligning those forces with the winds of change. It was a recognition of this opportunity and imperative that led to the Strategic Plan contained in these pages.

## WHAT IS STRATEGIC PLANNING?

What is strategic planning? At its simplest, it’s a process by which an organization takes stock of what its current direction is, how the conditions have changed or are changing since it last planned, and what it needs to do differently—and when—in order to address the issues and opportunities of the day. Strategic planning is undertaken not only by cities, but also institutions, businesses large and small, foundations, and non-profits. In short, any group that is looking ahead to its future and where it will be in the next decade. No entity exists in a vacuum – it is continually impacted by changes in the world around it. And no organization is doing everything perfectly. In fact, the ones that convince themselves that they do are leaving themselves susceptible to future failure.

A strategic plan for Quincy will help the city have greater control over its own destiny. This type of long-term outlook will provide the city with stability despite changing external conditions, helping to guide adaptation and movement towards creating a diversified and resilient community.

## PROCESS

Development Strategies was hired to work with Quincy residents to identify, analyze, and refine the community’s goals and objectives and the strategies that could be undertaken to meet them. The planning followed a four-step process, outlined on the following page:



**UNDERSTAND**  
Months 1-3



The Understand phase involved establishing the baseline conditions in Quincy as they relate to the four focus areas and the four dimensions of planning. This included analysis of:

- Residential, retail, and hospitality markets
- Industry trends and patterns
- Transportation and physical assets

Stakeholder interviews with a wide spectrum of community members provided additional insight into strengths and challenges. This phase concluded with the first public meeting.



**FORMULATE**  
Months 4-5



The Formulate phase built on the foundation of the market, economic, and physical analysis to create a set of strategies for Quincy that would allow the city to take advantage of its existing and potential growth opportunities. The strategies addressed the goals and objectives for the city that were expressed by the community. These goals and objectives are outlined in Chapter 3.



**DECIDE**  
Months 6-7



In the Decide phase, the members of the Strategic Plan Task Forces, and in particular the Plan Commission, reviewed the set of strategies in order to identify priorities, potential phasing, and likely champions. Through this phase, a more refined set of core initiatives was constructed. These core initiatives are illustrated in Chapter 4.



**IMPLEMENT**  
Months 8-9



In the final phase, Implement, suggestions for tools and policies that could be used to implement the strategies were collected to round out the conclusions of the Plan. The final set of goals, objectives, strategies, and implementation tools was presented in the second public meeting, and formed the basis for this Plan document.



# EXECUTIVE SUMMARY

## CURRENT CONDITIONS

In order to formulate a set of goals, objectives, and strategies for Quincy, a baseline understanding of the community's current conditions—its opportunities and challenges—had to be established. This step involved a combination of data collection and analysis and discussions with community stakeholders and the public at large, looking at the city through a variety of lenses. These lenses—market, economic, place, and policy—recognize that there are many ways that members of the community relate to community structures and institutions, and they provide a holistic view of all of the levers that the community has at its disposal to spur growth and transformation.

## MARKET

Quincy's population has remained relatively stable since 1940, and going forward, this lack of population growth will limit the potential for economic growth and the general health of the community. The analysis of market conditions looked at Quincy's current demographic breakdown, and considered potential growth areas. It also surveyed the city's current housing and retail supply in the city, to see how well it is serving the preferences of both its existing residents and the types of residents that it wants to attract, and where it has opportunities to serve those groups better.

Demographically, there are a number of areas in which Quincy has room to grow. The population is aging. Twenty percent of residents are aged 65 years or older—typical retirement age—while only thirteen percent are in the early workforce group of 25 to 34 year-olds. Educational attainment is also skewed, with a relatively high percentage of residents with associates degrees or some

college, but a relatively low percentage with a college degree or higher (as compared to the nation). Should either or both of these trends continue, it will be increasingly difficult for Quincy businesses to fill positions and grow their operations, particularly those in those industries that require higher levels of education.

The opportunity for Quincy to grow its younger, more educated workforce is in growing its supply of the housing and retail amenities that they want. National studies show that this demographic typically looks for active neighborhoods with a variety of retail and entertainment establishments within walking distance, and that they will live in smaller, denser housing units in order to access those neighborhoods. Quincy already provides some of this in its Downtown, where many of the historic first-floor storefronts are full, and a number of local developers have been rehabbing upper-floor residential units. But more will need to be done to spur enough desired residential and retail development to attract the magnitude of workers needed to offset the city's current demographic trajectory.





## ECONOMIC

The national economy is changing, and Quincy's economy will have to change with it if the community wants to grow. The analysis of economic conditions considered the past, present, and future of Quincy's business community, and looked at how Quincy could continue to support its traditional industries, which are still thriving, while positioning itself to further grow industries that are seeing momentum nationally.

Manufacturing has historically been Quincy's economic strength, and the city still maintains a competitive advantage in manufacturing-related industries. It has grown a strong infrastructure around these industries, leveraging its locational assets, building up its transportation access, and developing robust workforce training programs. As the nature of manufacturing jobs changes, this infrastructure will need to be adaptive to shifting employer needs for both physical and human capital.

While manufacturing is still a strong part of Quincy's economy, it has not been a growing industry sector in the city. That distinction rests with the city's healthcare, business and finance, and professional services industries, which collectively added over 1,200 jobs in the past fifteen years. Additionally, the city's arts and tourism sectors have been having increasing local economic impacts, and currently support nearly 1,700 jobs. All of these industries are also growing nationally. Economic diversification is critical to the resiliency of any economy, and Quincy should work to support existing employers and attract new employers in these industries with appropriate workforce development and attraction resources.

Quincy also has an opportunity to grow its start-up economy and cultivate the growth of local small businesses. Small businesses created one-third of new jobs nationwide in the past ten years, and supporting their development encourages innovation, economic diversification, and dynamism in the community. The city has had significant success supporting start-up firms over the past twenty years through the Quincy Business and Technology Center, but greater capacity of space, capital, and counseling is needed to create a true start-up ecosystem in Quincy.



# EXECUTIVE SUMMARY

## PLACE

An analysis of place conditions looks at both the physical structures that make up a city and the ways that people relate to those structures. It studies the system of roads, buildings, and public spaces, and how people use them and move between them. This analysis provides insight into how attractive Quincy is as a place, and how well it is engaging and connecting with its residents, workers, and visitors. This in turn has implications for Quincy's future success in growing its workforce and its economy.

There are six key components to a great place—livability, walkability, vibrancy, accessibility, dynamism, and anchors and amenities. Quincy has many assets from which it can build a great place, including its riverfront and historic Downtown, its many local businesses and restaurants, its robust parks system, and its unique cultural attractions. It also has opportunities to improve its place components through investments in its physical realm—its streets and sidewalks, its parks and public spaces, its neighborhoods, and its recreational and hospitality amenities.

There were many place-based investment opportunities identified through the place conditions analysis and included in the Strategic Plan. Yet, all of these investments have the same ultimate goal—to improve people's experience of Quincy. To improve their ability to access different parts of the city. To improve the appearance and programming of spaces where they gather, such as the riverfront. And to improve the vibrancy of the neighborhoods and environment of the streets where they spend time. Doing so will have positive impacts on the health of the community, on pride in the community, and on

the ability of the community to attract the visitors and new residents that will drive its economic growth.



## POLICY

Policy conditions are areas where civic leadership plays a major role in the community's strength and well-being, including education and training, health and wellness, and arts and culture. The analysis of policy conditions looked at how those areas are faring today and how they can be strengthened in the future. In most cases, the challenge is in providing adequate funding to these initiatives. Overcoming that challenge will require the community to think strategically about its priorities and how to effectively support the important role that these institutions have and will play in making Quincy a thriving community.

Quincy's public and private K-12 school systems and higher educational institutions—including Quincy University, John Wood Community College, and Blessing-Riemen College of Nursing—have worked hard to provide area students with programs and curricula to prepare them for the jobs of today and tomorrow. This is supplemented with continuing education training opportunities for adults in desired hard and soft skills, organized by GREDF, Adams County, and the State of Illinois. All of these institutions are providing these resources with decreasing amounts of money. If these organizations are not strong, the quality of Quincy's current and future workforce will not be strong.

The well-being of a community is affected by the physical health of its members. Quincyans suffer from chronic health conditions such as obesity and diabetes at similar rates to the nation as a whole, and these need to be combatted using a multi-pronged approach. For example, recreational

infrastructure such as bicycle and pedestrian trails will help to promote physical activity. Additionally, transportation options for those without a personal car will increase access to healthcare and healthy food options, and reduce traffic and air pollution. These initiatives will remove some of the barriers standing in the way of those who want to improve their health and wellbeing.

In addition to strengthening mind and bodies, civic leadership plays a role in strengthening community culture. Quincy's arts and cultural institutions are unusually strong and robust for a community of its size, and they not only attract visitors and new residents, but also elevate the daily experiences of existing residents. As with the other policy areas, these institutions are challenged by funding constraints. A community-wide strategic arts plan is one approach that may help improve their long-term stability and success.



# EXECUTIVE SUMMARY

## GOALS AND OBJECTIVES

Goals and objectives—the statements of what a community wants to achieve and what efforts it wants to undertake to achieve it—are the critical foundation of a successful strategic plan. Throughout the years it will take to accomplish the many strategies and implementation steps outlined in this Plan, the goals and objectives will act as guiding motivators, reminding the community of the ultimate reasons for taking particular actions.

At the outset of the strategic planning effort for Quincy, the community identified four areas of focus that would be most important to the future of the city—Economic Development, Downtown and the Riverfront, Transportation/Infrastructure/Safety, and Arts/Recreation/Tourism. These focus areas informed the four goals that are the basis of this Strategic Plan:

- **Economic Development:** Grow Quincy’s Economy
- **Downtown and Riverfront:** Build Up Quincy’s Downtown and Riverfront Assets
- **Transportation/Infrastructure/Safety:** Create an Accessible and Connected City for All
- **Arts/Recreation/Tourism:** Provide Rich Culture and Activities for Residents and Visitors Alike

Nineteen objectives, or efforts, that will help achieve these goals were then formulated. The full list of objectives are found in Chapter 3 of this document. Ultimately, all the strategies recommended in this Plan for the community to undertake relate back to these goal and objective statements.

## CORE INITIATIVES

While there is a long list of strategies and implementation steps—found in the Appendix of this document—that will help the community achieve its goals, there were certain strategies that rose to the top as being the most desired and requiring the most effort from a broad base of community stakeholders. Development Strategies crafted this group of strategies into a list of ten core initiatives—some of which combined multiple related strategies—which have the potential to be the most transformative and impactful for the community:

- 1) **Train a Skilled Workforce:** Support Quincy’s industrial/production economic base through workforce development resources.
- 2) **Grow a Diversified Economy:** Support growing industry sectors such as healthcare, tourism, hospitality, and the arts in order to capitalize on national trends and diversify Quincy’s economy
- 3) **Foster Startups and Innovation:** Enhance and diversify resources for small business and start-ups to attract and train entrepreneurs and to grow an innovative, diverse, and adaptive. economy.
- 4) **Encourage Infill Housing:** Encourage the development of infill housing citywide, with a focus on dense development, preservation of historic buildings, and a mix of uses
- 5) **Plan for the Future of Retail:** Support Quincy’s major retail nodes in ways that best align them with changing retail spending preferences.
- 6) **Placemaking:** Encourage investments in the public realm that provide a more comfortable environment for consumers, residents, and workers.



- 7) **Access and Connections:** Define districts and implement wayfinding to create better connections between different areas of Downtown and to the rest of the city.
- 8) **Hospitality District:** Make investments in streetscaping and walkability in the area around the Oakley-Lindsay Center and Downtown hotels and in its connection to the Downtown Core.
- 9) **Develop the Riverfront:** Invest in Quincy's riverfront as a place for recreation, tourism-friendly commerce, and residential living, and in creating a better connection between the riverfront and the Downtown Core.
- 10) **Build a Greenway System:** Create a regional greenway system to promote active lifestyles and community health, with links to bicycle and pedestrian infrastructure in the center of the city.

The motivations behind these core initiatives and recommendations for their implementation are found in Chapter 4 of these document.

## NEXT STEPS

No strategic plan, much less one intended to guide a community's growth and development over the next decade or more, can succeed without broad based community support and engagement. All Quincyans—from individual citizens to elected officials to business and institutional leaders—should look at this Plan with an eye towards finding their place in its implementation. Everyone's skills, resources, and enthusiasm will be needed, and everyone can have a role.

It is recommended that the city form a group of engaged citizens to act as a conduit to match residents to those efforts for which they are best suited. This group may be formed from the task forces put together to guide this planning process, perhaps with some new members with fresh perspectives. This group would not be responsible for actually implementing the recommended actions, but rather for identifying those who are able and willing to be implementers.

Implementing this Plan will not be fast, and it will not be free. The community will have to come together to make strategic, long-term investments, including in areas and communities that have suffered from disinvestment over the years. These investments may seem burdensome at the outset, but they have the potential to pay back significant dividends, in the form of population growth, economic growth, and revitalized neighborhoods and assets.

It is no small thing to undertake a strategic plan. Throughout this strategic planning process, Quincyans demonstrated that they are an engaged, enthusiastic community with a great deal of pride in their city. It is this engagement, enthusiasms, and pride that will transform the aspirations of this Plan into reality, and will build a stronger tomorrow for Quincy.



An aerial photograph of a city grid, overlaid with a semi-transparent blue filter. The grid lines are clearly visible, and the overall tone is a deep, uniform blue.

CHAPTER 1

**PROCESS: COMMUNITY INPUT**

# QUINCY: THE GEM CITY

Throughout its history, Quincy has taken advantage of its physical and human assets to become a major regional anchor. Today it once again has an opportunity to leverage its assets strategically towards promoting future growth.

## A STORIED PAST

Established in 1822 along the banks of the Mississippi River, the city of Quincy has a storied past. Its riverfront location made it a center of commerce during the 19th and early 20th centuries, and it was at one time the second-largest city in the State of Illinois. It hosted one of the famous Lincoln-Douglas debates and was a stop on the Underground Railroad. It welcomed immigrants from New England and from Germany, who built up its manufacturing and agricultural economy. It has a rich architectural tradition, with many examples of late 19th/early 20th century-style buildings still intact and in use, and it is home to the oldest arts council in the country. The legacy of this history is evident today in the hardworking, caring, and proud character of its residents.

## A REGIONAL ANCHOR

Quincy plays an important role as a regional anchor. This is due in part to its central location in-between major Midwestern metropolitan cities such as Chicago, St. Louis, Kansas City, Indianapolis, and Des Moines. The city is also part of the Tri-State Development Summit, a regional group of 36 counties across three states, encompassing 700,000 people. Quincy is the largest city in the Summit, and has been one of the most active participants in its efforts to bolster the region's transportation infrastructure and economic development. The city also has diverse and robust transportation access, including a regional airport, an Amtrak station, and connections to major state and interstate highways.

## AN ECONOMIC ENGINE

While the city has not seen population growth for nearly seventy years, it has maintained a strong economy throughout that period. The city's most recent economic boom occurred in the late 1980s and 1990s, when it added over 9,000

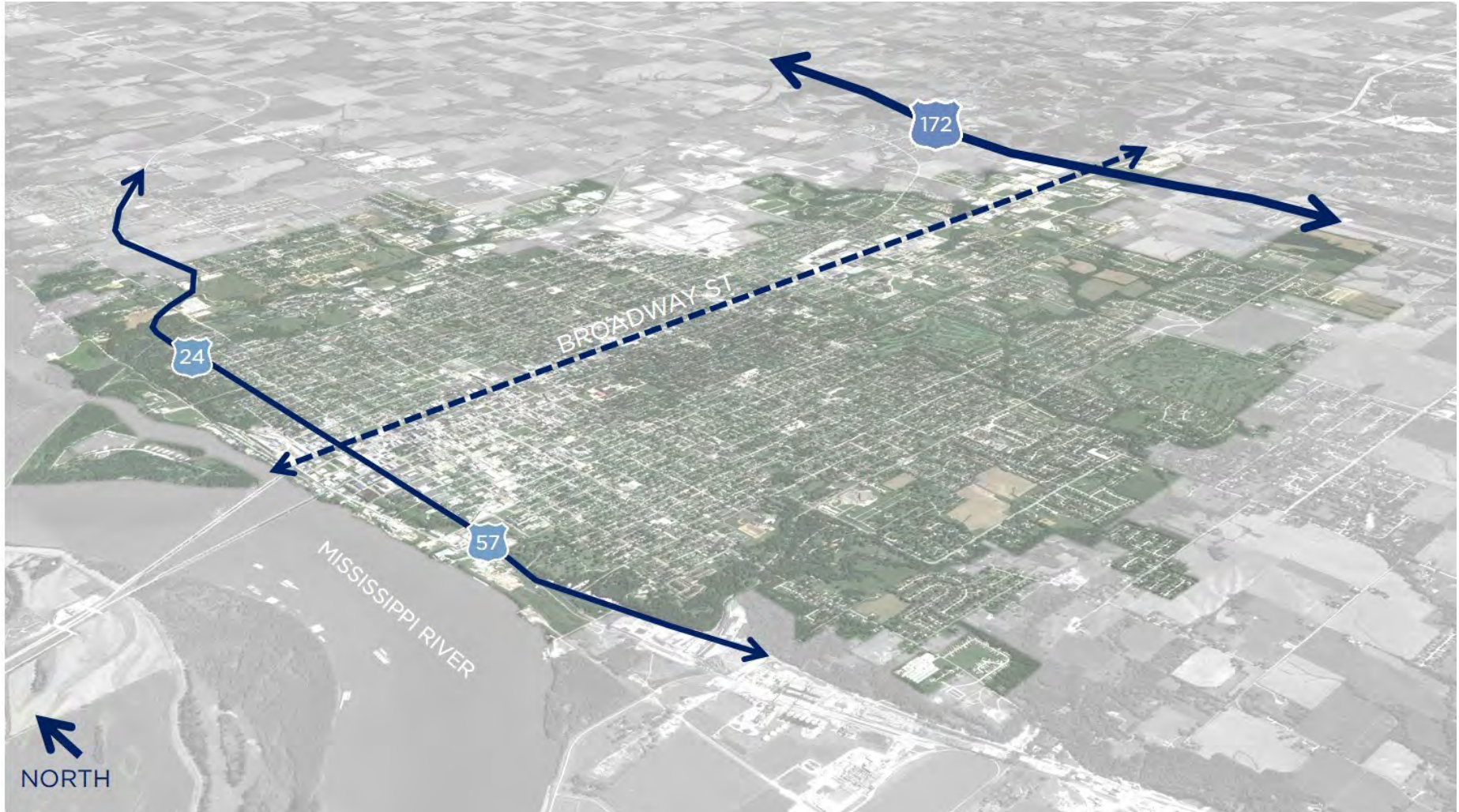
jobs—a 25 percent increase. Further, that growth occurred across a variety of industry sectors, helping to diversify the local economy and increase its resilience. Today, Quincy's unemployment rate is under five percent. At the same time, the city's labor pool is shrinking, and its average age is inching up, suggesting the community is home to a growing number of retirees but not to new workers who can replace them. Without near-term growth in the city's working-age population, the strength of its economy will be in jeopardy.

## A PATH TOWARDS FUTURE GROWTH

Quincy has many assets to leverage in promoting future growth—its history and culture, its location and access, and its economic strengths. Yet, it is up against many challenges, not least of which are the national economic trends which leave small cities nationwide facing slow growth prospects. Overcoming these challenges will require targeted, strategic investments in both the city's existing assets and in new ideas that will better align the city with changing market and economic trends.







## COMMUNITY PROGRESS

There are a number of significant initiatives in process or recently completed that demonstrate how Quincy is already adapting to changing realities. These initiatives include investments in a wide spectrum of the community.

### SCHOOLS

In 2016, Quincy residents approved a \$89 million commitment to building five new public school buildings to better serve the needs of Quincy's grade-school students.

### JOBS

Local industry has reaffirmed its commitment to Quincy, announcing in the creation of nearly 400 new jobs and development of 400,000 square feet of new space over the last two years.

### WORKFORCE DEVELOPMENT

Together with the City of Quincy, Adams County, and the State of Illinois, the Great River Economic Development Forum (GREDF) has facilitated a number of new workforce development programs that will help match employees with employers more efficiently and successfully. These programs include InspireWorks, an online platform for connecting workers with job openings and educational resources; and Adams County Works, which provides career counseling and work readiness training to residents county-wide.

### INFRASTRUCTURE

Quincy has made great strides in building out its transportation and utility infrastructure. Over the past 15 years, Quincy has gained connections to three new regional highways—US 61, Interstate 72, and Interstate 172—which provide access to St. Louis, Kansas City, Chicago, and Des Moines. On the utility side, nearly fifty sub-neighborhoods have been connected to the city's fiber-optic network since 2014, with an estimated 15,000 households expected to be connected by the end of 2018.

### RECREATION

Development of new parks facilities, including the Bill Klingner Trail and the Kiwanis Centennial Playground in Lincoln Park, continue to expand options for recreation and alternate modes of transportation.

### DOWNTOWN

Over \$11 million has been invested in historic Downtown buildings over the past ten years to develop new housing units and retail spaces. Additionally, efforts by The District to expand Downtown activity are creating a more vibrant place for residents and visitors. These efforts position Quincy to respond to preferences for denser urban living options among professional demographics that will be crucial to the city's economic growth.

### MARKETING/COMMUNITY IMAGE

Shortly before the beginning of the Strategic Plan process, the city and county engaged in a branding study that resulted in the creation of the "Right on Q" brand and strategy. The strategy will help focus and strengthen the marketing of the community to current and potential residents, visitors, and businesses.



# PREVIOUS PLANNING EFFORTS

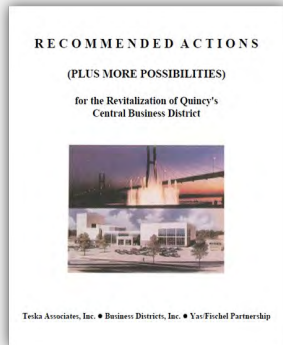
This Strategic Plan is built on the foundation laid by previous planning efforts undertaken by the City of Quincy and its major institutions.

Some of the most relevant plans include the Quincy Central Business District Report, the Quincy Greenways and Trails Plan, the City of Quincy Neighborhood Land Use Plan, and the Quincy and Adams County Branding Report. These studies provided important insight into the city’s accomplishments over the past twenty years, as well as guidance on how the community sees itself and what its hopes are for the future. Gaining this insight was an important first step in formulating the direction for Quincy’s future.

A number of other plans were consulted in this planning process, including:

- 2012 Quincy Park District Comprehensive Plan
- 2014 GREDF Business Survey
- 2015 Quincy Area CVB Annual Report
- 2015 Adams County, IL Community Assessment
- 2016 GREDF Strategic Plan
- 2016 Workforce Investment Office of Western Illinois Regional Plan
- 2017 TREDD Comprehensive Economic Development Strategy

## QUINCY CENTRAL BUSINESS DISTRICT REPORT



**Year:** 1996

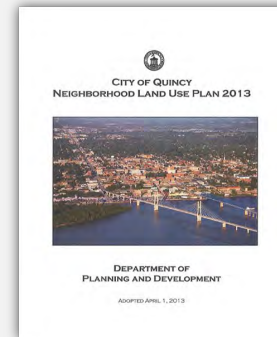
**Created By:** Teska Associates

**Main Themes:**

- Placemaking strategies for Downtown corridors and districts
- Land use plan and public improvements
- Implementation strategies for revitalization

**Results:** Over \$180M in public and private investments in CBD since 1994

## CITY OF QUINCY NEIGHBORHOOD LAND USE PLAN



**Year:** 2013

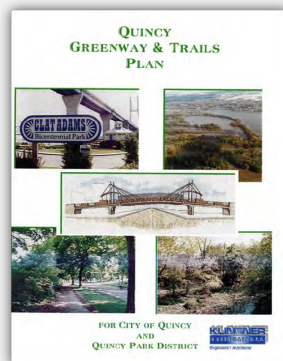
**Created By:** Quincy Department of Planning and Development

**Main Themes:**

- Demographic and socioeconomic conditions
- Real estate, economic, and transportation assets
- Identification of neighborhood planning areas

**Results:** Neighborhood land use maps

## QUINCY GREENWAYS AND TRAILS PLAN



**Year:** 1999

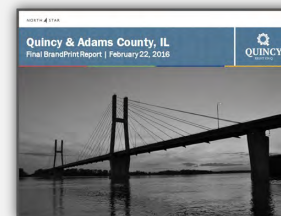
**Created By:** Klingner & Associates

**Main Themes:**

- Comprehensive strategy for 45-mile regional bike/pedestrian network
- Identification of major nodes and corridors
- Prioritization of potential trails and projects

**Results:** 2.5 miles of Bill Klingner Trail built or under construction

## QUINCY AND ADAMS COUNTY BRANDING REPORT



**Year:** 2016

**Created By:** North Star

**Main Themes:**

- Perceptions of Quincy
- Perceptions of peer cities
- Defining Quincy’s identity and brand formula

**Results:** “Right on Q” Brand identity and strategy for Quincy

# COMMUNITY ENGAGEMENT

Strategic planning involves an active dialogue within the community in order to determine both what a community wants for itself and what types of initiatives are available and possible for it to implement.

Strategic planning for a community necessarily involves extensive community engagement. While the consulting team could provide expertise on market trends and forces, examples of best practices, and potential implementation tools, only members of the Quincy community could provide expertise on Quincy—its past, present, and desired future. As the consulting team and the community share their knowledge with one another, they can gain greater understandings of both what the community *wants* to be and what it *can* be, resulting in a set of strategies that are both desirable and feasible.

At the outset of the Strategic Plan process, the City and its funding partners identified four areas of focus for the Plan—Economic Development, Downtown Revitalization and Riverfront Development; Transportation, Infrastructure, and Safety; and Tourism, Arts, and Recreation. In identifying these focus areas, the City recognized Quincy’s “pressure points”—areas of opportunity where strategic adaptation to changing market, demographic, and economic forces could yield growth for the city. The focus areas helped guide the analysis of Quincy’s existing conditions, and are the foundation of the Plan’s goals and objectives. While the focus areas are discrete, they are also closely intertwined, and many of the strategies identified in this Plan have impacts on more than one focus area. As such, the Strategic Plan looks not only at each area separately, but also at their points of connection.

## AREAS OF FOCUS



Economic  
Development



Downtown  
Revitalization,  
Riverfront  
Development

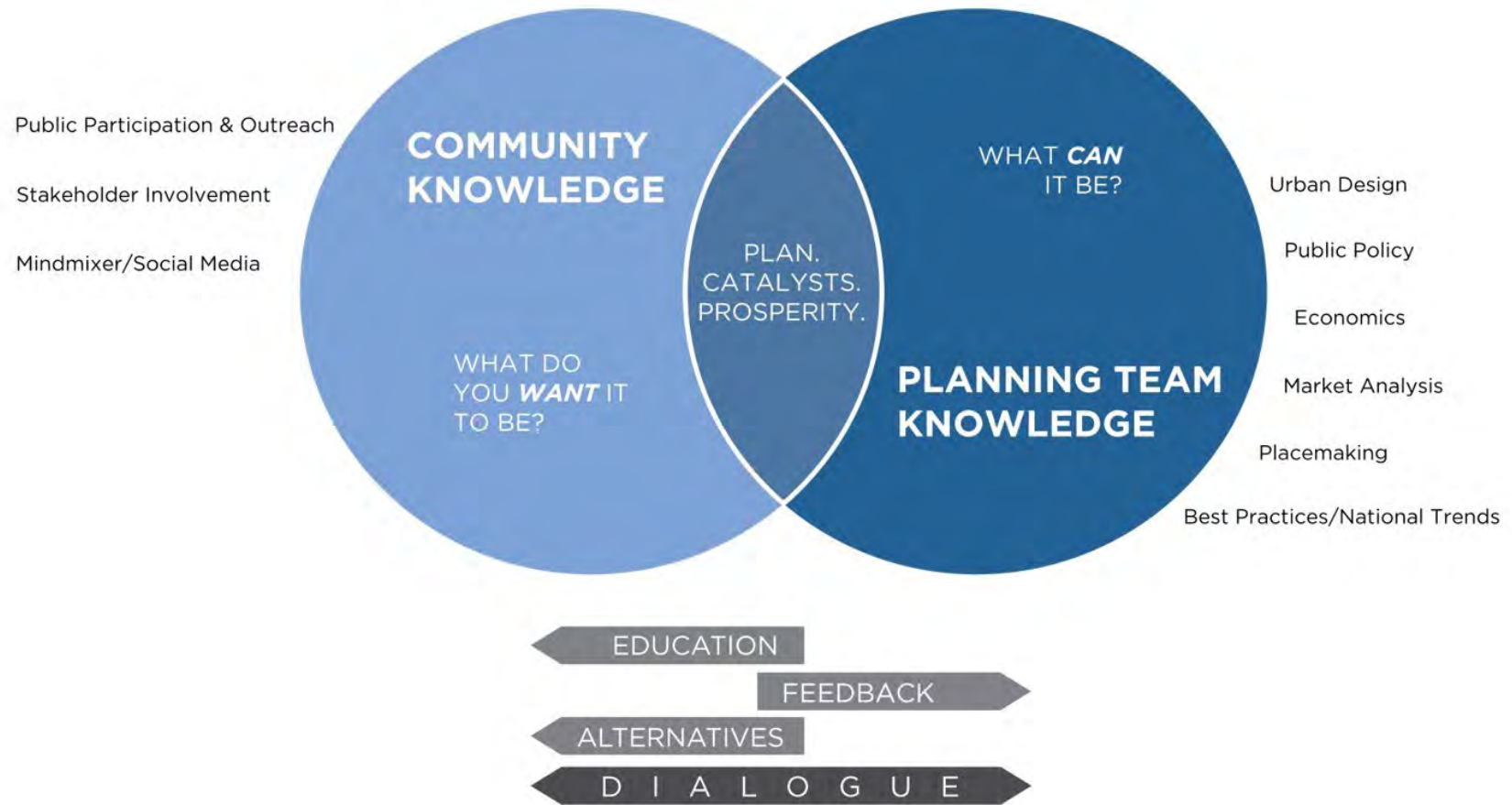


Transportation,  
Infrastructure,  
Safety



Tourism, Arts,  
Recreation

# PLANNING PROCESS



# THE TASK FORCES

Four Strategic Plan task forces, composed of 180 residents representing a cross-section of the Quincy community, were formed in order to provide more in-depth engagement and dialogue with the consulting team.

The Strategic Plan Advisory Board, made up of all funding partners, recognized at the outset of the process that in addition to general engagement of Quincy residents, there was a need to bring together a smaller group of community members to play a more active role in vocalizing the needs and wants of the community. To that end, they identified approximately 180 members of the Quincy community with a wide diversity of backgrounds, interests, and expertise. to serve on four task forces, each aligned with one of the four focus areas. These task force members were the first and primary points of community contact for the consulting team during the Strategic Plan process. A smaller Strategic Plan Commission, formed of the two co-chairs of each task forces as well as the Plan co-chairs and representatives of the city and county, was also formed to provide an even more focused working group that could provide guidance at a greater level of detail later in the Plan process.

Initial engagement with the Task Forces occurred in late January 2017, with a presentation by Development Strategies on the strategic plan process. Additionally, many members of the Task Forces took part in focused stakeholder meetings with Development Strategies, along with other members of the community with expertise in a variety of topics. The full list of these groups can be found below. Over 80 community members provided Development Strategies with feedback on the opportunities and challenges facing Quincy during this first set of meetings.

Development Strategies gave two additional presentations to the Task Forces on the baseline conditions relating to each of the four focus areas. Some key facts from these presentations are presented on the facing page, with the full baseline analysis presented in Chapter 2. At these meetings, the Task Forces members had additional opportunity to provide feedback and insight on key issues affecting the community. This feedback is summarized on the following pages.



## STAKEHOLDER GROUPS

- |   |  |
|---|--|
| Realtors/Developers/<br>Property Managers                               | Transportation and<br>Infrastructure Professionals |
| Workforce Development<br>Professionals                                  | Small Business Owners                              |
| Educators   | Young Professionals                                |
| Downtown/Riverfront<br>Residents, Business Owners,<br>and Organizations | Tourism Organizations                              |
| Arts Organizations  | Civic Leaders                                      |
|   | Major Employers                                    |



## ECONOMIC DEVELOPMENT



Over the next 10 years, the Quincy region is projected to add **3,200+ JOBS:**

- 1,500+ Health and Personal Care
- 600 Construction and Transportation
- 500 Education Related
- 300 Food Preparation
- 300 Production

Increase in young professionals from 2009-2015:

**22-32%**

Dubuque, Cape Girardeau,

**2%**

Quincy

Sources: Illinois Department of Economic Security, American Community Survey



## DOWNTOWN REVITALIZATION, RIVERFRONT DEVELOPMENT

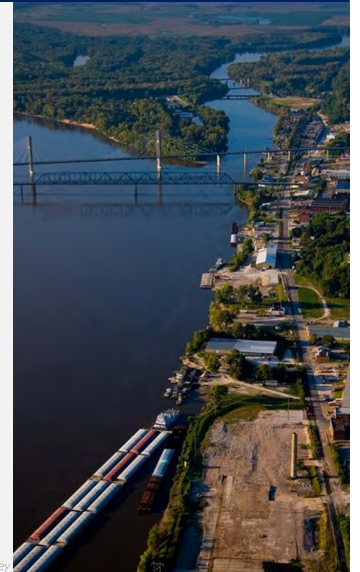
Downtown contains **28%** of the city's **jobs...**

...in less than **3%** of the **land area.**

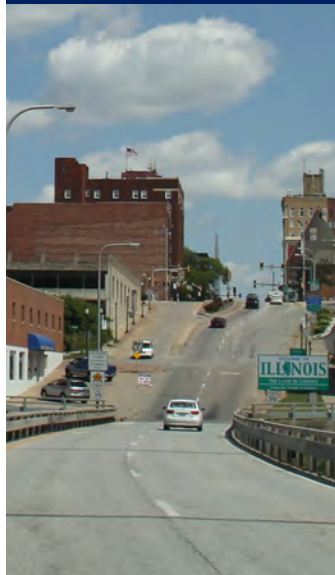
**1,400+** People leave Quincy for nearby metro areas

**500+** Move to Quincy from nearby metro areas each year

Sources: ESRI, American Community Survey



## TRANSPORTATION, INFRASTRUCTURE, SAFETY



**2.5X** Increase in Quincy's land area (and infrastructure) since 1940

**0%** Increase in population

**45** Miles of greenway proposed in the Quincy Greenway and Trails Plan

**2.5** Miles completed or under construction

Sources: U.S. Census, City of Quincy



## TOURISM, ARTS, RECREATION

**\$100M** Amount spent by Adams County visitors in 2015

**\$175M** Annual spending on travel by households within 60 miles of Quincy

Sources: U.S. Travel Association, ESRI



# THE TASK FORCES

A number of major themes emerged through the meetings with the Task Forces and other stakeholders. These themes pointed to the primary opportunities and challenges that the stakeholders saw for Quincy.



## ECONOMIC DEVELOPMENT

Importance of **regional focus**

Attract and retain **educated young professionals and mid-career professionals** with families

Attract workers to pursue **vocational trades**

Focus and build on **existing companies and industries**

Develop **workforce readiness and leadership/management skills**

## DOWNTOWN / RIVERFRONT

Promote and invest in **Downtown housing development**

Activate **riverfront** as an attraction for residents and tourists

Raise **awareness of Downtown** assets and activities

Explore **expanded incentives** for Downtown and riverfront development





## TRANSPORTATION / INFRASTRUCTURE

Make **improvements in connectivity** citywide, with a focus on:

- Downtown and the Riverfront
- Amtrak and Airport
- Transit and Rideshare
- Fiber network
- Bike/pedestrian infrastructure



## ARTS / RECREATION / TOURISM

Invest in Quincy's **unique quality-of-life assets**, such as historic architecture, arts and cultural amenities

Encourage a **vibrant outdoor environment** by expanding public art, parks, bicycle paths, and riverfront recreation

Bolster visibility and accessibility of **resources and information for visitors**

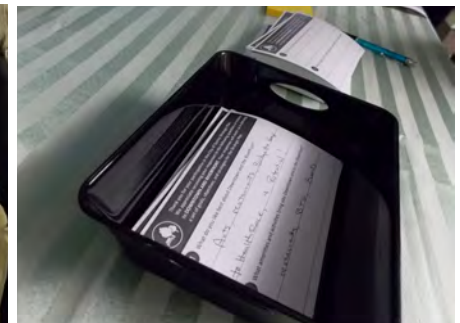
# PUBLIC PARTICIPATION

In addition to working with the task forces, the consulting team provided opportunities for Quincy residents to learn about the Plan process and provide their input. These opportunities occurred through two public meetings and an online community survey.

## PUBLIC MEETING #1

About 85 residents attended the first Strategic Plan public meeting on May 11, 2017 at the Quincy Public Library. The meeting began with a presentation on the purpose and process of strategic planning, followed by a presentation of the baseline conditions analysis. Between the two presentations, attendees engaged in a short exercise on the key attributes that they thought defined Quincy.

Following the presentations, attendees were invited to visit four stations relating to each of the four focus areas, to speak with members of the consulting team and fill out feedback cards. Each station's feedback card included questions on the opportunities and challenges surrounding each focus area. Over 40 response cards across the four stations were completed. Based on this feedback, the major "needs" of the community as they related to the four focus areas were identified. These needs are summarized on the facing page. The feedback provided and themes identified aligned very closely with the feedback received from the Task Forces, further reinforcing and informing the path forward for the community.

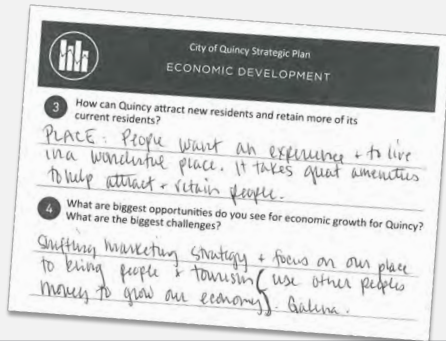




## ECONOMIC DEVELOPMENT

### COMMON THEMES

- Attract and retain young professionals with high-paying jobs and a quality place
- Provide resources for disadvantaged residents
- Educate and train workforce to meet current employment opportunities.



**Q: How can Quincy attract new residents and retain more of its workforce?**

“ Be more welcoming. Do a better job of selling Quincy as a great place to live.”

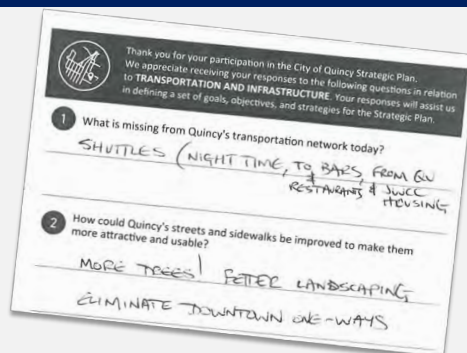
“ Educate and train workforce to meet current employment opportunities.”



## TRANSPORTATION, INFRASTRUCTURE, SAFETY

### COMMON THEMES

- Expand transit and cabs/rideshare options. Improve connections to airport and Amtrak station
- Improve bicycle and pedestrian infrastructure, both on trails and sidewalks/streets
- Improve landscaping and wayfinding



**Q: How could Quincy's streets and sidewalks be improved to make them more attractive and usable?**

“ Public art incorporated into crosswalks and wayfinding. More wayfinding for all attractions.”

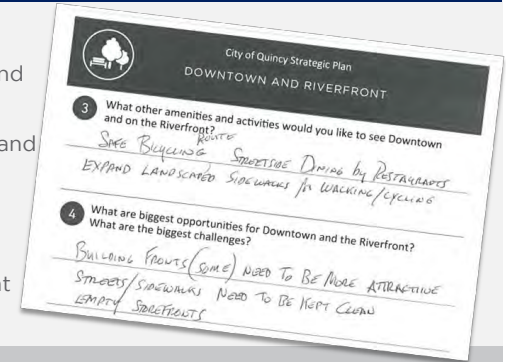
“ More trees and lighting. Wide sidewalks. Restaurant seating. Pleasant Canopies.”



## DOWNTOWN REVITALIZATION, RIVERFRONT DEVELOPMENT

### COMMON THEMES

- Improve quality of storefronts and streets
- Increase number of restaurants and arts and recreational activities.
- Create better access to the riverfront
- Increase residential development



**Q: What other amenities would you like to see Downtown and on the Riverfront?**

“ More residential areas! Then grocery stores, retail, etc.”

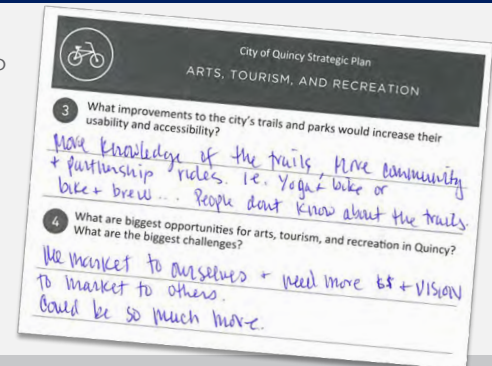
“ More water access. River activities. Clean facades. Trees and parking signs.”



## TOURISM, ARTS, RECREATION

### COMMON THEMES

- Develop infrastructure needed to realize the riverfront's tourism potential
- Increase awareness of arts and recreational assets among residents and visitors



**Q: What are the biggest opportunities for tourism, arts, and recreation in Quincy?**

“ Collaboration.”

“ Put a dock where the riverboats can anchor.”

# PUBLIC PARTICIPATION

## COMMUNITY SURVEY

Following the public meeting, Quincy residents were invited to participate in an online survey on the Strategic Plan. The survey included twenty-two statements of objectives for Quincy (the full list of statements can be found in the Appendix). Respondents were asked to indicate their level of agreement with each statement on a scale from one to five. Over 350 residents completed the survey over a period of three weeks in June 2017.

Overall, more than half of the respondents to the survey indicated that they “somewhat agreed” or “strongly agreed” with all twenty-two statements. This result reflected a strong interest in the community to move forward on many fronts to position Quincy for growth and success. Major takeaways from the survey results are reflected on the facing page.

Development Strategies incorporated the results of the survey and feedback from the public meeting into the findings of the existing conditions analysis. Out of this incorporation, twenty refined objective statements and sixty-seven strategy recommendations were formulated. These are discussed further in Chapter 3. Most importantly, the stated concern over cost of implementation underlined the need for the Task Forces and Commission to fully understand these costs and think strategically about prioritization, phasing, and funding sources.



## PUBLIC SURVEY COMMENTS

“Overall I feel the city is missing a great potential opportunity not developing the riverfront area. This should be a major draw to both residents and visitors to the city.”

“City-wide bike paths PLEASE for commuting to school and work, recreation, wellness!”

“Still need major landscaping and welcome signage at all entrances to city welcoming people to Quincy. They provide the bookends for a great experience.”



## PUBLIC SURVEY TAKEAWAYS



Strongest support is around **riverfront development**.



Significant support is for place-based interventions such as **increased walkability** and **bike/ped infrastructure**.



Overall strong support for **development Downtown**, with a slight preference for retail and tourism opportunities over residential.



Most consistent support was for economic statements, which focused on **diversification, adaptation, and placemaking**.



Concern about how to pay for **implementation**.

# PUBLIC PARTICIPATION

## PUBLIC MEETING #2

On November 9, 2017, around 110 Quincyans attended the second Strategic Plan public meeting at Thyme Square Café. This was the final public engagement event of the Strategic Plan process, and the culmination of the Implement phase. Attendees got a first look at the refined goals, objectives, and strategies identified through the Strategic Plan process.

The meeting presentation—entitled “Quincy Next: Planning for A Stronger Tomorrow”—started with a summary of the community input received during the Plan process, including from the Task Forces, the first public meeting, and the public survey. It then demonstrated how this feedback led to a vision statement and a set of goals, objectives, and strategies. The central part of the presentation was the unveiling of ten core strategic initiatives for Quincy, informed by what community members said was most important to them. These initiatives were identified as strategies with the potential to truly transform Quincy if the community was to undertake them. The initiatives were split into four categories: Jobs, Development, Place, and Riverfront and Greenways. The presentation concluded with a discussion of implementation steps, both fiscal and organizational, with a final call to action for the community to take ownership of the Plan and of Quincy’s future.

Following the presentation, attendees were again invited to visit four stations relating to the four categories of the core initiatives. At each station, attendees could read more details about the motivation behind each initiative, as well as recommended implementation tools. Members of the consultant team, along with members of the Strategic Plan Task Forces, answered questions and spoke with attendees about the importance and potential impact of the initiatives. The feedback received reflected a common theme heard throughout the process—enthusiasm and optimism for what is possible, with a recognition that it will take significant effort and investment to bring those possibilities to reality.



## VISION STATEMENT

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Finding the intersection of what the community can be and what it wants to be, and articulating that intersection into a set of goals, objectives, and strategies, is guided by a vision of creating a stronger tomorrow for Quincy.

The remainder of this Strategic Plan document will explore the opportunities and challenges presented by Quincy's existing market, economic, physical, and policy conditions, and then bring together those opportunities and challenges with the needs and desires expressed by the community to find the intersecting goals, objectives, and strategies that will guide Quincy into the future. All of that analysis and strategizing is built on a vision—a vision of a stronger tomorrow for Quincy.

The world is changing, and Quincy will have to change along with it. Building that stronger tomorrow will not happen by merely maintaining the status quo, going down the same well-worn paths, or repeating the slogans of the past. It will happen through focused and strategic investments in Quincy's people and

in its places, investments that will promote high-quality, forward-thinking, productive growth and development. Identifying these investments is the guiding purpose of this Plan, and implementing them will provide a path forward to Quincy's tomorrow.



HOW CAN WE BUILD A  
STRONGER TOMORROW?

By promoting  
high-quality,  
forward-thinking,  
productive growth  
and development  
through **investments**  
**in people and place**





An aerial photograph of a city grid, likely Quincy, Massachusetts, is shown in a dark blue, semi-transparent overlay. The grid pattern of streets and buildings is clearly visible. The text is positioned in the lower right quadrant of the image.

CHAPTER 2

**ANALYSIS:  
QUINCY IN FOUR DIMENSIONS**

# PLANNING IN FOUR DIMENSIONS

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Successful planning celebrates the complexity of a community and identifies strategies that serve the diverse needs of the people who make up that community.

Cities are complex organizations of diverse human beings who need different things from their community at different life phases—and even different times of the day. The needs of a senior citizen can be very different from those of a teenager or a couple in their peak earning years. In addition, each individual has a menu of needs, as they sometimes operate as a consumer, a citizen, a worker, and a person. A plan that is truly transformative in creating better opportunities for its citizenry in an inviting and livable place is one that views cities as collections of people first—and then seeks strategies to serve them.

The alternative is, all too frequently, a plan that regards cities as a road map that merely needs to be realized to open the doors to greater investment and opportunity. This “silver bullet” approach to city planning is, at best, only successful in economically thriving places. Real change happens where multiple systems are first analyzed for their impact on people, and then addressed in ways that improve them holistically.

Development Strategies therefore examined Quincy through the lens of four major systems—Market, Economic, Place, and Policy—using a process called Four Dimensional Planning©.

## MARKET

Market analysis and strategy addresses the consumer side of the equation. A plan that harnesses market energy does so with the wind at its back, because it’s moving in the direction of consumer demand. Market analysis asks how does consumption occur in Quincy? What are individuals’ preferences for housing, shopping, dining, hospitality, etc.? How do these preferences change between different demographics, and what can trends in those demographics tell us about the future?

Ideally, consumer preferences will align perfectly with what is best for the long-term health of a community. Where they do, it is relatively easy to get public support for an initiative. Sometimes, this is not the case, and patterns and behaviors in a community need to change. It is important in a planning process to explain where these departures between consumer demand and good policy lie, to see if a course-correction is possible.

## ECONOMIC

Economic analysis and strategy views cities through the lens of workers, employers, investors, and financial managers. What industries make up Quincy’s economy, and what do national and local trends suggest about the future of the city’s economy? Does the city have the right workforce and resources for the jobs of today and tomorrow? If not, how can it cultivate them?

Often, where there is a failure to deliver the kinds of things that a community wants and needs, and that are good for its long term future, economic constraints are the underlying cause. It is important to understand what barriers exist to development—for example, maybe incomes are not high enough for residents to afford quality new housing. Barriers to new investment in infrastructure and schools may speak to the fiscal constraints of a city or school district. Employers may struggle to hire when their workforce skills aren’t aligned with company needs. Understanding these constraints and seeking solutions is critical to the health of a community.

## PLACE

While markets and economics shape the cities in which we live, place is the physical manifestation of the cities themselves. It is the streets, roads, public spaces, buildings, and other physical elements that we use, see, and touch every day. Places have the power to engage people in countless, meaningful ways, whether it’s the house in which we interact with our families, the commute to our place of work, the street on which we shop, or the park at which we attend events or play games.

Place is the physical realm through which we experience our cities. What is the quality of its parks? What about its sidewalks? Its streets? Is Quincy vibrant and active? Are there human-scaled places for people, or are there whole swaths of town designed solely for the automobile? How well can residents and visitors navigate the city to take advantage of attractions and amenities? Increasingly, the answers to these questions are tied to a city’s ability to attract and keep the talented workers that drive its economy.

## POLICY

Policy, as it relates to community, involves the many things that we share, and is perhaps not coincidentally where a lot of political discourse occurs. It involves things like the quality of the air that we breath, what we put into the ground, how much noise to allow, and what we choose to teach our children. It involves things like the justice system, and whether everyone is treated the same in the eyes of the law.

On the economic development side, it includes the things the public sector chooses to invest in—in the hopes of getting a return. It could be infrastructure, education, research and development, or job training. Investments in these things often take a long time to recoup. Further, they are difficult, or even contentious to discuss. But the cities that get the right policies in place—and public “buy-in”—are those that are laying the foundation for meaningful, positive change and prosperity

The analysis on the following pages seeks to answer these questions and others, in order to establish Quincy’s present condition and look forward to its potential future conditions. In asking and answering these questions, it is possible to find the community’s areas of strength and weakness, to identify successes to build upon and gaps that need to be filled. This in turn informs the strategic goals, objectives, and strategies for Quincy.

## CITIES AS NETWORKS OF PEOPLE

NETWORK

SYSTEM

PEOPLE



PLACE

CONSUMER



MARKET

WORKER



ECONOMIC

CITIZEN



POLICY

## Shifting Preferences

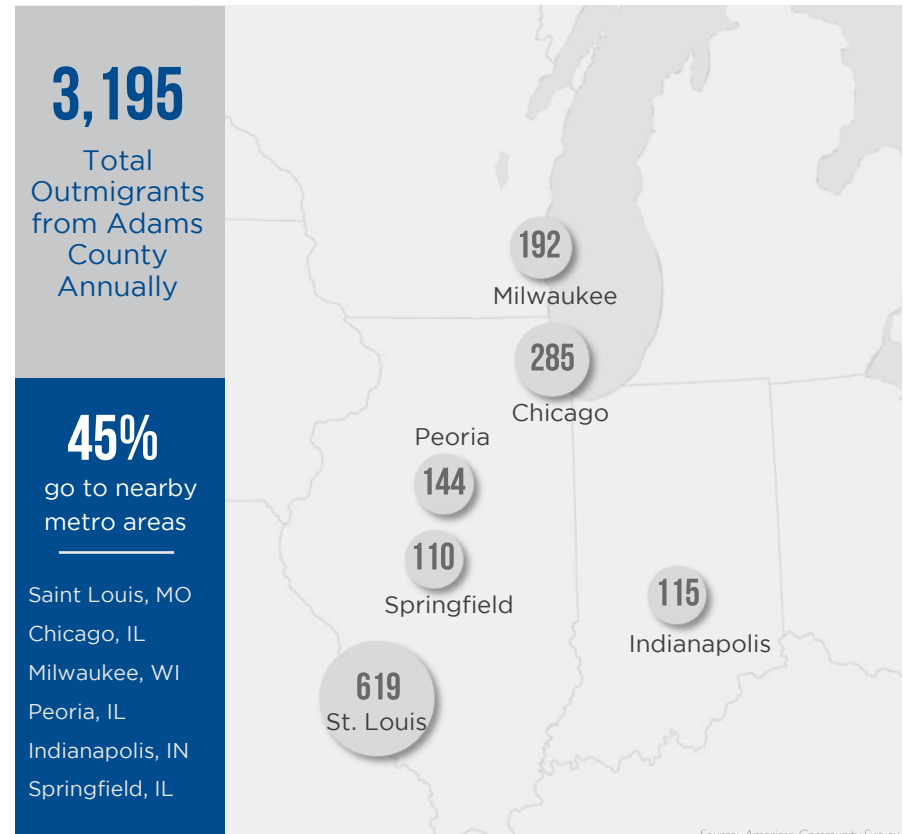
The national population is growing and shifting demographically, and the types of residential and retail products offered in the market will have to be altered to meet those changing needs.

- **National growth:** The U.S. population is projected to reach 400 million people around 2055, an increase of 75 million over 2015.<sup>1</sup>
- **More seniors:** There will be 42 million more Americans over the age of 65 by 2055.<sup>1</sup>
- **Smaller households:** Households on average have one fewer child today than they did 40 years ago.<sup>2</sup> At the same time, over one-quarter of households have just one person, a proportion that has been steadily rising since 1960.<sup>3</sup>
- **Rental Demand is Up:** Over 35 percent of U.S households were renter-occupied in 2015—the largest share since the 1960s.<sup>4</sup>

National surveys show these demographic shifts mirrored by a shift in people’s preferences for their communities. A slight majority or sizeable minority of those surveyed prefer walkable communities and will live in smaller homes in denser environments in order to be closer to jobs and amenities.

- **Walkability:** Nearly 80 percent of Americans surveyed indicated that it was important to live within walking distance of places in their community, such as retail and parks.<sup>5</sup>
- **Smaller homes and lifestyle:** Forty-eight percent would accept a smaller house if it meant more options to walk to community amenities.<sup>5</sup>
- **Underserved market:** Of the 60 percent of survey respondents who live in detached, single-family homes, 25 percent of them would rather live in an attached home with greater walkability.<sup>5</sup>

The cities and regions that are growing today are those that are offering these types of products and environments and attracting residents from places that are not. Quincy itself is experiencing this phenomenon. Migration data for Adams County shows that the Quincy area is losing nearly 3,200 residents annually. Of these, nearly half go to large metro areas in the region, such as St. Louis, Chicago, Springfield, Peoria, Milwaukee, and Indianapolis. At the same time, only 1,900 people annually are moving into the Quincy area, and only thirty percent of those in-migrants are coming from a major metro area. However, other cities of Quincy’s size are providing the types of amenities that consumers want, and Quincy has many assets that it can build on to compete with its larger regional neighbors.



Source: American Community Survey

## Demographic Trends

Demographics and socioeconomics affect consumers' ability to consume and their preferences for consumption, informing products that will be in demand. Further, when these variables are unevenly distributed, it can indicate an opportunity for community growth.

### AGE

Like many cities and towns, Quincy has a rapidly aging population, which will require the development of appropriate housing, transportation, and healthcare services. At the same time, younger age groups are growing much slower or even decreasing in population. These groups represent the current and future workforce, and generally hold greater spending power than retirees. Thus, the city needs to both meet the needs of its older residents while exploring strategies for attracting and retaining younger ones.

### EDUCATIONAL ATTAINMENT

Quincy outperforms the country on the proportion of residents with a high school diploma and those with some college and/or an associates' degree—a testament to the city's K-12 school system and to John Wood Community College and other community colleges in the region. Where the city underperforms is in percentage of residents with a bachelor's degree or higher. While not all jobs require a bachelor's degree, an increasing number will as more specialized skills are needed in the workplace. Additionally, higher education is associated with higher income, which in turn impacts purchasing power.

### HOUSEHOLD INCOME

Reflecting its educational attainment distribution, Quincy has an above average percentage of households earning less than \$25,000 annually, and a below average percentage earning more than \$100,000 annually. Moving households into higher income brackets through better preparation for higher-paying jobs is one way to address that discrepancy. Another is to offer the types of housing products that attract higher-income earners, particularly college-educated young professionals.

## KEY METRICS QUINCY DEMOGRAPHICS

**25%** increase in residents aged **65 to 74** since 2010

**5%** increase in residents aged **25 to 34** since 2010

**33%** of residents have some college or associates degree, compared to **29% nationally**

**22%** of residents have at least a bachelor's degree, compared to **30% nationally**

**31%** of households earn \$25,000 or less annually, compared to **21% nationally**

**12%** of households earn \$100,000 or more annually, compared to **26% nationally**

# MARKET

## Residential

For the past seventy years, the City of Quincy has spread its population out, trading valuable density for costly sprawl. A shift towards infill development could provide fiscal benefits while aligning the city's housing stock with changing preferences.

## DENSITY

Since 1940, Quincy has maintained a relatively stable population of around 40,000 residents. Over that same time period, the size of the city increased two and a half times, from 6.5 square miles to 16 square miles. While this de-densification was in line with trends of the post-war era, current trends suggest an opportunity for Quincy to reinvest in its urban core. Not only can this reinvestment save the city money by building or rebuilding where infrastructure already exists, but it will also help the city attract and retain a missing population group that desires dense, walkable, historic environments.



## SUPPLY

Current housing products in Quincy provide context for opportunities for new development. In the for-sale market, newer housing built on the eastern edges of the city is the most valuable product, with older homes in and around Downtown having the lowest values, and homes in city's historic East End District falling somewhere in-between. This suggests that reinvestment in Quincy's housing stock could be most impactful if it is focused in and around Downtown.

On the rental side, options are more limited. Rental housing in and around Downtown has until recently consisted mostly of subsidized apartments or low-rent single-family home rentals. In the past ten years, there has been renewed interest in residential development in Downtown, particularly in the Downtown Core near Washington Park. Approximately 70 market rate upper-floor units have been renovated in historic buildings since 2000. Since 2014, the city of Quincy has offered a forgivable loan for these upper-floor renovations, helping to attract a wider group of stakeholders to invest in redeveloping these units.



## DEMAND

Given that Quincy has not seen any significant population increases since the 1960s, projecting any level of demand for new housing in the city is necessarily based on informed assumptions. One is that people's preferences for housing types are shifting, and current residents will look to move to new housing products that align with those shifts. While some of this movement in Quincy is towards larger single-family homes, as seen in the development of new communities in the southeast of the city, other residents—especially younger professionals—are interested in more urban lifestyles, with dense housing in a walkable environment. This is illustrated in the high demand that local developers see for upper-floor rehabbed apartments Downtown.

A second assumption is that in implementing this Strategic Plan, Quincy will make investments that will increase its competitiveness in attracting new residents, resulting in population gain. As discussed on the previous pages, the most promising market for Quincy to capture is young and middle-aged professionals who prefer the urban environment, housing, and amenities of larger nearby metro areas. Offering similar products at a more affordable cost of living would give Quincy a competitive advantage in attracting this demographic.



## KEY METRICS RESIDENTIAL MARKET

**2.5X** increase in Quincy's land area from 1940 to 2010

**0%** change in Quincy's population since 1940

**70** market-rate housing units added to Downtown Quincy since 2000

**\$1M** of investment in new market-rate housing development Downtown since 2014

**750** units of new housing demand projected for Adams County over next ten years

**150-200** units of new housing demand potential for Downtown Quincy

# MARKET

## Retail

Quincy's retail stores are a critical revenue generator for the city. However, as with housing, the city must reposition itself to respond to changing habits in retail spending.

## DEMAND

As the largest city for nearly 100 miles in any direction, Quincy is a retail center for the surrounding region. While analysis of demand for retail typically focuses on a ten to twenty-minute drive time from a retail center, Quincy's retail market area radiates out much further—about sixty miles, close to an hour's drive time and reaching cities in Illinois, Iowa, and Missouri.

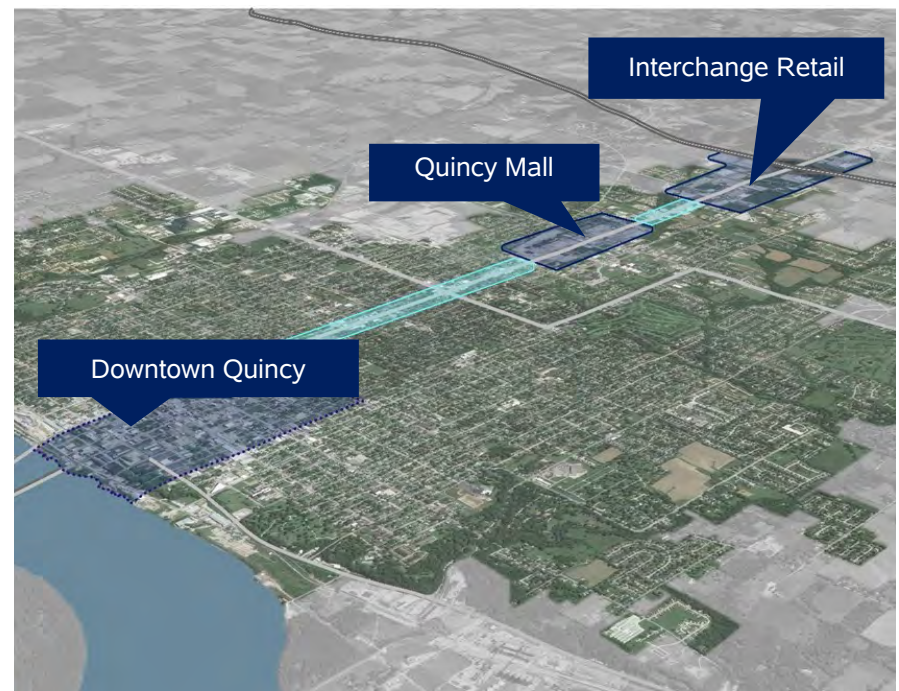
Within Quincy's retail market area, there are nearly 350,000 residents with a purchasing power of \$7.7 billion. In 2016, this population spent \$2.3 billion on consumer goods. Further, retail expenditure data shows that about forty-five percent of total retail spending in Quincy is done by non-Quincy residents,



including forty percent of food and beverage spending. Demand analysis shows enough market support for an additional one million square feet of retail space, representing an opportunity for Quincy to grow its retail base. However, its success in this will depend on providing the product desired by the market.

## SUPPLY

The city's major retail corridor runs along Broadway, with three nodes of significant activity: Downtown, the Quincy Mall, and the I-72 interchange. All three areas are well-occupied—over 90 percent—although the eastern nodes are currently able to command higher rents than Downtown. While all three nodes serve local and regional shoppers, Downtown retail additionally serves tourists to Quincy, who are generally more attracted to local businesses and restaurants that exhibit true Quincy character.





## PREFERENCES

While all three retail nodes contribute significantly to the city's economy, shifts in consumer preferences are changing the distribution of revenues from these areas. For example, retail business in Downtown generate ten percent of retail spending in Quincy, while the Quincy Mall generates six percent. Consumers are seeking authentic and engaging shopping experiences—something they can't have when they shop online. Malls around the country, including the Quincy Mall, are trying to provide that experience with new mixes of tenants. Downtowns, particularly in historic downtowns like Quincy's, already offer that unique shopping environment.

Continued efforts to reposition the Mall and build up Downtown's retail market will position Quincy to remain competitive as a retail destination and to maintain its sales tax base. These efforts should be particularly cognizant of visitors' needs and interests, which can result in a wider retail tax base, and allow the city to make greater investments in the community without significant additional tax burdens on residents.



## KEY METRICS RETAIL MARKET

**340,000** Population of Quincy retail market

**\$7.7B** Purchasing power in Quincy retail market

**\$2.3B** Expenditure on retail goods in Quincy retail market (2016)

**\$965M** Total retail sales in City of Quincy (2016)

**55%** Percent total retail expenditures made in Quincy by **Quincy residents**

**45%** Percent total retail expenditures made in Quincy by **non-Quincy residents**

Source: Esri, 2017, City of Quincy

# ECONOMIC

## Components of an Economy

Future economic growth and success in Quincy will require a mix of supporting existing businesses; creating a fertile environment for nationally-growing industries; and attracting, training, and retaining a widely-skilled workforce.

Quincy has historically been a manufacturing town, well-located centrally within the country and along the Mississippi River. The industrial sector of the economy—including manufacturing, agricultural, logistics, and transportation companies—still make up nearly twenty percent of employment in Adams County. However, the national economy, and Quincy’s economy along with it, is changing. The economy today is far more reliant on consumption, on the provision of services rather than goods, and on the free and accessible exchange of knowledge and ideas. The ability to adapt to these changes will be essential to Quincy’s future economic growth.

Three broad areas of focus that can positively impact Quincy’s economic growth:

**PRODUCTION** // Quincy still has a competitive advantage nationally in the industrial/production economy, and should continue to nurture that sector and help it adapt to changing skills and technology needs

**DIVERSIFICATION** // The diversification of Quincy’s economy is already occurring. Most job growth over the past 15 years has been in non-manufacturing occupations, most notably in the healthcare industry. Quincy needs to continue to look for opportunities to align its workforce and business resources with nationally-growing sectors such as healthcare, technology, and tourism.

**ADAPTATION** // The way that people work is changing too. Opportunities for entrepreneurship are growing as it becomes easier to connect directly to markets. Adaptability and innovation are paths to success. Quincy can respond to this shift by providing the right environment for an innovative, entrepreneurial workforce to grow and thrive.

The common need among all these areas of focus is a well-trained workforce with a wide spectrum of education and skills. Quincy’s unemployment rate is low, but its labor pool is shrinking, signs of an aging and outmigrating population. Attracting, training, and retaining new workers will be key to the success of Quincy’s local employers, and will require investments in education, facilities, and placemaking.



## Production

Manufacturing firms have long been major employers in Quincy, and despite the sector's overall decline, it will continue to be an integral part of the city's economy.

## COMPETITIVE ADVANTAGE

Adams County is home to 365 firms and over 7,000 jobs in the agriculture, mining, manufacturing, wholesale trade, transportation and warehousing industries—firms involved in the production and transportation of goods. The region has historically had a greater proportion of manufacturing jobs than the national average, and today the region has a strong competitive advantage nationally in the manufacturing industry. This competitive advantage can benefit the region in attracting new complementary firms, both domestic and foreign.

## LOCATIONAL ASSETS

Another attraction for manufacturing firms, besides the concentration of complementary firms, is a central location with good access to other markets. Wholesale trade, transportation and warehousing already comprise around ten percent of Adams County's employment, as its location is a three-day drive to most parts of the country. The Quincy Regional Airport offers daily flights to Chicago O'Hare International Airport, and Amtrak's Illinois Zephyr and Carl Sandburg routes connect Quincy to Chicago's Union Station, both major hubs to national and international destinations.

Additionally, Quincy is strategically located along the Mississippi, at the northernmost point of the river that stays passable year-round. The volume and value of freight shipping by water is projected to increase significantly over the next thirty years, and the Mississippi River already carries a third of waterborne traffic in the United States. Efforts are currently underway by GREDF, in partnership with the city, the Mid-America Intermodal Port Authority, and IDOT, to explore upgrades to existing infrastructure at the Quincy Public Dock in order to better position Quincy to take advantage of this growth.

## WORKFORCE DEVELOPMENT

Quincy's educational and business sectors have worked together to build a strong workforce development infrastructure to meet the demands of production economy jobs. This includes training not only in technical skills, but also in workforce readiness and leadership and management skills, starting in the K-12 system and continuing through college and continuing education programs. One of the greatest challenges for this sector is the ever-changing nature of needed skills as technology advances, and the continued availability and adaptability of training programs will be critical to meeting this challenge.

Employment Sector		Location Quotient*
MANUFACTURING		1.72
RETAIL TRADE		1.34
WHOLESALE TRADE		1.33
HEALTHCARE AND SOCIAL ASSISTANCE		1.23
FINANCE AND INSURANCE		1.21

\*Location quotient compares the proportion of total employment by industry sector in a local economy to the national average. A location quotient greater than 1.0 means that a particular industry makes up a larger proportion of the local economy as compared its proportion in the national economy.

## Diversification

A resilient economy is a diversified one. Manufacturing has been a strength in Quincy, but greater diversification is needed to keep up with shifting trends.

The United States is experiencing a shift towards a service-based economy. Over the past ten years, jobs in manufacturing, transportation, and trade have decreased by seven percent, while jobs in other industries including retail, finance, education, healthcare, and professional services have increased by ten percent. Rather than producing goods for wide distribution, job growth is occurring primarily in the provision of services locally. This shift has been seen most dramatically in the increase in healthcare occupations, but jobs in sectors such as business and finance, education, and arts and design have also expanded in recent years.

Although Quincy has a competitive advantage in manufacturing, the sector has not been an area of local economic growth. Since 2001, the region has lost nearly 600 manufacturing jobs. At the same time, it gained more than that number of

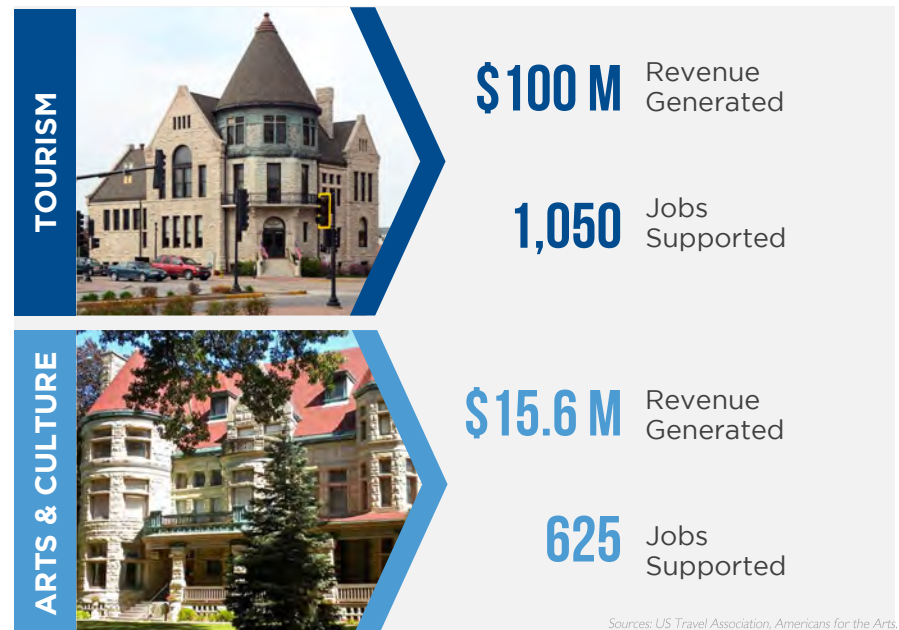


Sources: Illinois Department of Economic Security

jobs in business and finance, healthcare, and professional services. These sectors are projected to be top-growing occupations not only nationally, but also in Western Illinois over the next decade.

Quincy also has a strong arts and tourism sector that contributes significantly to its economy. In 2015, tourism expenditures in Adams County were over \$100 million, while the region's arts and culture institutions had a \$15.6 million economic impact. Together the sectors support nearly 1,700 jobs. The strengths of these sectors also positively impact the vitality of Quincy, enhancing its attractiveness to potential residents, and provide outside revenues for the city that do not burden residents directly.

As with manufacturing, cultivating an appropriately-trained workforce for growing job sectors will be crucial. There are many programs at Quincy's institutions of higher education that do offer training for occupations such as nursing, business administration, and computer programming. However, the local workforce development infrastructure for these jobs will not be sufficient to meet the demand for workers. For example, Quincy does not have a local medical school. Thus, attracting needed trained professionals will also have to be part of the effort to diversify Quincy's economy.



Sources: US Travel Association, Americans for the Arts

## Adaptation

The national economic shift is not only towards service-based jobs, but also towards entrepreneurship and innovation. Providing an environment for start-up businesses to thrive will be another important ingredient for growing Quincy's economy.

Locally-grown businesses, though often small, are big assets to a community. They tend to stay in town and invest in the community, creating stability in the economy. They are also the true drivers of economic growth. Nearly 90 percent of new job creation in communities nationwide occurred through the creation of a new business or the expansion of an existing in-state business, whereas just ten percent of job creation occurred when an out-of-state firm relocated its or opened a new office. Further, one-third of jobs created annually since 2010 have been from start-up companies, which includes not just firms in the tech sector, but also local retail or professional businesses.

Quincy's existing resources for small businesses are primarily contained within the Quincy Business and Technology Center (QBTC), an incubator with 67,000 square feet of light manufacturing and office space. The QBTC offers competitive rental rates and robust fiber-optic internet connectivity to its tenants, and through its partnerships with the city, county, state, and local educational institutions and business owners, it has offered a variety of counseling services to new businesses and access to grant programs. Approximately fifty start-up companies have graduated from the QBTC over the past twenty years. However, some publically-funded services have been scaled back recently due to budgetary constraints, making it more difficult for the Center to serve local businesses.

Quincy's affordability makes it a competitive location for starting a new business. More robust funding for support services and capital investment, as well as an expansion of available space, represent opportunities for Quincy to further enhance its attractiveness to entrepreneurial residents who may move elsewhere to start a business or just not even try for lack of resources, as well as to entrepreneurs in the larger tristate region. Many of these efforts are publically-funded, and increased investment by the private sector in support entrepreneurs will be an important piece of growing the city's small business sector.



# PLACE

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## THE IMPORTANCE OF PLACE

Place is a combination of all the elements that create the physical environments in which we live, work, shop, and visit. It is the part of the city that we see and interact with. But all places are not equal. Some are value-adding and life-affirming—they are the places that work well without us having to think much about using them, the places that bring us joy to return to over and over again.

Economics, market forces, and policies are “hidden” components that contribute to and shape the spaces we live in, whether we are conscious of them or not, providing opportunity in some ways, or constraints in others. A city with a robust economy has more to invest in places than one without, for example.

But place also contributes to these components, by heightening the role of design and physical planning as value-generating catalysts for prosperity. Great places help communities attract and retain talent, improving their economic performance. Great places are more marketable for housing, jobs, retail, and visitors, so they can alter market forces. They can *bend the curve*.

There are six key components to a great place: livability, walkability, vibrancy, accessibility, dynamism, and anchors and amenities. These foundational “elements”, when arranged properly, can greatly impact the functionality, appearance, and usefulness of a place, and are explored further in the following pages.



**LIVABILITY**



**WALKABILITY**



**VIBRANCY**



**ACCESSIBILITY**



**DYNAMISM**



**ANCHORS & AMENITIES**



## LIVABILITY

Livability might best be described as the degree to which a place is designed for people (as opposed to automobiles). On one hand it is about scale—human-scaled places that function well for pedestrians, that are shaded in the right places at the right times of year, and that provide outdoor seating and visible and usable public spaces.

A livable place is a *comfortable* one that is not consumed by the noise of trucks, the speed of cars, or the faceless concrete buildings at eye level. It is one that provides dignified places for people to inhabit, not expanses of concrete where pedestrians fight for space with cars, navigating a lack of sidewalks and abundance of driveways.

A livable place is about *life*—actual, living greenery, as opposed to just concrete and asphalt. It is about the history of a place—the people that occupied a place before, as expressed in its buildings, art, and character.



## WALKABILITY

Walkability is closely related to livability. In many ways, it is a critical component of it. A walkable city is one that provides a comfortable environment in which to get around by foot. Comfortable street crossings that give pedestrians ample time to get to the other side. Bumpouts, boulevards, and other elements that reduce the time of that crossing. Signals and reasonable speed limits that cause motorists to respect pedestrians and share the road.

A walkable city has great streetside zones, not just sidewalks. It has places for outdoor dining, visual interest at eye-level (especially in the form of retail storefronts where possible), and on-street parking to buffer people from moving vehicles.

Street furniture and thoughtful streetscape elements, from different surface materials to well designed lighting, plantings, benches, and trash receptacles, also contribute to creating a more walkable place. Though many of these elements are sped past by cars, they are an integral part of the pedestrian experience.



## VIBRANCY

Vibrancy is best measured by the number of people seen walking within a place at different times of the day. A number of things contribute to this, including the aforementioned livability and walkability.

But it's about more than that. People need places to shop and patronize, so storefronts, varied in their use but beautiful in their presentation, are vital. Housing is critical. Downtowns and employment districts often become desolate after five o'clock, but residential areas come alive on evenings and weekends.

Vibrancy is dependent upon shop owners who dedicate themselves to distinctive crafts, such as food, that delight shoppers and celebrate local culture. Entertainment, in the form of festivals, as well as art—both permanent and temporary—are equally important and authentic expressions of culture.





## DYNAMISM

Dynamism is about economic activity, and the ability of a place to adapt and evolve over time. Great places welcome entrepreneurs, innovation, start-ups, business, and commerce. Dynamism contributes to the very survival of a place—it contributes to the ability of its people to adapt to changing economic conditions and to global, national, and local trends.

Third places—coffee shops, parks, and other places where people from different professions can meet and share ideas and knowledge—are critical to today's knowledge economy.

Different office spaces are needed—some more formal for established businesses, some more flexible for start-ups—in order to support business in its different stages.

Hospitality is exceedingly important, in the form of quality places for out-of-town businesses to stay. Creating a lasting positive impression of a place is critical to the reputation of a city as expressed through word-of-mouth.



## ACCESSIBILITY

Accessibility can be defined in different ways. In its most literal sense, it is about getting around—how easy is it to get from here to there? Can a driver find a place, figure out where to park, and then walk to that place without consulting multiple maps? Is there suitable transit for non-motorists? Two way streets, way-finding, and signage greatly help in these areas.

Accessibility can also be thought of more broadly. A place that is easy to *understand* is one that is accessible. Logical districts within a downtown with distinct, descriptive names let you know which areas are relatively more residential, or for dining, or hospitality. They identify the city's waterfronts and parks and its employment centers.

Mixing uses is often great, but where a district has a certain emphasis in character, it should be made clear, especially for those who have never been to the place before. In this way, it can be made more accessible.



## ANCHORS & AMENITIES

Anchors and amenities are typically the things that draw people to a place in the first place—or keep them coming back. A small but well-placed and designed park can anchor a residential neighborhood. A large park or waterfront can bring people in from far and wide, for regional festivals, weekend events, and tourism.

A large commercial business, such as a brewery, can anchor an entertainment district. A large corporate business, such as a hospital, can anchor a health care district. Institutions, such as libraries, post offices, university branches, or recreation centers can also draw people.

Cultural destinations, things that celebrate a place's distinctive history, including museums and historic landmarks, can serve both the local population and the broader heritage tourist community.

## LIVABILITY

Quincy has an enviable array of pre-1940s buildings—the remnants of a quintessential small-town square. These historical assets are rare and contribute greatly to the livability, history, and authenticity of place.



## HISTORY, ARCHITECTURE, AND SMALL TOWN CHARACTER

The sheer volume and quality of historic buildings in Quincy is staggering for a city of its size. Dating from its boom years between 1850 and 1900, Quincy boasts an excellent array of pre-war architecture, with many skilled artisans leaving their mark on the community.

Many of these buildings are oriented around Washington Park—the quintessential town square—that both harkens to a bygone era and yet still represents a valuable asset in today's place-driven world, where the most amenitized places attract talent and economic growth. The scale of the Downtown Core—roughly 16 blocks—is also exceptional, with ample opportunity to accommodate future housing and commerce in existing buildings.

More subtly, but no less important, the Downtown Core was built at a time when city design oriented buildings toward pedestrians and struck compromises between people and cars—precisely the type of placemaking efforts that newer cities seek to re-create as a value-adding, talent attraction strategy.

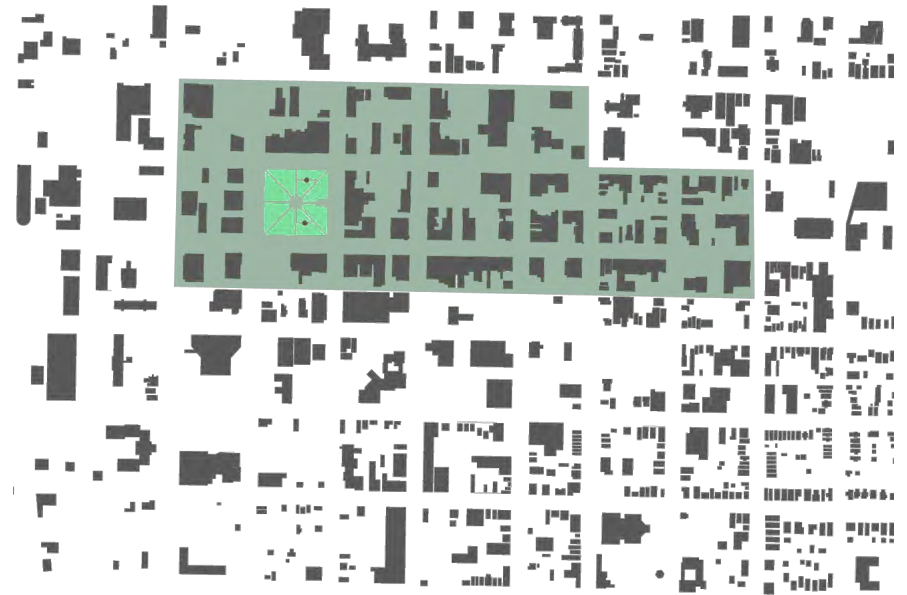


## NEEDED INVESTMENT

While Downtown’s building form and orientation are in many ways excellent, the level of investment in buildings and public space has waned. Many buildings—still salvageable—have suffered from decades of deferred maintenance, and investment and preservation are needed.

Investment in the public realm, in the streetside zones, is also needed in many places. The lack of greenery—healthy street trees—is particularly problematic in breaking up the expanses of concrete and asphalt that streets otherwise bring.

The net effect is the feeling that parts of Quincy have experienced better days, when investment was common. The trick then, is to begin to stimulate private investment in Quincy. That likely will need to start with public investment, particularly within the public realm, in order to create an environment that will support the efforts of private developers.



Quality of place, visual coherence, and livability for pedestrians breaks down quickly outside the Downtown Core (shown in green above).

## OUTSIDE THE CORE

While success inside the core of Quincy is largely about restoring buildings and streets to their former glory, the challenge is different outside the Downtown Core (shown in green in the map above).

The above map, which shows building footprints, highlights the sparse, less coherent alignment of buildings outside the Core—a tell-tale sign of auto-dominance, of vast areas of parking surrounding buildings.

The result is a less pedestrian friendly environment—or, in fact, an environment that is often outright hostile to pedestrians. Walking within the Core could be a great experience by simply investing in the public realm and buildings. Outside of that area, these investments are also needed, but so too are new buildings that are built at the street with better parking orientation.

## WALKABILITY

Walkable streets combine storefronts, street tree canopies, broad sidewalks, plantings, and comfortable street crossings.



## WALKABILITY AND THE PUBLIC REALM

Great walkable environments provide visual interest and comfort. Active storefronts, street trees and canopies, broad sidewalks, and greenery all contribute to the quality of the pedestrian experience.

Many cities have invested heavily in place—particularly in their cores. Whether it's mid-sized cities like Greenville, South Carolina, or cities comparably sized to Quincy, such as Dubuque, Iowa, place is an important part of urban renaissance and economic performance.

While walkability is an important quality of life unto itself, it is about much more than a comfortable stroll. When the quality of the walk is high, people do not mind parking a few blocks away to get to a business. Thus, the quality of the walk increases the volume of

business in an area, without needing to dedicate potential revenue-producing land to the provision of parking.

The quality of the walk also contributes to a feeling of vibrancy, covered in greater detail on subsequent pages. When it comes to attracting and retaining highly skilled workers, it is essential to have places within a community that are active, vibrant, inviting, and full of people.



## PLACES FOR PEOPLE

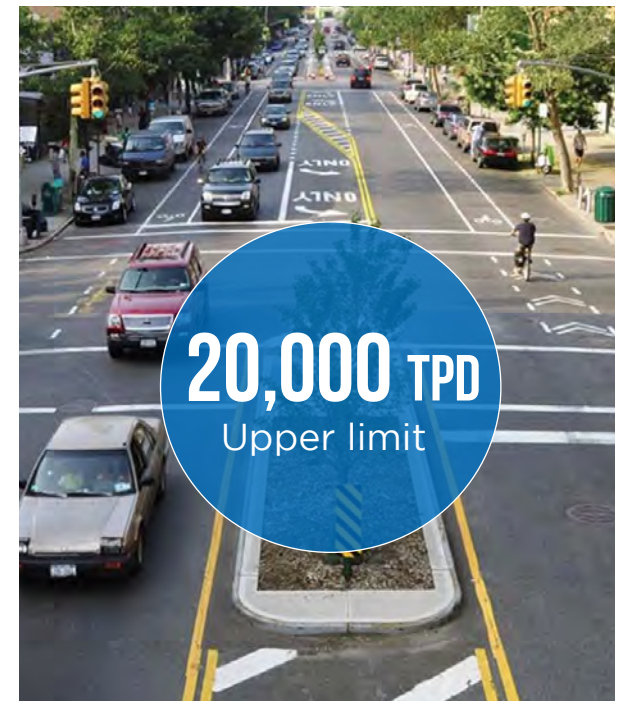
In Quincy, there is considerable need to improve the quality of the pedestrian experience. It stands in stark contrast to the quality of the historic buildings and the much more inviting public realm that likely once existed.

Better street crossings, sidewalk environments, and active storefronts are all needed. Things get much worse outside the Downtown Core, where auto-oriented building orientation is more common. This calls for better form regulation outside the Core.

In addition to better sidewalks and streetscape elements (such as brick pavers, benches, ornamental lighting, etc.), bumpouts and other pedestrian-friendly interventions are needed to make street crossings safer and more comfortable.

Mature street trees are in particular needed to break up expanses of asphalt and concrete. In addition, street trees offer significant benefits to city services and property values alike.

Narrowing of roads, or so-called “road diets” should also be explored. Wide streets with less than 20,000 trips per day are often candidates for narrowing, leaving greater space for bumpouts, broader sidewalks, and bike facilities.



**VIBRANCY**

Vibrancy is driven by offering a diversity of programming, products, and design, attracting a spectrum of participants with a variety of interests throughout all times of the day.



**A 24/7 PLACE**

Vibrancy can be measured in the simplest of ways—the number of people seen actively engaging with the city. The answer to the question, “Are there people on the streets?” can be very telling. Some places are vibrant at certain times of the day, but others are not.

In Quincy, elements of vibrancy are emerging. There are many positive elements to point to. Quincy’s small business community, particularly in Downtown, has grown in recent years. New restaurants, boutique shops, and personal service establishments have opened throughout Downtown, bringing new life to the city’s historic storefronts.

Festivals sponsored by The District, such as Blues in the District, Feast on Maine, Q-FEST, and the Teal Pumpkin District Fest, draw hundreds of residents

and visitors into Downtown. Small examples of public art, such as decorated planters, have popped up.

But much more can be done to make Downtown into a vibrant place. The most critical is to make Downtown a 24/7 space. Developing more housing will make Downtown more of a neighborhood, activating things organically on evenings and weekends. A city-sponsored public art program can engage the local artist community while creating a truly unique “Quincy” space. And more and varied entertainment and festival offerings should be encouraged and invested in.

## DYNAMISM

Dynamism is about economic activity, and the ability of a place to adapt and evolve over time. Great places welcome entrepreneurs, innovation, start-ups, business, and commerce.



## FUTURE PROSPERITY

Dynamism is about economic activity and, more specifically, the elements that make an economy adaptive, resilient, and positioned to succeed in the future. This means having a diversity of companies, including small businesses and start-ups. Cities with many small and varied companies are more resilient to change than those reliant on a single industry.

A start-up ecosystem is critical. Entrepreneurs and small businesses need a density of other businesses, access to capital, and inexpensive space in which to grow. They need flexible lease options. They need talent, so the quality of place is important. They need unconventional places—so called third places, such as coffee shops—in which to have meetings and informal conversations with people outside their conventional silos.

A density of businesses has another advantage—it aids investors. Being able to identify one place—a center of gravity of start up and innovative companies with a fixed geography—helps create all-important collision points between capital and ideas.

A hub of such an area is one or more business incubators, where start ups can work nearby, pitch investors, meet, have coffee, refine ideas, etc. The Quincy Business and Technology Center (QBTC) was a good start, but more is needed, more proximate to the Downtown Core.

Hospitality also contributes to economic vibrancy. It is a growing industry, and it invites business travel, new ideas, and new investment. An improved hospitality district is an important component of a more vibrant Quincy economy.

## ACCESSIBILITY

In its most literal sense, accessibility is about getting around. How convenient is it to get around by car, transit, or foot? But a place that is easy to *understand*, with logical districts and place names that are clear and indicative of the actual experience is one that is truly accessible.

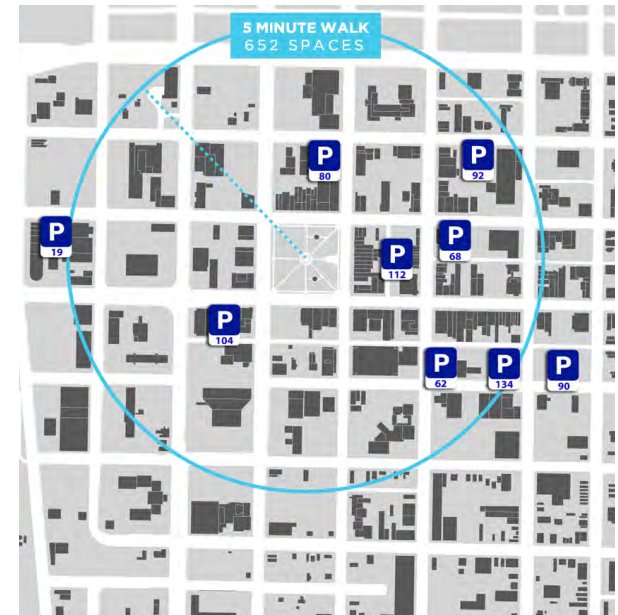


## DISTRICTS AND WAYFINDING

Quincy, and Downtown in particular, needs better defined districts, through signage and streetscape elements, but also through use. Some districts may be more residential in nature; others employment-centric, and still others will be more about hospitality and/or historic character.

A wayfinding study for Downtown was completed, and should be implemented. Refinements will be needed that respond to this Plan, and some of the market-based uses and opportunities identified herein.

While some districts are active and simply awaiting a name and signage (a medical district, for example), others are promises that need to be delivered on, in the form of more housing, or a more engaging riverfront, to name a few.



## PARKING

Parking is a backbone of economic activity in most urban places, because it brings in “outside money” to a place, neighborhood, or district. It is best when it is present and effective, but unseen.

There are over 650 public parking spaces within a five minute walk of Washington Park, the center of gravity for Downtown. If the street environment were better, and parking signage made available, more people would use those designated spaces and make the short walk to their destination

While the current amount of parking may meet present needs, structured parking should be evaluated for future needs—for instance, if restaurants begin to find valet parking beneficial. The garage at Jersey and Fifth could be evaluated for structural integrity and potential purchase at some point in the future.



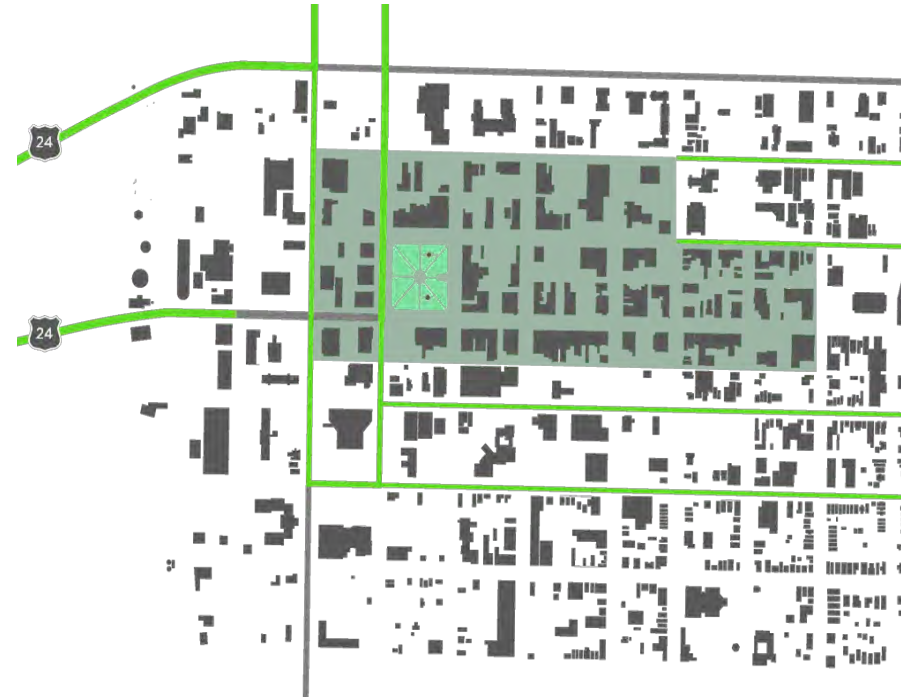


## RIVER INCLINE

Like many cities built on rivers, the incline from the Mississippi to the Downtown Core of Quincy is steep. In addition, it is unremarkable. As more and more cities have come to recognize the importance of river connections to their urban places as economic catalysts and quality of life amenities, greater effort has been made to “get people to the river”.

In many cases, this has involved creative interventions—meandering stair steps and landscaping, colorful uplighting under overpasses, pedestrian bridges, and fountains—that make direct connections between place and water.

Such ideas and creativity will be needed in Quincy, where three blocks separate its river from Washington Square. Linking these two amenities would be good for housing development, business growth, tourism, quality of life, and the overall brand and perception of the city.



## STREET DIRECTIONALITY

The adage, “one way streets are good for moving cars; two way streets are good for business” applies to Quincy. Over time, as one-way streets encourage speeding, old buildings get torn down and replaced with new ones geared toward automobiles, with surface parking, asphalt, and poor pedestrian environments.

The image above shows one-way streets in green, and buildings in black. The historic Downtown Core, around Washington Park, remains largely intact. But at its edges, where one-way streets were allowed, building orientation and coherence breaks down, as does the physical form of Downtown.

These places are not walkable, accessible, or connected to the Downtown Core in any way that is contributive to a modern economy or place. Where possible, two-way street conversions are needed, as are design standards that encourage pedestrian activity, vibrancy, walkability, and livability.

## BRIDGE ALIGNMENT

The proposed Memorial Bridge realignment will be a critical piece of Downtown walkability, livability, and Quincy's efforts to remake Downtown in a way that is contributive to its repositioning in a modern economy.

IDOT's proposed realignment would replace the current Memorial Bridge—which aligns with Maine Street—with one that aligns with York Street, on the southern end of Downtown. The couplets, or the one-way streets, along Third and Fourth streets would continue to serve largely as “pass throughs” to access Broadway, US-24, and IL-57, receiving substantial amounts of truck traffic on excessively wide and pedestrian unfriendly roads.

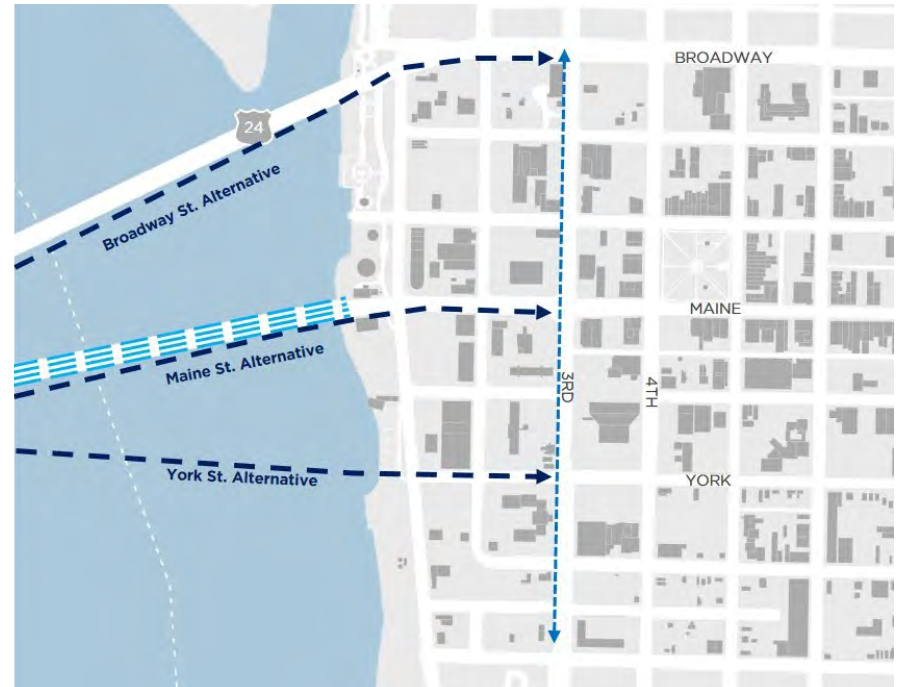
The problems this causes for Quincy's efforts to revitalize Downtown, remake its economy, and provide greater prosperity and job access to its residents are three-fold.

First, these streets separate the Downtown Core from the River. A revitalized riverfront, and pedestrian friendly connections to it, are critical to the city's plans to attract tourism, waterfront development, and reposition and rebrand itself. Wide streets and loud truck traffic diminish the impact of any investments made in the waterfront.

Second, Fourth Street runs right past Washington Park, the heart of Downtown and, arguably, of the entire city. Continued investment in storefronts, the public realm, and the street environment is needed to create the dynamic and vibrant place that can attract talent and tourists, and a dynamic start-up culture. Truck traffic in this central part of the city will hamper these efforts.

Third, if Quincy is to fully capitalize on its historic assets to boost tourism and outside spending, it will need a more inviting pedestrian link from its hospitality district and convention center to its Downtown Core. Those improvements almost certainly need to occur on Fourth Street, and possibly Third Street as well.

Current traffic volumes indicate a scenario in which one way streets are converted to two way streets, with truck traffic focused on Third. This scenario is worthy of further study by IDOT and could be economically rewarding to the City if implemented.



Third and Fourth streets are major corridors of Downtown and they need significant investment in place—streetscape elements and quality materials, on-street parking, street trees, bumpouts and comfortable crossings, and slower traffic. If Quincy's economy is to move forward—if its planned investments are to be harnessed—the issue of truck traffic through the city will need to be addressed head-on.



## GREENWAYS

Greenways have always been viewed as an excellent green amenity—a way to encourage exercise and provide a bit of nature in the city. Increasingly, they have proven to also be vital economic catalysts with positive impacts on talent attraction. As greater care and innovation has led to better integration with regional greenways and urban systems, their visibility has increased, further enhancing their ability to attract talent. They have also improved linkages of people to jobs and places through alternative transportation, decreasing the need for parking and reducing traffic while providing a subtle boost to the health of citizens.

The greenway plan approved in 1999 set forth an ambitious but needed network of greenways that would provide a ring around the city, and access to it along certain streets. Unfortunately, it has largely been unfunded and unrealized. In addition, while it was a good plan for its time, new thinking and ideas have emerged since—particularly in thinking about trails as economic catalysts that can comfortably be navigated through core economic areas, such as downtowns.

If Quincy’s economy is to thrive to its fullest, a successful, robust greenway system is needed. It needs to provide access to nature. It needs to be fully integrated with riverfront development. It needs to link to the Downtown Core in a direct way, along well used thoroughfares, such as Maine or Hampshire. It needs to be highly visible in the areas of greatest pedestrian and business activity, and it needs to take people to the places they want to go—employment, boutique shops, the waterfront, and nature.

Such a greenway system will be one that serves everyone—families, seniors, workers—not only the most ardent cyclists.

## ANCHORS AND AMENITIES

Anchors and amenities are typically the things that draw people to a place in the first place—and keep them coming back.



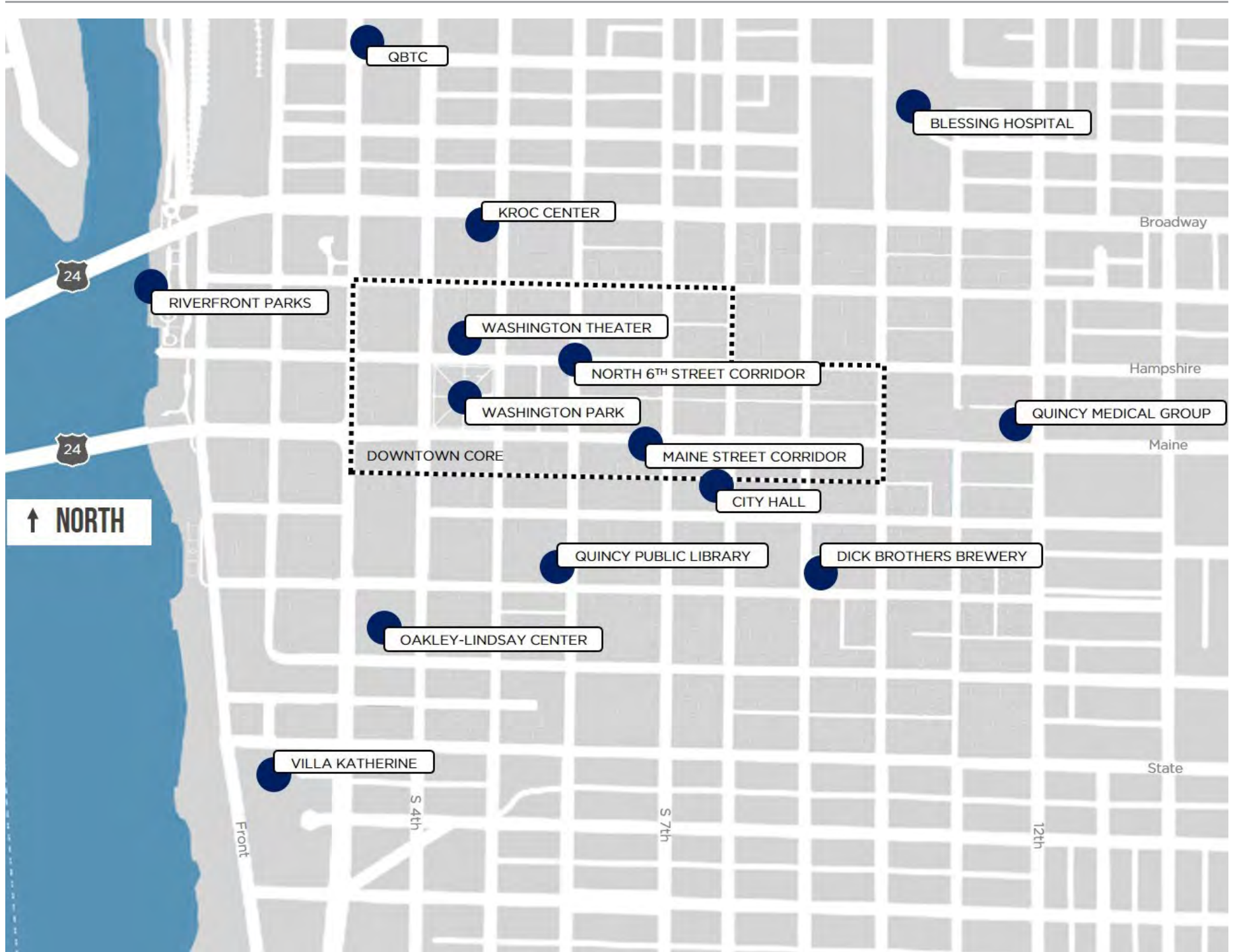
## LINKING ASSETS

One of the key findings of the place analysis of this Plan is the importance of linking the various assets and amenities of Quincy to its Downtown Core.

The Core is the roughly 16-block area surrounding Washington Park. Within this area is an impressive list of anchors and amenities (including the Washington Theater and the Kroc Center), historic buildings, and public spaces. It is what defines Quincy. Yet many assets and amenities fall outside it as well, and these are not well-connected to the Core or to each other. These include the riverfront, the OLC and surrounding hotels, the QBTC, the medical institutions, the library, and the Dick Brothers brewery.

Efforts to link these assets will support other growth efforts, such as riverfront development, boosting activity at the OLC and growing the number of overnight visitors in the hospitality district, talent recruitment efforts by big medical employers, growing a start-up ecosystem, and revitalizing the Dick Brothers brewery, to name a few.

Essentially, Quincy has a fantastic urban core. Making a more direct connection from many of its anchors to it will enhance a number of strategic efforts.





## CITY TO THE RIVER

Of all the great, unrealized efforts that lie before Quincy, development of its waterfront is arguably the most potentially catalytic and transformative. The steady, collective efforts at revitalizing the Downtown Core—rehabilitating its historic buildings, filling its storefronts, making its streets livable—is the most important and unheralded work taking place today, and revitalizing the riverfront is the next major opportunity to elevate the status of the city’s most visible and valuable anchor.

Waterfronts are universally appreciated, and cities across the country, large and small, have made great strides in giving them back to the public, in the form of parks. This in turn has created private investment—both in terms of real estate development and business and talent attraction.

Cities as large as Chattanooga and Louisville, and as small as Dubuque, have focused revitalization efforts around urban waterfronts, with relative success. The keys are a coherent and creative design, modern amenities (such as splash pads), and great connections to them from more heavily-trafficked areas of a downtown.

Realizing a big, bold vision for Quincy’s riverfront is not without challenges. The Mississippi River is notoriously difficult to tame. The incline to the Downtown Core is steep. Some existing public works facilities are incongruous with tourism, recreation, and aesthetics. Improved infrastructure is needed to accommodate and leverage development. The costs of quality riverfront park development are not aligned with Quincy’s current municipal budget and fiscal position.

But cities with waterfronts that fail to capitalize on them fail to leverage one of their greatest assets. Recent and earlier planning efforts show that Quincians have been asking for a riverfront transformation for at least 20 years. Other cities have shown that, when pursued as part of a broader strategic efforts, investing in riverfronts can be a wise way for communities to invest in themselves.



## MAKING THE CONNECTION

If the riverfront is to be invested in, three things are necessary in order to fully leverage that investment.

First, a direct connection must be made to the Downtown Core. With the Memorial Bridge realignment proposal increasingly pointing towards a York Street alignment, an evaluation will have to be made as to whether Hampshire or Maine should be the primary artery/pedestrian link to the Core.

Second, investments in the Core need to continue. A waterfront without a thriving core to link to will not be fully capitalized upon. When Chattanooga invested in its waterfront, it also developed complementary tourism amenities, facilitated hotel development, implemented codes that favored

walkability, and invested in key streets. “Silver bullet” investments rarely exist; smart and lasting investments are done in conjunction with other key efforts.

Third, barriers need to be removed. As noted earlier in this chapter, the one-way couplets of Third and Fourth streets are extremely problematic in that they accommodate truck traffic on excessively wide streets, and their location separates the Downtown Core from the waterfront. As such, these truck corridors are holding Downtown back. If it is the expressed desire for transportation infrastructure to facilitate economic growth, then transportation policy affecting Quincy’s Downtown must change.

Trucks need to be diverted off of Fourth Street, and the street needs to be made into a narrower, slower, more beautiful, livable, walkable street. Through partnership with IDOT, the city can create better pedestrian crossings, streetside zones, streetscape materials, on-street parking, two-way conversions, restricted truck corridors, and traffic calming.

The three part investment in the Core, the riverfront, and the link between the two is the central physical effort in rebranding and repositioning Quincy for future growth.

# POLICY

A prosperous community is one that invests in the education, employability, and health of its residents.

The common thread that connects the needed investments in buildings, people, and place outlined in the previous sections is that they will only succeed with community buy-in and civic leadership.

In order for Quincy to take advantage of its opportunities and face its challenges, its major institutions (public and private) need to be open to making investments in the community. This includes not only financial investments, but also investments of time and effort into adapting current policy structures.

Such investments should be not only in physical environment—as discussed in previous sections—but also in the human environment, particularly in the areas of education, workforce development, health and wellness, and arts and culture.

## Education

Quincy’s educational institutions are one of the assets that the city touts as an attraction for potential residents. Addressing challenges today will insure that those institutions maintain their high quality into the future.

### K-12 SCHOOLS

Quincians’ commitment to their K-12 schools was on full display in 2016 with the approval of the \$89 million bond to pay for five new elementary school buildings. This was a remarkable investment not seen in many other places. However, investments in the brick and mortar of the schools will not be sufficient to maintain the high quality of the school system. In recent years, Quincy Public Schools has seen an increase in its proportion of low-income students, and it is working to provide those students with the resources they need to succeed. They are also taking steps to adjust their curriculum in ways that better prepare students for the workforce skills needed in the Quincy job market, an important strategy for keeping students in Quincy after high school or college. Quincy also has an excellent parochial schools system that provides another option for families, and that system works in partnership with QPS to best serve the needs of the community.



A major challenge for the district in recent years has been teacher retention. Half of QPS teachers have worked in the district for four years or less; and a large percentage of experienced teachers will reach retirement in the next ten to fifteen years. As a result, the district currently needs to recruit 25 to 30 teachers per year to maintain staff levels. A number of factors have been identified as impediments to retaining teachers. These include QPS teacher’s salaries, which are the second-lowest among similarly-sized Illinois districts; challenges for teachers who are not from Quincy to find community in the city; and the difficulty of balancing living costs with low starting salaries, leading many teachers who are not from Quincy to move back to their hometowns to live with family.

The district has made a number of efforts to address some of these challenges, including a mentoring program between new and experienced teachers to build better community and strengthen support for teachers; and a teaching training program, in partnership with JWCC, to bolster the number of “homegrown” teachers with a connection to Quincy. These efforts will have to be strengthened and expanded in order to make Quincy a more welcoming and livable place that can attract and retain the highest-quality educators.



## HIGHER EDUCATION

As mentioned in an earlier section, Quincy has a relatively high proportion of residents who have an associates degree and/or have attended some college, and a relatively low proportion that have completed a bachelors degree or higher. The first statistic speaks to the excellent quality of the local John Wood Community College, which welcomes one-third of Quincy high school graduates each year into its programs. JWCC has established many programs that help prepare students for the Quincy job market, partnering directly with the local business community and GREDF on projects such as the Workforce Development Center, and leadership and workforce readiness training programs.

Quincy is also unique, given its size, in having a local university. Quincy University is a major asset to the community, providing a route for attracting and retaining higher-educated professionals both inside and outside of the region. Sixty-five percent of QU graduates stay in the city after graduation, including over half of the students who come to the school from outside of Quincy, and a recent study found that the university has a \$53 million annual economic impact on the region. While the university's current financial challenges are a concern, they are unfortunately in line with a national trend of financial struggles among small private universities. The situation does, however, present an opportunity for QU to reassess its programs and make adjustments that will increase its competitiveness in today's higher education climate.



## Workforce Development

Quincy today has a very robust workforce development infrastructure, thanks to the efforts of its economic development organizations and educational institutions. As a result, graduates of JWCC and QU have high rates of post-graduation employment, and the Quincy region overall has a low unemployment rate, reflecting that people with the skills needed to fill local jobs are able to find them. The workforce challenges facing Quincy are a high rate of underemployment (workers in jobs below their skill or experience level), as well as low rate of workers with the right set of technical and workplace skills needed to fill available positions. These challenges point to a need for better alignment of skills training and enhanced networking platforms—challenges being addressed by Quincy’s current workforce development infrastructure.

## TRAINING

Skills training programs include the previously-mentioned Workforce Development Center, run by JWCC, and the Quincy Area Vocational Technical Center, run by QPS. Additionally, Quincy Promise, a new program started in 2016, provides free tuition for students enrolling in programs at JWCC that will prepare them with skills in high demand by local employers. For workforce readiness training, the Adams County Work Readiness Team has put together a toolkit for this training that includes training in soft skills such as work ethic,

time management, and written and communication skills, as well as in pre-employment skills such as putting together a resume, filling out job applications, and preparing and dressing appropriately for an interview. The toolkit is currently being offered through the United Way, JWCC, and other non-profit organizations.

## NETWORKING

Many students and workers either do not know about career opportunities that are available, or have negative perceptions of these careers. Organizations such as GREDF are seeking to bridge this gap through the InspireWorks portal, which helps job seekers, especially high school students, connect with employers, career coaches, and mentors, and to find internships and job shadowing opportunities. Local educational institutions also host career fairs and expos to expose students to different types of careers.

Another aspect of networking is reaching out to underserved demographics who may not be plugged into the job market in Quincy. These include veterans, who often experience high rates of unemployment after they leave the military; and students from low-income households who are less likely to be exposed to career opportunities in the area. GREDF and other organizations are pursuing outreach programs that target these groups, and investment is needed to support these efforts.



## Health and Wellness

While each individual has make to their own decisions about the extent to which they pursue a healthy lifestyle, major community institutions can leverage resources and infrastructure to remove barriers to pursuing it.

## RECREATION

Promoting regular physical activity among Quincy residents can have a positive impact on health outcomes and mortality rates. Quincyans enjoy a large parks system, multiple recreational centers, and annual fitness events such as Bridge the Gap and Pedal the Parks. What the city lacks is infrastructure that would make more regular daily activity easy and accessible. A Trails and Greenways Plan written in 1999 envisioned a forty-five mile greenway system that would connect many parts of the region and provide bicycle and pedestrian infrastructure that could make daily physical activity more accessible.

To date, the only parts of the Plan that have been implemented are approximately two miles of the Bill Klingner Trail, a quarter-mile of the Riverfront Trail, and several small segments of shared roadways. Yet, even these few stretches of trail have been heavily used and enjoyed by residents. Greater investments in both greenways and in bike/ped infrastructure along city streets and the adoption of a complete streets program could help Quincyans address many of their chronic health conditions, which include a thirty percent obesity rate and ten percent diabetes rate.



## ACCESS

Healthy lifestyles also require that individuals can access health services, healthy food, and recreational amenities. Often those with the lowest level of access are those who do not have access to a car, underlining the need for multimodal transportation options. In particular, the bus system carries 500,000 riders per year, many of whom use the service to access the city's medical institutions, as well as jobs and school. In addition to improving bicycle and pedestrian infrastructure, the community needs to insure that its bus system is fiscally healthy enough to provide the needed services for its riders.

Opportunities to expand the bus system to serve those who might take transit by choice should also be explored. Use of transit is associated with more daily physical activity, and increasing ridership will bolster the system's fiscal health. Additionally, expansion of ridesharing and taxi services can also help reduce residents' overall dependence on cars, and in turn decrease traffic, air pollution, and parking challenges.



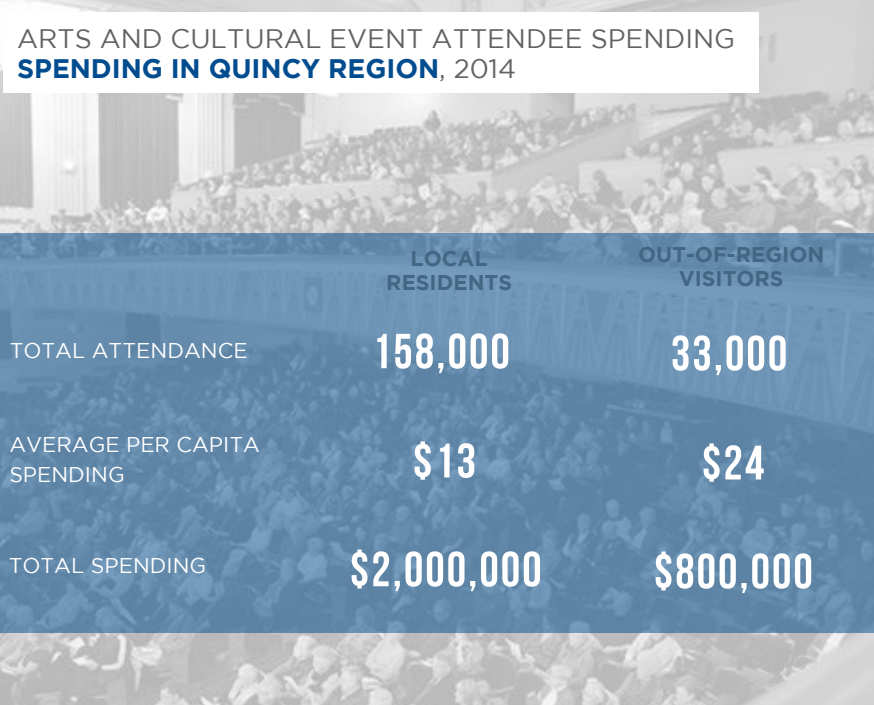
**Arts and Culture**

The number of Quincy’s arts and culture institutions is disproportionately high for a community its size. These institutions are a great asset for attracting residents and visitors alike.

According to Arts Quincy, the nation’s oldest arts council, Quincy has over sixty arts and culture institutions in the areas of music, dance, theater, visual arts, history and literature. These institutions attract hundreds of thousands of attendees to their events and attractions each year, including tens of thousands from outside the Quincy region.

The breadth and depth of Quincy’s arts and culture scene is a major selling point that many local employers point to when recruiting out-of-town professionals. Yet, public investment in these institutions has been steadily decreasing. Funding from both the state and city to Arts Quincy and other arts organizations has been cut, leaving them to rely on grants and donations. Additionally, visual arts education in QPS is not funded by the school district but by non-profit organizations such as the Quincy Art Center. These funding sources are not reliable year-to-year, negatively affecting the long-term viability of these organizations and their programs.

A number of communities have benefitted from undertaking an arts plan—an effort in which all parts of the community that impact and are impacted by the arts can work together to improve the stability and success of the local arts sector. As will be seen in the following section on peer cities, a number of Quincy’s peers have invested heavily in their arts infrastructure, which has contributed to population and economic growth. Quincy already has a substantial arts community to build on, but without community commitment to it, its future is uncertain.



Source: Economic Prosperity IV, Americans for the Arts



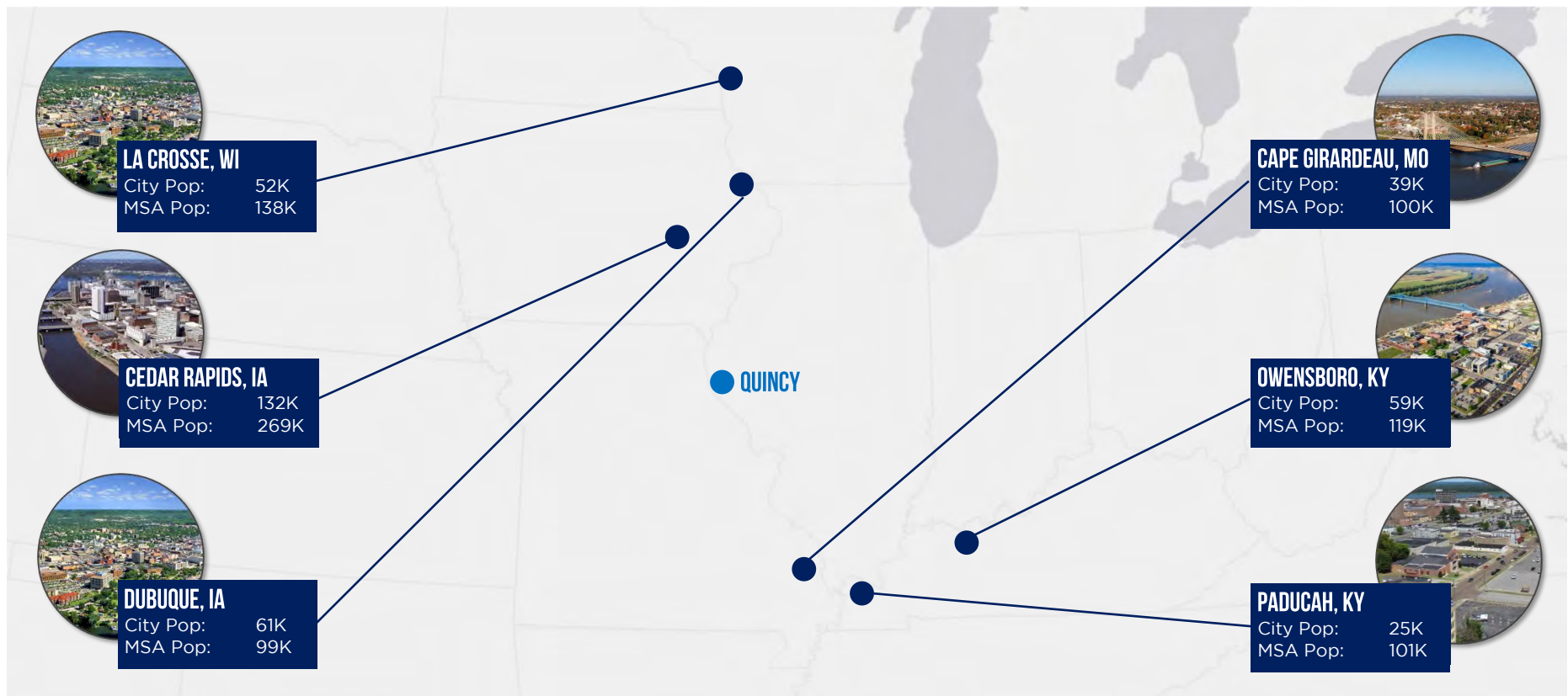
## Peer Cities

Addressing existing conditions and making the sort of changes that can position Quincy for success are not too heavy a lift for a city of Quincy's size. A number of similarly-sized cities in the Midwest have succeeded in growing their populations, particularly their younger population, and their economies over the past fifteen years.

In considering Quincy's opportunities and challenges, it is instructive to look at successful initiatives undertaken by its peer cities. Six cities were identified as peers to Quincy, based on their population size and their location along major rivers. While some of these cities have assets that Quincy lacks—such as a large university—others started in significantly worse economic positions than Quincy,

and were able to turn around their fortunes.

While there are many different interventions that these cities have utilized to create a more attractive place to live, some of the major ones include investment in dense infill housing in walkable downtown environments; in vibrant arts districts; and in riverfront development. All of these developments represent an investment and commitment by the city and community to shift the status quo, and all of them represent an opportunity for Quincy to do the same.

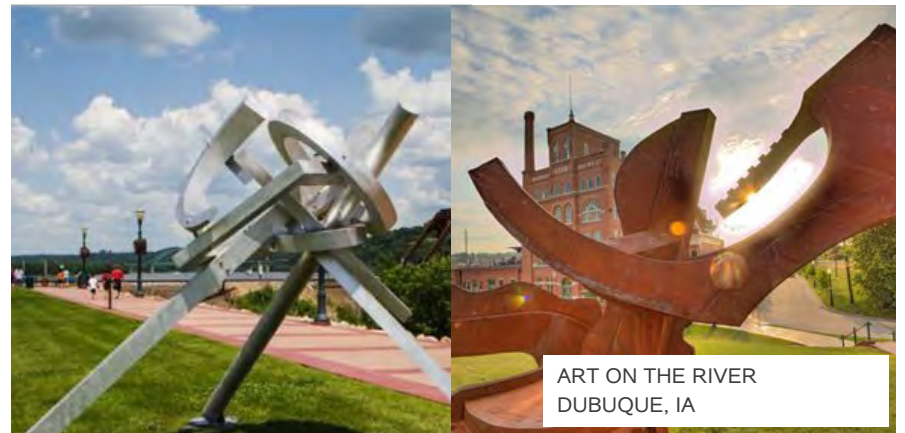


## Peer Cities: Arts and Culture

Investing in arts and culture not only enhances the quality of life of the community, but these investments can help drive economic development and opportunity, especially as it relates to downtown redevelopment and tourism. The Artist Relocation Program in Paducah, KY, which started in 2000, has become a national model for linking artists and economic development and has been a major contributor to the revitalization of the city as a whole. Through the program, artists were offered vacant, city-owned properties for \$1 as well as additional grants and financing packages in return for their commitments to renovating the property and certain operating conditions. The program has helped attract more than \$15 million in new investment in the downtown area and has even helped the city achieve a UNESCO designation for Creative Cities of Craft and Folk Art.

In addition to artist-based programs, cities like La Crosse, WI have created formal arts plans and districts that link performing arts, housing for artists, and public spaces. In 2013, La Crosse approved its Art Board Plan, which outlines a strategy for investment in the arts, including a designated downtown Arts District. Currently, the district features the recently built \$9.6 million, 450-seat Weber Center for Performing Arts, Pump House Regional Arts Center, and Grand River Station, a live-work space with studios, artist apartments, and community workshop. The district also has strong linkages with University of Wisconsin-La Crosse and Viterbo University to add an institutional presence.

Other forms of arts-based investment include placemaking and public art, as well as operating grants for arts organizations. Dubuque, IA's Arts and Culture Master Plan outlines seven distinct aspects of the arts in the city, including funding. Since 2005, the city has invested nearly \$2.4 million in the arts, including operating support, special projects and Art of the River Public Art, which is an annual public art event on the riverfront.



## Peer Cities: Riverfront

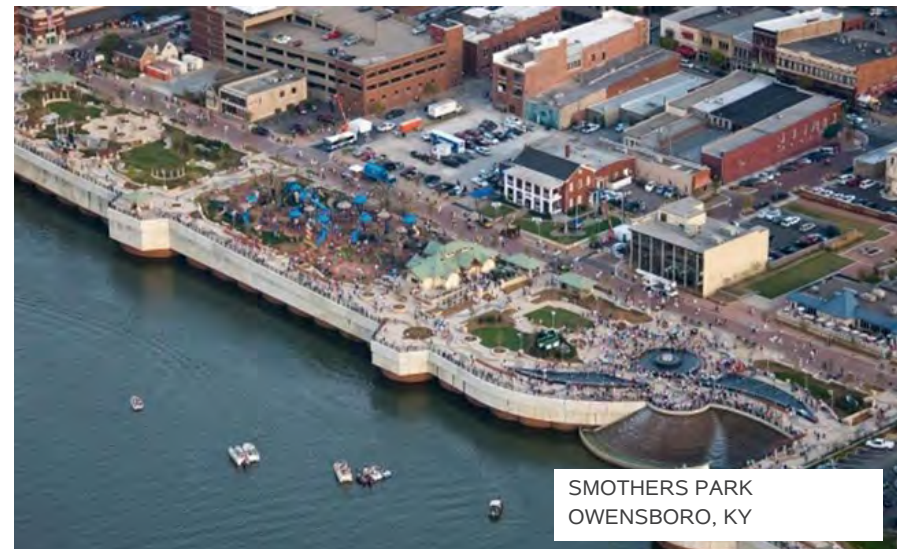
Historically, the development of Quincy and its peers were founded on a strong link to their riverfronts for industry, commerce, and transportation. However, throughout the 20th century, as regional, national and international economic trends shifted away from manufacturing to a service-based economy with increasing diversification in shipping and passenger transportation, the role of the riverfront has changed considerably. Many of Quincy's peers have found ways to transform and reinvigorate their riverfronts with a greater focus on quality of life amenities, recreation, and tourism. In developing a long-term vision with targeted investments, their regional economies have proliferated, making them once again vibrant communities with a strong attachment to and celebration of their riverfronts.

Of Quincy's peer cities, Dubuque has experienced a considerable transformation, from once leading the Midwest in unemployment in the 1990s to establishing a well-diversified economy that continues to attract young professionals. The Port of Dubuque Master Plan was adopted in 2002 with a vision of a creating a pedestrian-friendly, mixed-use district linking commerce, industry, and tourism by leveraging increment financing and a Planned Unit Development (PUD) zoning. In fifteen years since adoption, the riverfront has attracted more than \$500 million in new development with convention center, hotels, National Mississippi River Museum and Aquarium, casinos, restaurants and walking trails making it the recreational hub of the region.

On a smaller scale, the Owensboro, KY riverfront has experienced considerable new investment triggered by funds from a local levy on insurance premiums. The initial public infrastructure investments on the riverfront catalyzed more than twice as much public-private partnership investment, including Smothers Park, a new convention center, two hotels, and RiverPark Center, a regional performing arts and civic center. This investment activity is now having a positive impact on Downtown, which continues to experience new investment in retail, housing, and office development.



RIVERFRONT DEVELOPMENT  
DUBUQUE, IA



SMOTHERS PARK  
OWENSBORO, KY

## Peer Cities: Housing

Urban revitalization requires more than just planning—it takes considerable time, resources, and momentum to generate catalytic change. However, given limited public resources, the most successful and impactful policies are those that can leverage scarce public resources to encourage private investment and development activity. Housing development, especially in a downtown area, is often a market response to other economic development activity and public investment. For example, investments in place, such as streetscaping, signage, and public spaces as well as stimulating retail activity can, in turn, encourage more housing development. However, given the cost of construction, especially for the rehabilitation of historic structures, additional subsidies are often needed to make development financially feasible.

A number of Quincy’s peer cities have found ways to incorporate development incentives as part of a comprehensive downtown redevelopment strategy, most notably in the form of grant programs. For example, Dubuque offers up to \$750,000 in funding for residential rehabilitation of an existing structure within a designated district downtown. The city also offers other rehabilitation grants, including up to \$10,000 for pre-development work and façade improvements, as well as a matching grant for hiring financial consultants to evaluate development feasibility.

Paducah offers an Upper Story Residential Grant Program to provide financial assistance for creating upper story living spaces in new or existing buildings in the Downtown Historic District. Eligible projects can receive 20 percent of rehabilitation costs not to exceed \$15,000 per residential unit. Both of these programs are similar to the Downtown Rental Rehab Program recently established in Quincy, which has generated \$1 million of combined public and private investment in new market-rate housing Downtown since 2014.



NOVELTY IRON WORKS  
DUBUQUE, IA



RESIDE APARTMENTS  
PADUCAH, KY



## Peer Cities: Outcomes

Quincy's peer cities are outperforming it on most of the demographic and socioeconomic indicators discussed at the beginning of this chapter, indicators that impact the strength of a community's economy. These include the areas of population change and educational attainment, two key indicators of successful talent attraction.

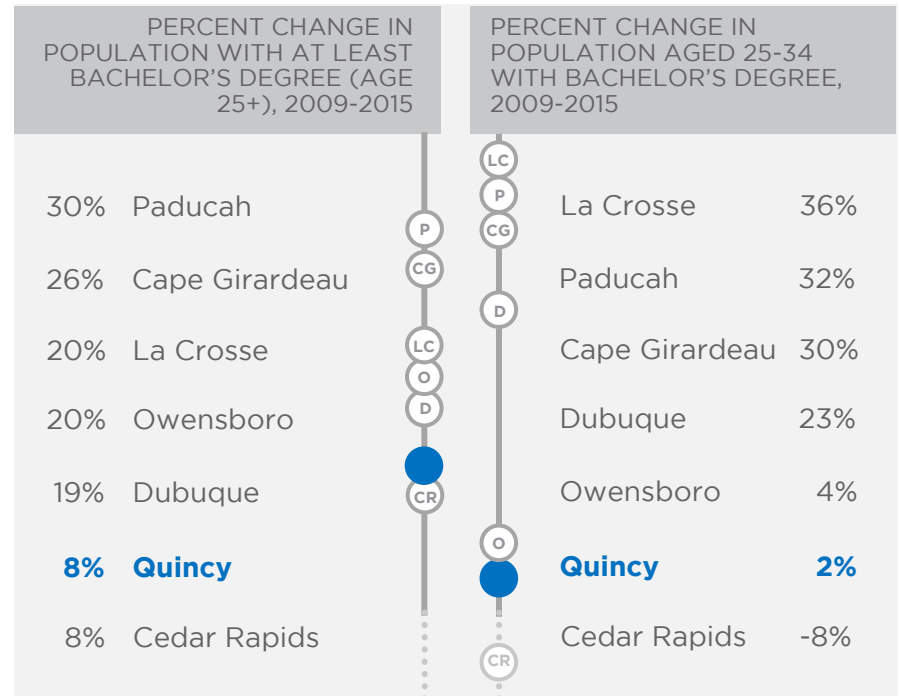
## POPULATION CHANGE

From 2010 to 2016, the only city besides Quincy that experienced population loss was Paducah. All the other cities experienced anywhere from a modest one to four percent growth in La Crosse and Dubuque to substantial eight to ten percent growth in Cedar Rapids, Owensboro, and Cape Girardeau.

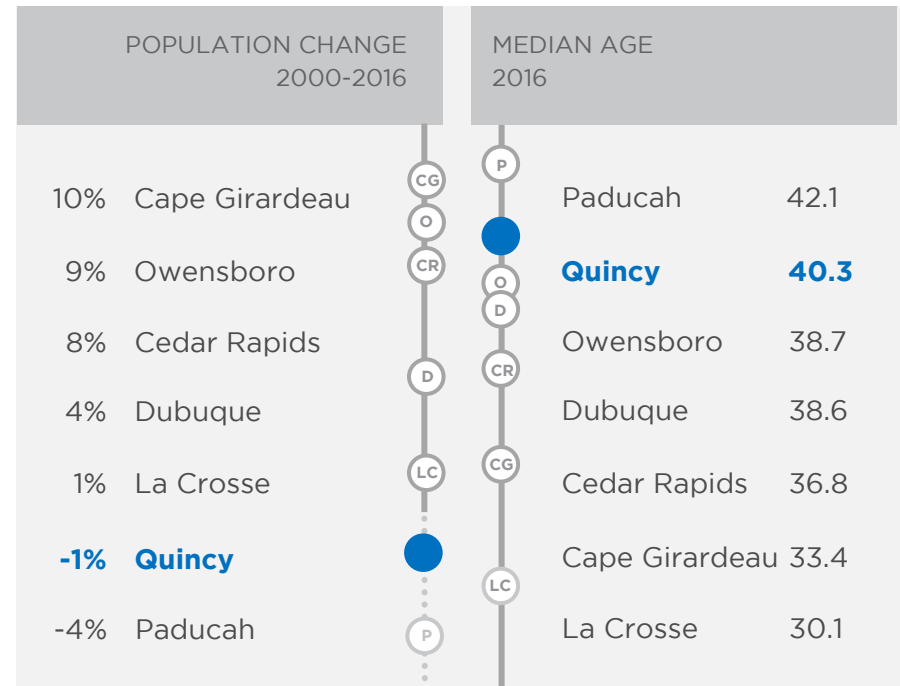
## EDUCATIONAL ATTAINMENT

Quincy also experienced the slowest growth in the percent of residents with at least a bachelors degree, tied with Cedar Rapids at eight percent. By contrast, Paducah saw a remarkable thirty percent growth in the number of highly-educated residents, even as it experienced overall population decline. Most of the peer cities have also seen substantial growth in the percent of young professionals (aged 25-34) with bachelors degrees, well above Quincy's two percent growth of that population.

While the investments discussed on the previous pages are not the only explanations for the successes of Quincy's peer cities, they certainly played a role in getting these communities to their current economic and market conditions. Quincy's future will ultimately depend on its ability to attract and retain a new generation of workers and a greater diversity of job types to its community. The examples of the peer cities demonstrate that this attraction can still occur in a small city, and offer Quincy some possible paths by which it can achieve the same success.



Source: American Community Survey



Source: ESRI



An aerial photograph of a city grid, overlaid with a semi-transparent blue filter. The grid lines are clearly visible, and the overall tone is a deep, uniform blue.

CHAPTER 3

# GOALS AND OBJECTIVES

# GOALS AND OBJECTIVES

Building up to actionable strategies through identification of goals and objectives creates a stable foundation on which the Strategic Plan can stay relevant and motivating through the coming generation.

The guiding principles of this Strategic Plan consist on three levels—goals, objectives, and strategies. Goals are broad statements of what the community wants to accomplish and why. Objectives are the more tangible statements of efforts that the community wants to undertake in order to reach these goals. Strategies are the specific actions that can be taken to achieve those objectives.

While the strategies are the tangible outcomes of this process, those strategies must be built on goals and objectives to have lasting power. It will not be possible to accomplish all of the strategies presented in a couple of years, and some will take a decade or more to come to fruition. The goals and objectives provide constant reminders of why these strategies matter to the community, and why the community needs to stay committed to pursuing them in the long-term.

## GOALS

The goals of the Strategic Plan were informed by the four priority areas: Economic Development, Transportation and Infrastructure, Downtown and Riverfront, and Arts, Recreation, and Tourism. A goal statement was formulated to express the overarching outcome desired for each priority area:

- **Downtown and Riverfront:** Build Up Quincy’s Downtown and Riverfront Assets
- **Economic Development:** Grow Quincy’s Economy
- **Transportation and Infrastructure:** Create an Accessible and Connected City for All
- **Arts, Recreation, and Tourism:** Provide Rich Culture and Activities for Residents and Visitors Alike

These goal statements, in a nutshell, embody the motivations for doing this Plan, and will be the motivations for implementing it.



## OBJECTIVES

The Strategic Plan objectives define the types of efforts that will help the community reach its goals. As a bridge between goals and strategies, the objectives serve to focus community actions on those that will be most impactful. In the same way that the priority areas informed the goal statements, the input received by the task forces and public on the opportunities and challenges facing Quincy heavily informed the objective statements.

The facing page outlines the four goals and their corresponding objectives, with fuller descriptions and context for the objective statements offered on the following pages.

ECONOMIC  
DEVELOPMENT

GOAL 1

Grow Quincy's  
Economy

EMPLOYEE FOCUSED

- Support K-12 and post-secondary education systems
- Support workforce development programs
- Encourage small business development and entrepreneurship

EMPLOYER FOCUSED

- Attract and retain educated, highly-skilled young professionals
- Support growth of existing businesses and industry sectors
- Align economic development efforts with nationally growing sectors

CONSUMER FOCUSED

- Support retail efforts that increase spending and improve the overall consumer experience
- Build a diverse, equitable, and inclusive community

TRANSPORTATION/  
INFRASTRUCTURE

GOAL 2

Create an Accessible  
and Connected City  
for All

LAND USE

- Align land use and infrastructure in ways that strengthen place, reduce auto-dependence, and create efficiencies

CONNECTIVITY

- Improve connectivity within the city and to other regions

LIVABILITY

- Improve walkability, accessibility, and livability

DOWNTOWN/  
RIVERFRONT

GOAL 3

Build Up Quincy's  
Downtown and  
Riverfront Assets

DEVELOPMENT

- Increase residential and retail development Downtown and along the riverfront
- Preserve existing and historic buildings in Downtown and its close-in neighborhoods

VISIBILITY

- Leverage the riverfront as an amenity and attraction for residents and tourists
- Raise awareness of Downtown's assets and activities

ARTS/RECREATION  
/TOURISM

GOAL 4

Provide Culture and  
Activity for Residents  
and Visitors Alike

RESIDENTS

- Promote and support Quincy's cultural, historic, and community assets
- Provide resources and infrastructure for more active lifestyles

VISITORS

- Pursue job and revenue growth potential of tourism, hospitality, and arts sectors
- Diversify and enhance visitor-serving amenities



## DEVELOPMENT

- Increase residential and retail development Downtown and along the riverfront.
- Preserve existing and historic buildings in Downtown and its close-in neighborhoods.

Promoting development in Downtown and along the riverfront is the focus of two of the objectives related to this goal. The objectives underline that development should take advantage of the existing historic building stock and other infrastructure in the area, and should include a mix of uses in order to create a 24/7 neighborhood.



## VISIBILITY

- Leverage Quincy's riverfront location as an amenity and attraction for residents and tourists.
- Raise awareness of Downtown's assets and activities.

Development in Downtown and along the riverfront will only be as successful if people know that it is happening. In Quincy today there are many misperceptions and general lack of knowledge about the momentum in Downtown, particularly as it relates to market rate housing. Additionally, although many Quincy residents see the riverfront as a defining characteristic of the city, its underdevelopment impedes non-residents from seeking it out. These objectives will insure that any efforts made to build up Downtown and the riverfront are complemented with good marketing of those assets.

# ECONOMIC DEVELOPMENT



## EMPLOYEE-FOCUSED

- Support K-12 and post-secondary education systems.
- Support workforce development programs.
- Encourage small business development and entrepreneurship.
- Build a diverse, equitable, and inclusive community.

These employee-focused objectives are those that will serve the workforce through education, training, and resources that position them to succeed in the Quincy job market.



## EMPLOYER-FOCUSED

- Attract and retain educated, highly-skilled young professionals.
- Support growth of existing businesses and industry sectors.
- Align economic development efforts with nationally growing industry sectors.

As a complement to employee-focused objectives, employer-focused objectives address the needs of Quincy's existing businesses and industries, as well as looking towards opportunities to diversify the local economy.



## CONSUMER-FOCUSED

- Support retail efforts that increase spending and improve the overall consumer experience.
- Build a diverse, equitable, and inclusive community.

Finally, consumer-focused objectives highlight the need to create an environment that satisfies the needs and preferences of all members of the community as well as its visitors.

# TRANSPORTATION AND INFRASTRUCTURE



## LAND USE

- Align land use and infrastructure in ways that strengthen place, reduce auto-dependence, and create efficiencies.

This objective addresses development policies that have led Quincy to become an auto-dependent, sprawled-out community. These policies have depressed land values in the central parts of the city and increased the burdens on public infrastructure and services. Strategies to achieve this objective will bring vibrancy and activity back into the center of the city and prepare Quincy to grow in an efficient and productive manner.



## CONNECTIVITY

- Improve connectivity within the city and to other regions.

This objective will be realized with strategies that strengthen Quincy's street grid, expand its multimodal transportation infrastructure, and improve the service of air and train access in and out of the city. In all cases, these strategies will make it easier for residents and visitors to come into the city and to get around it.



## LIVABILITY

- Improve walkability, accessibility, and livability.

Where the second objective seeks to increase ease of travel in Quincy, this third objective will improve the experience of that travel. The related strategies will create more pleasant and interesting streets, more comfortable street crossings, and more active public spaces. All of this will result in a place that will draw people out of their cars to engage more fully with the city.



# ARTS, RECREATION, AND TOURISM



## RESIDENTS

- Promote and support Quincy's cultural, historic, and community assets.
- Provide more active lifestyle resources and infrastructure.

Quincy's cultural and recreational amenities must first serve the needs and preferences of its residents. This means investing in those amenities that create a rich experience, bring the community together, and improve physical and mental health outcomes.



## VISITORS

- Pursue job and revenue growth potential of tourism, hospitality, and arts sectors.
- Diversify and enhance visitor-serving amenities.

Secondly, these assets should be leveraged to benefit the community's dynamism and finances through tourism. Some of the previous objectives related to accessibility and connectivity will serve visitors as well as residents, but special attention should be paid to providing resources for tourists that will make their visit easy and interesting, helping them to get the most out of their trip and considering returning.



HISTORY MUSEUM

# STRATEGIES

While the goals and objectives informed a long list of strategies that can help achieve them, stakeholders honed in on a set of ten core initiatives that will be most impactful on the whole community.

Out of these four goals and nineteen objectives, a set of 35 strategies and over 100 implementation steps was formulated that would provide direction for the community in achieving its goals. These steps ranged from short-term, low-cost efforts to long-term, high-cost ones. For each implementation step, potential key players and champions were identified, insuring that implementation of the Strategic Plan would be a community effort and not fall solely on one or two individuals or institutions. The full list of strategies and implementation steps can be found in the Appendix.

All 35 strategies and their corresponding implementation steps are contained in this Plan in order to provide Quincy with maximum flexibility in finding the best way to reach its goals. However, some of these strategies are simpler and will only require a small group to make them happen. Others are much larger, will impact more people, and will have a more profound change on the community. It was important that the stakeholders involved in the Strategic Plan process refine and prioritize the strategies, in order to identify these larger initiatives that will require greater community involvement.

The refinement of the Plan strategies occurred in two phases. First, the full list of strategies was presented to the Task Forces, who were then asked to prioritize them as being low, medium, or high priority for the community. Development Strategies used these prioritizations to identify a list of ten core initiatives, some of which combined multiple related strategies. These initiatives were presented to the Plan Commission during a half-day workshop, in which Commission members discussed implementation tools, costs and potential funding sources, individuals and organizations to engage, and possible phasing of the initiatives.

The following chapter presents these ten core initiatives and their potential impact on Quincy.



DICK BROTHERS  
BREWERY





CHAPTER 4

**STRATEGY:  
THE CORE INITIATIVES**

# THE CORE INITIATIVES

The ten core initiatives presented in this chapter represent the culmination of the planning process—the months of understanding Quincy’s present state and future opportunities, of looking at initiatives that have been successful in peer cities (and in Quincy itself), and of receiving input and guidance from hundreds of community members. These ten initiatives provide the community with a central focus to guide its decisions and investments over the next generation.

These initiatives will not all be easy, they may not all be universally loved, and they will not all happen quickly or cheaply. Yet, they present Quincyans with an opportunity to point their city definitively in the direction of growth and success for the future.

The ten core initiatives are as follows:



1

## Train a **Skilled Workforce**

Support Quincy’s industrial/production economic base through workforce development resources.



2

## Grow a **Diversified Economy**

Support growing industry sectors such as healthcare, tourism, hospitality, and the arts in order to capitalize on national trends and diversify Quincy’s economy.



3

## Foster **Startups and Innovation**

Enhance and diversify resources for small business and start-ups to attract and train entrepreneurs and to grow an innovative, diverse, and adaptive. economy.



4

## Encourage **Infill Housing**

Encourage the development of infill housing citywide, with a focus on dense development, preservation of historic buildings, and a mix of uses.



5

## Plan for the **Future of Retail**

Support Quincy’s major retail nodes (Downtown, Quincy Mall, and I-172 interchange) in ways that best align them with changing retail spending preferences.



ECONOMIC DEVELOPMENT

DEVELOPMENT

AREAS  
OF  
FOCUS



ECONOMIC  
DEVELOPMENT



DOWNTOWN REVITALIZATION,  
RIVERFRONT DEVELOPMENT



TRANSPORTATION,  
INFRASTRUCTURE, SAFETY



TOURISM, ARTS,  
RECREATION

PLACE



6

Placemaking

Encourage investments in the public realm that provide a more comfortable environment for consumers, residents, and workers.



7

Access and Connections

Define districts and implement wayfinding to create better connections between different areas of Downtown and to the rest of the city.



8

Hospitality District

Make investments in streetscaping and walkability in the area around the Oakley-Lindsay Center and Downtown hotels and in its connection to the Downtown Core.



RIVERFRONT &  
GREENWAYS



9

Develop the Riverfront

Invest in Quincy's riverfront as a place for recreation, tourism-friendly commerce, and residential living, and in creating a better connection between the riverfront and the Downtown Core.



10

Build a Greenway System

Create a regional greenway system to promote active lifestyles and community health, with links to bicycle and pedestrian infrastructure in the center of the city.



# 1 TRAIN A SKILLED WORKFORCE

Support Quincy's industrial/production economic base through workforce development resources.

## STRATEGY

As described in Chapter 2, Quincy's production-related industries have traditionally been an economic strength, and although the sector has shrunk significantly, it is still outperforming national averages. Over the past few years, local manufacturing firms have added 400 new jobs and over 400,000 square feet of new industrial space, demonstrating continued commitment to the region. Further, efforts to upgrade the Quincy Public Dock and surrounding infrastructure will position Quincy to take advantage of projected national growth in shipping by water.

## FILLING THE WORKFORCE GAP

Production-related jobs represent a solid career path for many workers. Nationally, the average salary for workers in this sector is \$77,000, and an increasing number of these jobs are becoming available as the Baby Boomer generation retires. At the same time, industry leaders predict that they will struggle to find skilled workers to fill these jobs. About sixty percent of manufacturing jobs nationally are currently unfilled, and a continued negative perception about the prospects of a career in manufacturing keeps many young workers from pursuing it.

## BUILDING ON A STRONG FOUNDATION

Quincy's existing workforce development programs, particularly as they relate to production-related skills, are robust and represent good partnership between economic development organizations, educational institutions, and the business community to align training with industry needs. In addition to training in hard skills, these programs offer holistic training by providing opportunities for internships/apprenticeships and job shadowing, and teaching workplace readiness skills that are just as important to employers as technical skills. Local firms have also identified a need for helping workers fit into management positions that are being vacated through retirements, and some

are working with local educational institutions to offer management training. Continued investment in these programs is recommended.

## THE IMPORTANCE OF RECRUITMENT

Filling the workforce gap will require not only strengthening the local pipeline, but also finding ways to recruit potential workers from other regions. The organizations best positioned to undertake this effort are the local educational institutions and GREDF, who have the marketing expertise for talent attraction, in partnership with local employers. Increased public and private investment in these recruitment efforts will be critical to their success and will demonstrate the community's commitment to supporting this sector of the economy.







## POTENTIAL COSTS AND FUNDING

Quincy's workforce development institutions are very good, but the uncertainties of funding sources makes their futures tenuous. Many of the current workforce development programs are funded through a combination of public and private money. GREDF itself relies on a mix of funding from the city and county and from member businesses and organizations. Currently, GREDF's budget is just under \$400,000 annually—among the lowest compared to its peer cities. Even on this budget, the organization has been able to work widely in not just business retention, but in tackling workforce development from many angles. Increased investment in their efforts would allow for an expansion of their work to pursue more industry sector opportunities, as well as to increase workforce attraction efforts that complement the programs in place for existing Quincy workers.

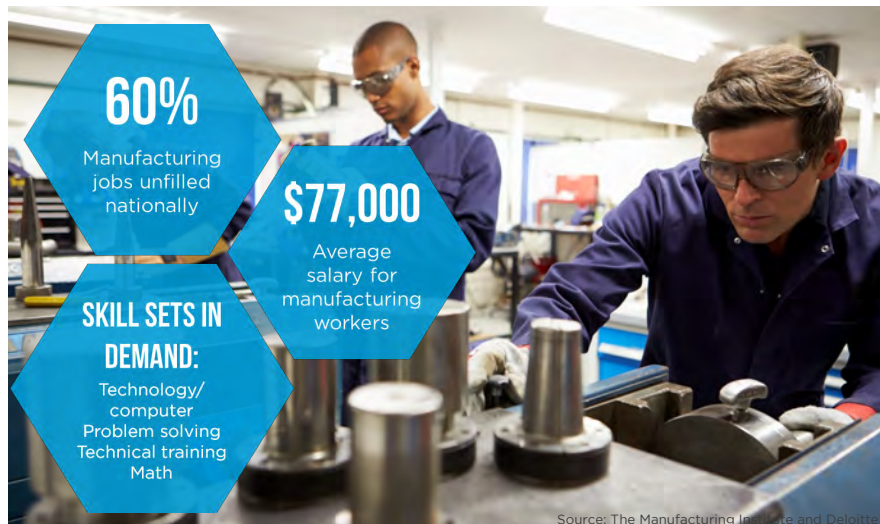
The financial challenges faced by QU are also an area for concern in relation to training the local workforce. While JWCC provides many excellent training programs, the training provided at a four-year university serves its own purposes in filling employer needs, particularly for management positions. The community has already shown a strong commitment to QU in its recent fundraising drive, and continuing that financial support will be critical in the near-term.

## IMPLEMENTATION

- Continue and enhance financial and marketing support for workforce development initiatives being administered by GREDF, Adams County, the State of Illinois, and other entities.
- Focus on growing programs around workforce readiness skills, particularly for grade school students and disadvantaged demographics.
- Work with QU and JWCC to expand internship and apprenticeship programs in the industrial/production sector, including for management jobs.
- Increase public and private funding and marketing support for GREDF to create a stable financial base from which they can continue to engage in workforce attraction activities.
- Continue exploring the feasibility and potential development of the Mid-America Port development.

## KEY PLAYERS

- Great River Economic Development Forum (GREDF)
- John Wood Community College (JWCC)
- Quincy University (QU)
- Quincy Public Schools and other K-12 institutions



## 2 GROW A DIVERSIFIED ECONOMY

Support growing industry sectors such as healthcare, tourism, hospitality, and the arts in order to capitalize on national trends and diversify Quincy's economy.

### STRATEGY

Diversification is the key to stability in many things, and Quincy's economy is no exception. While continued support of its traditional base of manufacturing is important, the community needs to look for opportunities to support economic diversification as well. This diversification is already occurring. The majority of new jobs added in Quincy over the past thirty years have been in healthcare and professional services, and today Blessing Health System is Quincy's largest employer by a significant margin.

### BUILDING LOCAL CAPACITY

As with manufacturing, the key to supporting these growing industries is a mix of local training and talent attraction. Local educational institutions have training programs in nursing and other healthcare professions, but healthcare employers have still identified a shortfall in finding employees to fill these jobs. They have also noted difficulty in hiring for skilled non-medical positions such as tech support workers. Training programs focused on these needs and marketed by healthcare employers and educational institutions will help fill these gaps.

### CREATING A WELCOMING COMMUNITY

Additionally, there are high-skilled occupations, such as physicians, who cannot be trained locally. A major challenge with recruitment of many types of highly-skilled professionals is that they are typically older and have spouses or families moving to Quincy with them. If those spouses have trouble finding employment in Quincy, or the families generally have difficulty getting connected into the Quincy community, they will not stay. Programs to welcome these families and integrate them into the community professionally and personally will be as important to recruitment and retention as offering good-paying jobs.

### LEVERAGING CULTURAL ASSETS

A final piece to diversification is growing Quincy's tourism and arts sectors. Not only are these growing sectors nationally—leisure and hospitality jobs have increased nearly ten percent since 2007—but they bring outside money into Quincy's economy. In 2016, Quincy's hotel/motel tax generated one million dollars in revenue to go towards local government expenses, a number that has increased by nearly fifty percent over the past ten years. Investing in the amenities and activities that attract that spending, and investing in marketing those amenities and activities, will yield increasing dividends for Quincy and allow for greater investment in local needs in the long-term.



## POTENTIAL COSTS AND FUNDING

Talent attraction programs should be joint initiatives of civic organizations such as the Chamber of Commerce and GREDF and major employers such as Quincy Medical Group and Blessing Health System. QMG already operates a program that connects new employees to activities in Quincy, and can offer a base from which a larger initiative can grow.

Greater investment in tourism marketing and resources, as well as in arts programming, could come from the hotel/motel tax, particularly as some of this revenue will be freed up soon as OLC bonds are retired. Currently the Convention and Visitors Bureau operates on a budget of just \$250,000, while visitor spending in its service area is over \$15 million. Similarly, although the arts organizations in Quincy generate over \$15 million in economic impact, all public funding for these organizations has been cut in recent years. Given the value that these organizations bring to the community in attracting residents and visitors and in creating a vibrant cultural scene, public investment in their survival would be money well-spent.



## IMPLEMENTATION

- Grow training programs at Blessing-Rieman College, JWCC, and QU for healthcare occupations.
- Grow and formalize programs aimed at helping new professionals and their families get connected with Quincy, in order to increase attraction and retention of needed trained professionals.
- Increase funding for tourism marketing and for resources for tourists (i.e. information kiosks and wayfinding signage), potentially through hotel/motel tax revenues.
- Conduct an Arts Plan to coordinate efforts of different parts of the community around this growing sector.

## KEY PLAYERS

- Healthcare Employers
- GREDF
- Higher Education Institutions
- Quincy Area Chamber of Commerce
- Convention and Visitors Bureau (CVB)
- Arts Quincy
- Arts Institutions

### 3 FOSTER START-UPS AND INNOVATION

Enhance and diversify resources for small business and start-ups to attract and train entrepreneurs and to grow an innovative, diverse, and adaptive economy.

#### STRATEGY

Another form of diversification is adaptation to new types of business models—in particular, the growth of small businesses and start-up companies. The growth of small businesses and start-ups reflects two trends—one, a growing preference among consumers for local “craft” goods and services; and two, the ubiquity of internet access, which provides market access to entrepreneurs and their ideas no matter the size or location of their business. Capturing this growth represents an opportunity for Quincy to have a diverse, adaptable, and innovative economic base that is attractive to a wide range of entrepreneurs, both locally and from other regions.

#### THE STARTUP ECOSYSTEM

There are two aspects of a place that are important for attracting entrepreneurs. The first is a startup ecosystem that provides businesses with the resources they need to get out of the “startup” stage. These resources include access to capital through grants and lending; education, mentoring, and professional consulting



opportunities; and well-equipped facilities. Quincy’s existing incubator—the Quincy Business and Technology Center—has been a great asset in providing these resources to the community over the past twenty years. However, its financial and space capacities are limited, and more resources will be needed to grow Quincy’s startup economy into a thriving sector. Quincy should thus look to more actively leverage its business leadership, lending and economic development community, and robust fiber optic network to increase its attractiveness as a startup location.

#### A DYNAMIC PLACE

The second aspect important to entrepreneurs is locating in a place that is vibrant and dynamic, with a high quality of life and opportunities to interact actively with the community at large. This dynamism and connectivity is part of what helps entrepreneurs refine and grow their business into a success venture. Some of the other core initiatives address a number of routes for providing this environment, through placemaking and preferred real estate products.

#### UNLOCKING LOCAL TALENT

The community should also strive to build on existing human capital assets to create a pipeline of potential employees for startups, as well as to cultivate new entrepreneurs who will find a welcome home in Quincy. Local educational institutions can provide this pipeline by both provide training in entrepreneurship and other high-demand innovation skills (such as STEAM subjects) and by being active partners in the startup ecosystem. JWCC and QU already partner with the QBTC to provide competitive scholarships and grants to students looking to start a small business. This type of activity should be continued and expanded. Such involvement by higher education institutions will not only be an attraction for entrepreneurs, but can also act as a student recruitment tool for the institutions themselves.



## POTENTIAL COSTS AND FUNDING

Developing space to serve the needs of entrepreneurs and small businesses does not have to be an expensive venture. In St. Louis, the business incubator T-REX was founded in 2011 to provide entrepreneurs with flexible space, access to technology, and mentoring and capital resources. The incubator started in an empty office building Downtown with 60,000 square feet of space and a budget of just \$90,000. The initial funding for the incubator came from three civic entities—the city of St. Louis, its Downtown organization, and its regional chamber of commerce. Given its success, T-REX has since relocated to a new 200,000 square feet space housing 200 companies, with a budget of close to \$2 million. About half of the organization’s revenues come from rent and dues paid by member companies, with another 25 percent coming from a mix of public and private sector sponsors. Just as it did with the QBTC, Quincy’s civic organizations can provide the initial investment in creating more incubator space, with an eye towards a greater involvement of the city’s corporate and institutional community in supporting its operations and resident businesses.

A major factor in T-Rex’s success has been the Arch Grants program, a competitive program that provides \$50,000 in equity-free grants and a robust mentoring program for startups. The program requires that grant recipients locate in St. Louis for at least one year, and many choose to work in T-Rex because of its amenities and community of other startup firms. The Arch Grants are funded by a mix of corporate, institutional, public, and individual donations, and \$1 million is awarded annually. Over five years, this \$5 million investment has generated \$48 million in revenues, \$100 million in follow-up capital, and over 1,000 jobs. Working on a scale more appropriate for its size, Quincy could implement this model by engaging with the business and institutional community to raise funds and by putting into place the right facilities and mentoring programs that would round out the ecosystem.

## IMPLEMENTATION

- Expand incubator and co-working space for start-up companies.
- Establish a grant program to attract start-up companies to locate in Quincy (modeled on St. Louis’ Arch Grants).
- Expand involvement of business community in fostering startup economy, including through mentoring and investment in grant programs.
- Enhance entrepreneurship and STEAM skills training in K-12 and higher education institutions

## KEY PLAYERS

- GREDF
- Mayor’s Office
- Quincy Business and Technology Center (QBTC)
- Business Community
- Lending Community
- Adams Network
- Higher Education Institutions



## 4 ENCOURAGE INFILL HOUSING

Encourage the development of infill housing citywide, with a focus on dense development, use of existing infrastructure, preservation of historic buildings, and a mix of uses.

### STRATEGY

Workforce attraction and retention is key to the economic development initiatives just laid out, and key to that objective is to provide the real estate products desired by that workforce. In meeting those needs, the city can also address the challenge of its overstretched infrastructure by looking at development opportunities in its existing neighborhoods. Denser infill development and redevelopment of historic buildings will align with a variety of preferences for living and shopping while also increasing the efficiency and cost effectiveness of the city's built environment.

### DOWNTOWN HOUSING AND TALENT

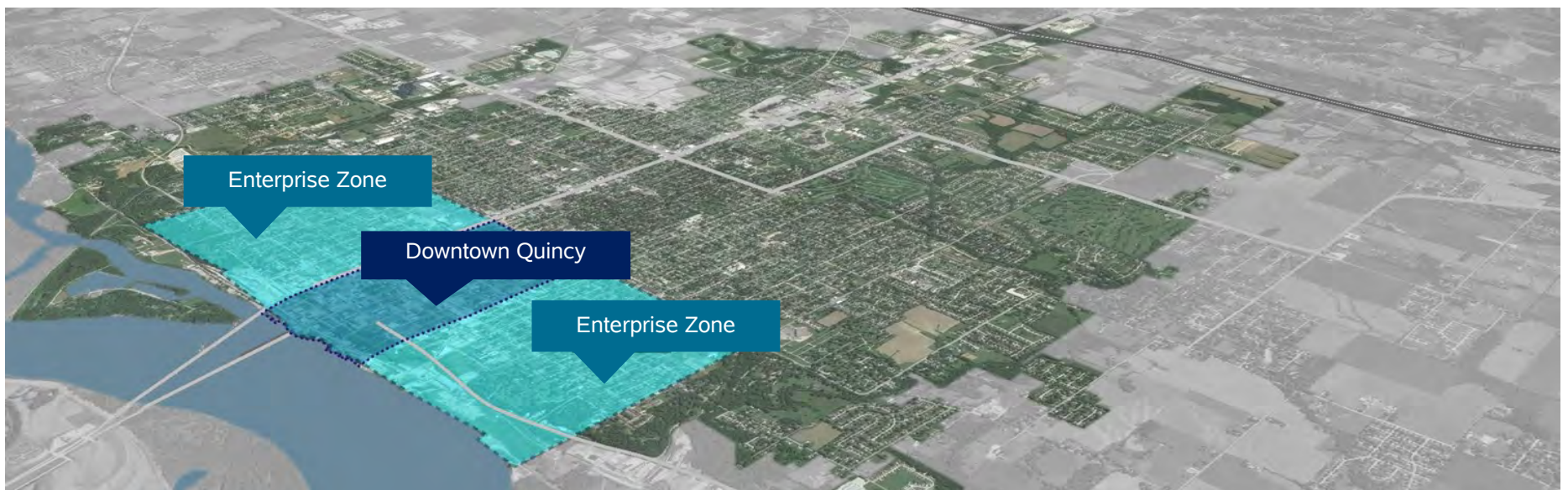
In the realm of housing, a focus on development within existing neighborhoods will have a positive impact on property values, while reducing the burden on the city associated with infrastructure expansion to serve new neighborhoods.

Investments in two types of products in particular could have very positive

impacts on the attractiveness and dynamism of the city. The first is dense multi-family development, particular in a walkable environment, such as Downtown. On a national scale, this type of housing is in high demand, particularly among young professionals, and it is a product in which Quincy is significantly lacking. Developing this product will help Quincy in attracting that demographic from larger urban areas.

### NEIGHBORHOOD INFILL

The second housing product that would serve to diversify Quincy's offerings would be small-lot single-family homes in established neighborhoods, such as the northwest and southwest areas of the city. This type of development could offer a path to homeownership for Quincy's middle-income residents, while addressing vacancy and obsolescence in these neighborhoods. Improving connections to Downtown and the riverfront will also increase the neighborhoods' marketability, drawing in a wider range of potential residents.





## POTENTIAL COSTS AND FUNDING

A city's role in encouraging certain types of development comes in the form of incentives. Quincy already offers a number of incentives for housing development in and around Downtown, including a forgivable loan for developing the upper floors of Downtown historic buildings into apartments, and a tax abatement on improvements made to properties in the Enterprise Zones to the north and south of Downtown. A targeted expansion of the loan program to encourage infill housing in existing neighborhoods outside of Downtown could increase the rate of development in these areas.

Incentives for rehabbing historic properties, rather than tearing them down, can also encourage infill development while preserving architectural assets that make Quincy attractive to residents and visitors alike. While Quincy currently lacks access to state-level historic tax credits that would encourage this type of redevelopment, the city and Quincy Historic Preservation Commission can offer guidance in applying for federal historic tax credits, as well continuing to offer local incentives for restoring historic structures such as the Quincy Preserves Façade Program. Additionally, civic leaders should continue to work with Quincy's state-level representatives in advocating for the extension of Illinois' state historic tax credit program to include structures in Quincy.



## IMPLEMENTATION

- Continue and explore the expansion of the Downtown Rental Rehab Program
- Establish Revolving Loan Fund for infill development, with a focus on existing historic districts and neighborhoods around Downtown (modeled on Downtown Rental Rehab Program).
- Explore possible incentives for dense infill single-family home development (built at a density of at least eight units/acre)
- Continue local incentives for and assistance in renovation of historic buildings for residential use, and continue to work with state representatives to get state historic tax credits extended to Quincy.
- Establish clear policies and protections for development of historic buildings.

## KEY PLAYERS

- The District
- Northwest and Southwest neighborhood leaders
- Preservation Commission
- Quincy Preserves
- Developer Community

## 5 PLAN FOR THE FUTURE OF RETAIL

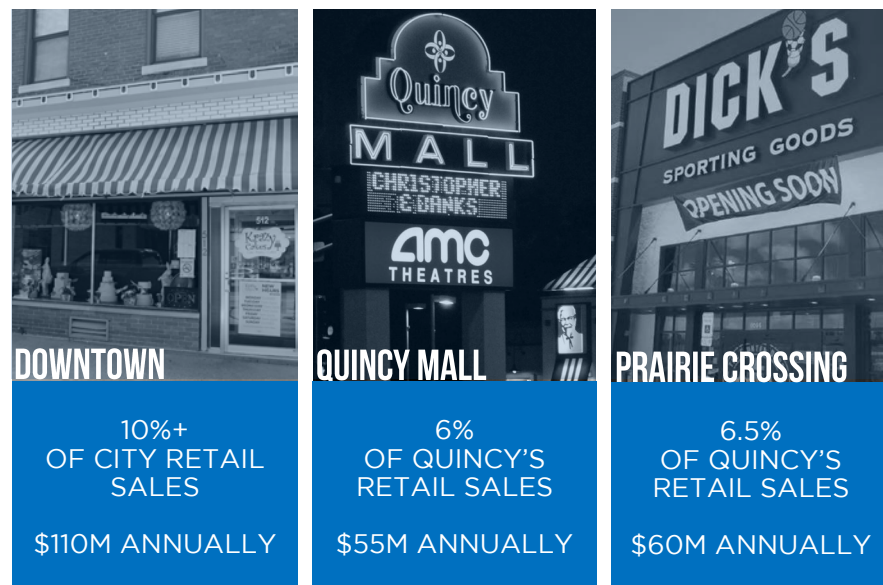
Support Quincy’s major retail nodes (Downtown, Quincy Mall, and I-172 interchange) in ways that best align them with changing retail spending preferences.

### STRATEGY

Quincy is a significant retail hub for a large consumer market, and it has all the ingredients necessary to retain that role despite changes in shopping habits. The city’s three retail nodes—Downtown, the Quincy Mall, and the I-172/Broadway interchange—each serve different purposes for the consumer market, and the community needs a diverse retail tax base.

### INTERCHANGE AND MALL RETAIL

Major national retailers at the I-172 interchange and, to a lesser degree, the Quincy Mall have significant regional draw. Trends indicates the interchange will retain that draw for the foreseeable future, while the mall’s performance in attracting and retaining national tenants will continue to diminish. The challenge for the mall will therefore be to encourage people to spend money at a wider variety of establishments. This will require adjusting the tenant makeup to include a mix of entertainment, dining, and local boutique retailers among the



national chains, as well as creating a more interesting and active shopping environment using such place-based interventions as outward-facing storefronts and outdoor gathering spaces. The goal is to transform the areas from a place where people go to shop—which can be easily replaced by e-commerce—to a place where people go to spend their leisure time (and do some shopping as well).

### DOWNTOWN RETAIL

At the same time, the preference for experiential shopping will raise the specter of Downtown’s retail and dining establishments. Local businesses, coffee shops, bars, and restaurants in Downtown’s walkable environment will provide visitors with the unique “Quincy experience,” while giving residents an opportunity to support their local business owners and build community connections.

One strategy for supporting and promoting the Downtown retail node is the Placemaking initiative discussed on the following pages. Another strategy is to continue and expand incentives for the development of first-floor commercial spaces in Downtown historic buildings, including the CBD Revolving Loan Program and Quincy Preserves Façade Program. In addition to supporting the development of new businesses, these incentives can also help with the redevelopment of historic Downtown activity centers, such as the Washington Theater. Renovations of such anchors will further Downtown’s role as an activity center and increase its pull on visitors and residents.







## POTENTIAL COSTS AND FUNDING

The city is already providing some level of financial support for the Quincy Mall and the I-172 interchange (specifically, the Prairie Crossing development) through a rebate of a portion of sales tax generated at each location. The rebate money for the interchange is specifically earmarked to pay down an infrastructure bond on the property, while the rebate for the Mall is being used to help support some existing tenants and do modest renovations. Greater investment would be needed in both places, especially the Mall, for any large-scale transformation to occur.

In Downtown, the city could utilize a similar rebate of sales tax generated by Downtown retailers to contribute towards placemaking projects that would enhance the consumer experience Downtown. These include streetscaping, traffic calming interventions, and improved signage, all of which are discussed in the following two initiatives.

Another tool for leveraging the shift towards experiential spending is the establishment of a food and beverage tax. Initial estimates suggest that a one to two percent food and beverage tax could generate \$750,000 to \$1.5 million annually, offsetting some of the revenues lost by declines in retail shopping and providing funds that can be used towards improving placemaking, access, and connections around retail nodes in order to attract more consumer traffic. Forty percent of food and beverage spending in Quincy today is done by non-Quincy residents, and thus outside money would contribute in a significant way to raising these funds.



## IMPLEMENTATION

- Establish Downtown retail tax rebate program that would provide funds for investing in streetscaping and placemaking in Downtown (modeled on retail rebate to Quincy Mall and I-172 interchange).
- Continue local incentives for and assistance in renovation of historic buildings for commercial use, and explore investments in rehabbing historic anchors such as the Washington Theater
- Establish a food and beverage tax citywide to raise funds for the implementation of Strategic Plan initiatives.
- Explore investment in place-based interventions at the Quincy Mall to align with changing preferences for retail experiences.

## KEY PLAYERS

- City Council
- Quincy Mall
- The District
- Downtown merchants/retailers
- Preservation Commission
- Quincy Preserves

## 6 PLACEMAKING

Encourage investments in the public realm that provide a more comfortable environment for consumers, residents, and workers.

### STRATEGY

Just as providing skills training and resources for businesses will contribute to growing and strengthening Quincy's economy, and developing desired real estate products will improve Quincy's marketability to residents and visitors, investments in creating a great *place* in Quincy will pay back substantial dividends in cultivating a growing, thriving city. This is the concept of placemaking—of creating quality public spaces that promote activity, vibrancy, and community connections. When a public space is dynamic and inviting, whether its a park, a plaza, or just a city sidewalk, people will want to come to it and stay at it. Quincy has made great progress with community events, such as Blues in the District, the Farmers Market, Q-FEST, and the Teal Pumpkin District Fest. The next step is to create this sort of activity every day, not just for special events.

### PHYSICAL IMPROVEMENTS

The physical improvements, or streetscaping, involve designing comfortable streets with elements such as landscaping, street furniture, lighting, and outdoor dining. It also involves making it easier to walk throughout a neighborhood. This includes narrowing street crossings with curb extensions, medians, and protected bike lanes, and slowing down traffic with speed humps and bump-outs. Rerouting truck traffic away from central corridors of community activity, such as 4th Street, will also improve the pedestrian experience.

### ESTABLISHING PRIORITIES

While placemaking on all streets in Quincy would be the ideal, the realities of funding dictate that the community should work to prioritize those streets with the greatest potential to be major gathering places in the city. These would include streets with a dense and relatively intact building stock that are easily accessible from most parts of the city. In Downtown, potential candidates include Hampshire, Maine, 4th, and 6th streets. Focusing on priority streets in the short-term will allow the community to test out different ideas for placemaking in a relatively small area, with an eye towards expanding the design to major corridors in other parts of the city in the long-term.





## POTENTIAL COSTS AND FUNDING

Estimates for robust streetscaping average around \$10 million per mile of street. The four suggested priority streets in Downtown—Maine, Hampshire, 4th, and 6th—cover two miles. This would imply a cost of approximately \$20 million for streetscaping on those streets. While less expensive streetscaping could be possible, the impact would not be significantly different from the streetscaping taking place today in Quincy—streetscaping that may add a couple of placemaking elements but overall has little effect on the attractiveness of the street.

Funding for streetscaping in Quincy in recent years has come from a mix of sources, including the Downtown TIF fund, IDOT grants, and the city's capital improvements budget. These local funding sources are able to commit an average of \$200,000-\$300,000 per year to streetscaping—hardly enough to accomplish the level of streetscaping that would be transformative in Quincy. Therefore, the community should explore other funding sources that could be committed towards these projects. Suggestions include a portion of the retail tax generated from Downtown businesses or a food and beverage tax (discussed in initiative #5).



## IMPLEMENTATION

- Identify priority streets for streetscaping investment.
- Identify opportunities for improved pedestrian crossings using tools such as bumpouts and marked crosswalks.
- Identify opportunities for lane-width reductions and removal of lanes on streets where traffic volume allows for them.
- Improve streetside zones, using interventions such as:
  - Outdoor dining
  - Ornamental lighting
  - Street trees and plantings
  - Pavers and other quality materials
- Develop bike/ped facilities on city streets.

## KEY PLAYERS

- The District
- Downtown Business Community
- City Planning Department
- City Council
- Illinois Department of Transportation

# 7 ACCESS AND CONNECTIONS

Define districts and implement wayfinding to create better connections between different areas of Downtown and to the rest of the city.

## STRATEGY

While placemaking is focused on creating attractive places, it is equally important to make it as easy as possible for residents and visitors alike to navigate and travel between different areas of the city.

## DISTRICTS

One of the most impactful tools to aid access and connections is the implementation of a districting strategy that brands different areas of the city based on their primary attractions or amenities. This system helps people orient themselves and better understand different areas of the city, making it more accessible, which is good for business.



## Downtown Core

Any district, marketing, economic, or branding strategy for Quincy begins with its Downtown Core. This approximately 16 block area is composed of a largely intact stock of historic buildings that is truly exceptional. Washington Park serves as its primary anchor and gathering place, Maine Street is its spine, and it encompasses a number of other historic assets, including the Washington Theater. Many of its historic buildings support mixed-use development, with ground-floor storefront retail and upper-floor residential units. Yet there is ample room and need for growth. The Core needs to be livable and vibrant, with residents and unique businesses providing a critical mass of activity and commerce that will make it attractive to tourists and talent. Strategies to drive greater investment in Core buildings and streets should be a high priority.

## Downtown Riverfront

An aspiration for decades, the potential of Quincy’s waterfront is to be a place where water, public space, and new development and activity come together. Investment in waterfront parks has been a centerpiece of downtown livability and tourism efforts in many of Quincy’s peer cities. Some have had success in leveraging these investments to stimulate development of adjacent housing, office, and restaurants. The riverfront could become a great anchor for families and festivals that serve Quincy residents, and well as a docking point for boaters and cruises. A strong link to shops and businesses in the Downtown Core will further stimulate spending and overnight stays from visitors.

## Hospitality District

The hospitality district already contains several critical ingredients—a convention center and hotels—that, if woven together, could greatly boost overnight visitation. The streets need to be reimagined as walkable and tree-lined, with pleasing sidewalk environments and ample lighting. Design standards are needed so future hotels will be built at the street to create a more suitable, livable urban form. A strong connection to the Core is absolutely vital; the overnight visitor experience would be fantastic if an increasing amount of dining and entertainment in an authentic and historic, vibrant place is just a short, pleasant walk away.



## Warehouse District

Development of the Warehouse District represents an opportunity to weave the fabric of Downtown Quincy back together. Presently, this area is isolated from the Core by one-way truck routes on Third and Fourth streets. If these streets could be narrowed, converted to two-way streets, and otherwise made more walkable and livable, this district would be instantly reconnected to the Core and would serve as the essential link from the riverfront to the Core. The stock of underutilized buildings and sites in the Warehouse District, along with its location, make it well suited to host a cluster of small business activity and innovation within walking distance to both the Core and the riverfront. Warehouse buildings could be reimagined as incubator, co-working, or creative office spaces. Vacant lots could become office development sites for growing companies. Art programming could contribute character and vibrancy to the district. With targeted investment and incentives for business development, the Warehouse District could be transformed into a hub of activity.

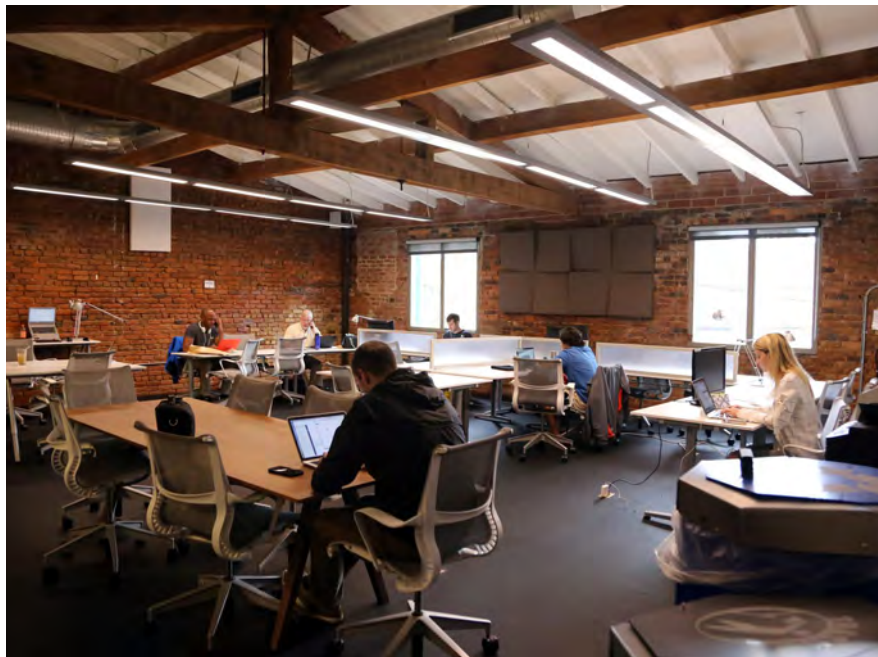
## Health and Wellness

With the Quincy Medical Group at its center and Blessing Hospital just to the north, the Health and Wellness District is at the heart of Quincy's growing healthcare industry. Strong pedestrian connections from this district to the Core are needed to enhance the relationship of healthcare employees to the

Downtown, whether as patrons of lunch establishments, or as a tenant and buyer base for new Downtown housing. Given that Downtown's vitality plays a critical role in the healthcare employers' efforts to attract talent and high-wage workers, Quincy Medical Group and Blessing Hospital would benefit greatly from co-investing with the City in physical linkages to the Core.

## Brewery District

The Brewery District is an exciting opportunity that, if fully realized, would stimulate economic development, entrepreneurialism, and quality of life in a way that is authentic and distinctive to Quincy. The Dick Brothers Brewery complex provides an excellent facility to serve as a brewery, an event space, a restaurant, or some combination of those and other elements, enhancing the arts activity already taking place in the district. Sitting at the seam of Downtown and the German Village, it also could serve as a neighborhood revitalization catalyst. Streetscaping and a two-way conversion would help pedestrian life. An improved link to the Core to the north may be the most expedient way to link it to Downtown, although improvements to York Street could provide an intriguing link to the Hospitality District. Incentives to support building rehabilitation would serve multiple goals of the Strategic Plan.



# 7 ACCESS AND CONNECTIONS

## WAYFINDING

A districting strategy should be accompanied by the development of signage and wayfinding maps that help direct people to the districts and their major attractions and amenities. A wayfinding strategy in Quincy should include enhancement of major gateways to the city, particularly those coming off of highway entrances. Clear and attractive gateways reflect the city’s pride in itself.

## PARKING

Wayfinding should additionally provide clear direction to the city’s parking facilities. While there is a perception in Quincy that there is not enough parking Downtown, the city actually provides over 650 parking spaces within a five-minute walk of Washington Park. The challenge is when there is not clear signage showing the location of the parking lots and the location of the driver’s final destination. In that case, the driver’s instinct is to drive straight to the destination and try to park on-street as close as possible. Clearer signage, and more pleasant streets, will encourage drivers to park in an off-street lot and walk to their destination, mitigating parking congestion and frustrations.



## TWO-WAY STREETS

Another tool to ease access and connections is the conversion of one-way streets to two-way streets, particularly in Downtown. Given traffic counts in Downtown, the current couplets, or pairs of one-way streets—3rd and 4th streets; Vermont and Hampshire streets; and Jersey and York streets—could comfortably be converted to two-way streets without a significant impact on congestion. As a result, it would be easier for drivers, particularly out-of-town drivers, to find their way around.

## REROUTING TRUCK TRAFFIC

The one-way to two-way conversion also opens up the possibility of moving northbound truck traffic currently using 4th Street out of the Downtown Core. This traffic contributes to an uncomfortable pedestrian experience, particularly for those using Washington Park. As part of the Memorial Bridge realignment study, the possibility of this conversion and its potential impact on Downtown’s environment, and resulting economic development, should be explored.





## POTENTIAL COSTS AND FUNDING

The estimated cost for a wayfinding system, including a district branding component, is approximately \$100,000 per linear mile. For the Downtown Core, the system would cost about \$400,000; for the larger Downtown area, including the riverfront, the cost would be close to \$1.5 million. One-way to two-way street conversions are estimated at \$400,000 per linear mile. To address all three couplets in Downtown, the cost would be around \$2 million. Given that 3rd and 4th streets are state roads, any conversion would have to be approved by IDOT. As mentioned on the previous page, this decoupling (and its funding) should be further explored as part of the Memorial Bridge realignment study.

Funding for wayfinding in The District could be raised from the Downtown businesses and property owners, whether through a retail tax rebate or an increase in the levy of The District's Special Service Area. These owners will see a benefit from this investment through an increase in visitor and residential traffic around Downtown, as the neighborhood becomes more accessible, interesting, and inviting. Funds from the hotel/motel tax would also be appropriate for this purpose, as better access and connections will improve the visitor experience in Quincy, and could be used more widely in different activity centers throughout the city.

## IMPLEMENTATION

- Create and brand districts in Downtown and other key areas of the city.
- Implement a wayfinding strategy along the riverfront, in Downtown, and in other key visitor areas that emphasizes major attractions, amenities, and parking facilities.
- Develop gateway signage at major entrances to the city.
- Evaluate conversion of one-way streets to two-way streets to ease navigation.
- Evaluate opportunities to reroute truck traffic out of the Downtown Core, possibly through the conversion of the 3rd and 4th street couplet to two-way streets

## KEY PLAYERS

- The District
- City Planning Department
- City Council
- Illinois Department of Transportation (IDOT)
- CVB

## 8 HOSPITALITY DISTRICT

Make investments in streetscaping and walkability in the area around the Oakley-Lindsay Center (OLC) and Downtown hotels and in their connection to the Downtown Core.

### STRATEGY

While Quincy offers hotel accommodations at multiple locations around the city, there is an important cluster located in Downtown, near the Oakley-Lindsay Civic Center (OLC). This cluster of hotels provides visitors with the best access to the attractions and amenities in Downtown Quincy. Additionally, the OLC itself is an important economic development asset for Quincy, with its potential to attract a wide variety of events and meetings to the city. This area of Downtown therefore warrants a special focus, with efforts to strengthen its street environment as well as to strengthen the competitiveness of the OLC.

### IMPROVING THE PEDESTRIAN EXPERIENCE

Although this “hospitality district”—roughly bounded by Kentucky, Maine, 2nd, and 4th streets—is adjacent to the Downtown Core, its wide streets, narrow sidewalks, and unlandscaped environment can make it feel very far away. It is uncommon to see someone making the walk from the OLC to Washington Park, even though it is only three blocks away. As described in initiatives six and seven,



an attractive street environment, clear signage, and comfortable connections between points of interest are critical interventions in making Quincy a place people want to come to and explore. In this case specifically, visitors who attend events at the OLC and stay at the Hampton Inn, Quality Inn, or any of the other nearby hotels represent a significant market for food, drink, and entertainment. If it was easy and inviting for them to access Downtown’s establishments, they would be inclined to patronize them.

### A COMPETITIVE ADVANTAGE

Improving the street environment and connections to Downtown will also improve the OLC’s competitive advantage when it comes to attracting events. Compared to convention centers in Quincy’s peer cities, the OLC is far smaller and hosts far fewer events annually. The investment in building the OLC was also far smaller—\$8 million to develop the OLC compared to the \$30-\$50 million spent on convention centers in cities such as Dubuque and Owensboro. The OLC isn’t able to compete with these centers on size and amenities, and won’t be able to unless the community want to make a significant investment to expand it. However, improving the environment around the OLC and marketing all that Quincy has to offer to meeting attendees after hours is one way for the Center to compete.

### IDENTIFYING OPPORTUNITIES

A study of the OLC’s existing facilities and market position can help identify less costly interventions that would raise its visibility and marketability. For example, streetscaping elements such as tree plantings and ornamental lighting around the OLC would make it a more inviting place to visitors. The pedestrian experience could be further improved by establishing pedestrian-friendly design standards for any new hotels built in the district, such as orienting building entrances on the street with parking placed in the back. The possibility of moving truck traffic off of 4th Street—as discussed on the previous page—creates an opportunity to create an active, attractive pedestrian corridor along 4th Street from Kentucky to Maine.





## POTENTIAL COSTS AND FUNDING

Streetscaping along 4th Street from Kentucky to Maine would cost about \$2.5 million. Potential sources of funding for this project are the same ones proposed in initiative six for general Downtown streetscaping. Additionally, given that these interventions have the potential to increase the hotel/motel tax revenue stream by attracting more events and more overnight visitors, a commitment of a portion of that revenue to improving the street environment would be appropriate. A market position study for the OLC could be similarly funded from these revenues.

## IMPLEMENTATION

- Invest a portion of the hotel/motel tax into streetscaping around the OLC and along 4<sup>th</sup> Street.
- Enhance wayfinding signage around the OLC.
- Conduct a convention center study to help the OLC best position itself to attract events that will utilize the space most productively.
- Establish pedestrian-friendly design standards for future hotels in the district.

## KEY PLAYERS

- OLC
- IDOT
- City Planning Department
- GREDF
- The District
- CVB
- Chamber of Commerce
- Downtown Hotels



Invest in Quincy's riverfront as a place for recreation, tourism-friendly commerce, and residential living, and in creating a better connection between the riverfront and the Downtown Core.

## STRATEGY

Quincy's riverfront is likely its greatest natural asset, and historically it has been a recreational center of activity in the community. However, as compared to other river cities that have built up an active waterfront with a mix of residential, commercial, and recreational development, Quincy's riverfront is relatively underdeveloped. The city's challenge in developing the riverfront is due to a variety of issues, but two in particular stand out: non-complimentary infrastructure and land use; and lack of regular programming.

### ACCESS AND ENVIRONMENT

The problems around infrastructure and land use at the riverfront affect both access and environment. Access to the riverfront is hampered by the steep slope that cars and pedestrians have to traverse from the Downtown Core. Combined with the sparse development along the streets leading down to the riverfront, this slope discourages people, especially visitors, from venturing down to the river. Additionally, the land use near the riverfront—a few commercial buildings and recreational amenities broken up by large swaths of industrial and infrastructure uses—make it not only difficult to traverse the riverfront, but also create a less-than-inviting environment.

### DESIGN AND PROGRAMMING

In addition to access difficulties and unappealing land use, the riverfront lacks the design and programming that would make it a regular gathering space for residents and visitors. The primary property owner directly along the riverfront is the Quincy Park District, which has developed a series of riverfront parks, including Clat Adams and Edgewater parks directly west of Downtown. These parks are currently used for community events such as outdoor concerts. However, unlike the riverfront parks further to the north that offer a greater diversity of activities—such as the Kiwanis Centennial Playground in Lincoln

Park and the boat launch at Kesler Park—these parks that form part of Quincy's front door do not offer these sorts of activities or amenities. This serves to further depresses the regular use of the riverfront today.

### ACTIVATING THE REAL ESTATE MARKET

Increasing regular activity and corresponding development along the riverfront will require a two-pronged approach. First, incentives for developing residential and commercial products in existing and new buildings along Front and Second streets can draw developers in to this area. The types of residential and retail incentives discussed in earlier initiatives can be easily applied to the riverfront.

### A MASTER PLAN APPROACH

Second, enhancing the design of the parks themselves and improving access to them will draw in the residents and visitors that can support riverfront businesses and create a vibrant place. The examples of riverfront development in Quincy's peer cities provide just a few examples of potential designs. The city should conduct a Master Plan for the riverfront that will look at the whole area holistically, including the challenging incline that separates the river from Downtown. This Master Plan effort can then identify a series of short-, mid-, and long-term investments and interventions that can act to transform the riverfront into an area of daily activity and attraction.



CHATTANOOGA, TN



## POTENTIAL COSTS AND FUNDING

Riverfront developments can range significantly in cost depending on the level of design and programming desired. A number of Quincy's peer cities have invested as much as \$80 million of public money into development along their riverfronts. However, these examples show that when the public sector invests in riverfront development and shows a commitment to the project, even greater private investment to the area follows.

The Quincy Park District has the authority to raise a tax dedicated to riverfront development, and QPD surveys have shown that residents are open to paying a higher tax to fund desired projects such as renovations to riverfront parks. While a higher property tax levy is one approach, another approach would be to institute a dedicated sales tax for funding riverfront development. Since forty percent of retail spending in Quincy is done by non-Quincy residents, this approach would reduce the burden on Quincy residents for funding riverfront improvements. Such sales tax levies have worked in other communities, such as St. Louis, and even a 0.5% sales tax in Quincy has the potential to raise over \$3 million annually.

## IMPLEMENTATION

- Conduct a Master Plan in order to formulate an appropriately-scaled, comprehensive strategy for developing the riverfront area.
- Explore short, mid, and long-term projects for the riverfront in order to start and maintain momentum in its development.
- Explore a variety of funding mechanisms for enhancing riverfront development, including a riverfront/greenway tax and investment from private and institutional sector partners.
- Invest in riverfront parks and complementary infrastructure.
- Invest in creative and comfortably-designed infrastructure to bridge the incline between the riverfront and Downtown.
- Encourage market-based riverfront residential and commercial development where appropriate, including through the use of Downtown development incentives.

## KEY PLAYERS

- Quincy Park District
- City Council
- The District Riverfront Committee
- Institutional and Business Community
- Riverfront Property and Business Owners



DUBUQUE, IA



WILKES-BARRE, PA

## 10 GREENWAY SYSTEM

Create a regional greenway system to promote active lifestyles and community health, with links to bicycle and pedestrian infrastructure in the center of the city.

### STRATEGY

Much as the riverfront has the potential to be transformed from an occasional community events space to an every day gathering place, Quincy's greenway system has the potential to become more than a path for recreation.

### A COMMUNITY'S VISION

The community articulated a vision for the greenways system in its 1999 Quincy Greenways and Trails Plan—the vision of a multi-modal network that would connect to major residential neighborhoods, city institutions, and points of interests, serving both recreational and utilitarian needs. The proposed 45-mile network included twelve corridors that provided north-south and east-west connections to most parts of the city—a network that would have allowed many residents and visitors to comfortably traverse and explore Quincy by bicycle or on foot. Such a greenway system would promote healthy lifestyles, community gathering, and non-automobile travel.



### ENDURING INTEREST

Nearly twenty years later, the reality of Quincy's greenway system has yet to reach the vision laid out in the plan. But the desire for greenways, and an appreciation of their economic benefits, have only increased in the interim years. The segments of the Bill Klingner Trail that have been developed have seen heavy use, and in 2017, Quincy residents ranked the development of bike/ped infrastructure as a major priority in surveys conducted by both the Strategic Plan team and the Quincy Park District.

### AN AMENITY FOR ALL

The benefits of a robust greenway system are myriad: promoting healthier, more active lifestyles; encouraging multi-modal transportation and reducing automobile dependency; offering an amenity valued by many young professionals today; and contributing vibrancy to the street environment. A greenway system that fulfills the goals of the 1999 Plan to “help protect natural resources and promote awareness of the economic and social values of open space, historic sites, scenic views, and native plants and animals,” will better align Quincy's transportation and infrastructure system with the values and preferences of its current residents, as well as the demographics of those residents that it is looking to attract.





## POTENTIAL COSTS AND FUNDING

Greenway development is estimated to cost around \$350 per foot of trail. If the full proposed greenway plan was to be built out, the total cost would be approximately \$83 million.

As with the riverfront, the greenway system is being built, operated, and maintained by the Quincy Park District. And as with the riverfront, the 2017 QPD survey indicated that Quincy residents view the system as a high priority project that they are willing to put tax dollars towards. Given that the proposed greenway system includes a riverfront path, grouping the development of both the riverfront and greenway system into one overall project with the same funding source would be an efficient and effective way to move both of these desired initiatives forward. In the same vein, the sales tax approach to funding the riverfront could be applied to funding a combined riverfront/greenway development project.

There is also a role for the private and institutional community in greenway development. The health benefits of more active lifestyles facilitated by greenways align with the interests of Quincy's healthcare institutions, and their participation in promoting the development and use of the system can go a long way in insuring the success of the project. Similarly, other major employers in the region will benefit when their employees are healthier and enjoy a higher quality of life. Whether through direct investment in the buildout of the system or in contributing market and programming expertise, the business community's support of the project will bolster public investment in a significant way.

## IMPLEMENTATION

- Re-evaluate Quincy Greenway and Trail Plan to explore a more centralized system and options for better connections to all parts of the city, with a priority on getting people to places and economic development, rather on providing a solely recreational amenity.
- Explore a variety of funding mechanisms for developing the greenway system including a riverfront/greenway tax and investment from private and institutional sector partners.

## KEY PLAYERS

- Quincy Park District
- Friends of the Trail
- Healthcare Institutions
- Business Community



## CONCLUSIONS

The motivation for this Strategic Plan is to build a stronger tomorrow for Quincy, and to build it by promoting high-quality, forward-thinking, productive growth and development through *investments in people and place*. The ten core initiatives presented in this chapter, along with the additional sixty-plus strategies included in the Appendix, seek to do just that—make strategic, impactful, transformative investments in Quincy’s people and places.

The cost for these investments are not insignificant. Yet, the funding sources are there. Some already exist, such as the hotel/motel tax and the retail sales tax, and the city can undertake a strategic reassessment of their distribution. Others would seek to leverage the high proportion of non-Quincy residents who spend money in Quincy, such as a food and beverage tax and a greenways/riverfront sales tax. And public investment is not the only source of funding for most of these strategies. Quincy’s business, institutional, and philanthropic community has shown time and time again that it is willing to fund initiatives that have the potential to improve Quincy’s place and grow its human capital.

Most importantly, not all of these investments will be made in the near-term. Sustained and expanded investment in existing programs that are already paying dividends should be a top priority, along with targeted catalyst investments in the four priority areas. The success of initial investments will create revenue for funding mid-term and long-term initiatives. And the investments in people and place are complementary, and will grow on each other. Investments in people, through workforce development and business support initiatives, will create an economically-stronger community able to make investments in its place. And investments in place—in the riverfront and greenways, in desired real estate products, in placemaking and connections—will bring more people of more varied demographics to Quincy, building a more vibrant and thriving community.

## 20-YEAR PUBLIC REVENUES

**\$16M**

Rebate from Retail Tax collected in Downtown (30% of current revenues)

**\$5M**

Hotel/Motel Tax (25% of current revenues)

**\$15M**

Food and Beverage Tax (1% tax)

**\$90M**

Greenways/Riverfront Retail Tax (0.5% tax)



# SUMMARY OF CORE INITIATIVES

CATEGORY		ECONOMIC DEVELOPMENT	
 ECONOMIC DEVELOPMENT	 TRANSPORTATION, INFRASTRUCTURE, SAFETY		
 DOWNTOWN REVITALIZATION, RIVERFRONT DEVELOPMENT	 TOURISM, ARTS, RECREATION		
INITIATIVE		<b>1</b> Train a <b>Skilled Workforce</b>	<b>2</b> Grow a <b>Diversified Economy</b>
STRATEGY		Support Quincy's industrial/production economic base through workforce development resources.    	Support growing industry sectors such as healthcare, tourism, hospitality, and the arts in order to capitalize on national trends and diversify Quincy's economy.    
IMPLEMENTATION		<ul style="list-style-type: none"> <li>• Continue and enhance financial and marketing support for workforce development initiatives being administered by GREDF, Adams County, the State of Illinois, and other entities.</li> <li>• Focus on growing programs around workforce readiness skills, particularly for grade school students and disadvantaged demographics.</li> <li>• Work with QU and JWCC to expand internship and apprenticeship programs in the industrial/production sector, including for management jobs.</li> <li>• Increase public and private funding and marketing support for GREDF to create a stable financial base from which they can continue to engage in workforce attraction activities.</li> <li>• Continue exploring the feasibility and potential development of the Mid-America Port development.</li> </ul>	<ul style="list-style-type: none"> <li>• Grow training programs at Blessing-Rieman College, JWCC and QU for healthcare occupations.</li> <li>• Grow and formalize programs aimed at helping new professionals and their families get connected with Quincy, in order to increase attraction and retention of needed trained professionals.</li> <li>• Increase funding for tourism marketing and for resources for tourists (i.e. information kiosks and wayfinding signage), potentially through hotel/motel tax revenues.</li> <li>• Conduct an Arts Plan to coordinate efforts of different parts of the community around this growing sector.</li> </ul>
KEY PLAYERS		<ul style="list-style-type: none"> <li>• Great River Economic Development Forum (GREDF)</li> <li>• John Wood Community College</li> <li>• Quincy University</li> <li>• Quincy Public Schools and other K-12 institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Healthcare Employers</li> <li>• GREDF</li> <li>• Higher Ed Institutions</li> <li>• Quincy Area Chamber of Commerce</li> <li>• Convention and Visitors Bureau (CVB)</li> <li>• Arts Quincy</li> <li>• Arts Institutions</li> </ul>



## ECONOMIC DEVELOPMENT



### 3 Foster Startups and Innovation

Enhance and diversify resources for small business and start-ups to attract and train entrepreneurs and to grow an innovative, diverse, and adaptive economy.



- Expand incubator and co-working space for start-up companies.
- Establish a grant program to attract start-up companies to locate in Quincy (modeled on St. Louis' Arch Grants).
- Expand involvement of business community in fostering start-up economy, including through mentoring and investment in grant programs.
- Enhance entrepreneurship and STEAM skills training in K-12 and higher education institutions.

- GREDF
- Mayor's Office
- Quincy Business and Technology Center
- Business Community
- Lending Community
- Adams Network
- Higher Ed Institutions

## DEVELOPMENT



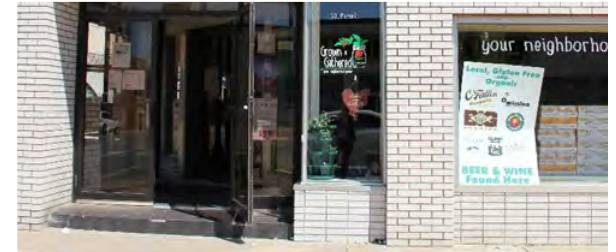
### 4 Encourage Infill Housing

Encourage the development of infill housing citywide, with a focus on dense development, use of existing infrastructure, preservation of historic buildings, and a mix of uses.



- Continue and explore the expansion of the Downtown Rental Rehab Program
- Establish Revolving Loan Fund for infill development, with a focus on existing historic districts and neighborhoods around Downtown (modeled on Downtown Rental Rehab Program).
- Explore possible incentives for dense infill single-family home development (built at a density of at least eight units/acre)
- Continue local incentives for and assistance in renovation of historic buildings for residential use, and continue to work with state representatives to get state historic tax credits extended to Quincy.
- Establish clear policies and protections for development of historic buildings.

- The District
- Northwest and Southwest neighborhood leaders
- Preservation Commission
- Quincy Preserves
- Developer Community



### 5 Plan for the Future of Retail









Support Quincy's major retail nodes (Downtown, Quincy Mall, and I-172 interchange) in ways that best align them with changing retail spending preferences.



- Establish Downtown retail tax rebate program that would provide funds for investing in streetscaping and placemaking in Downtown (modeled on retail rebate to Quincy Mall and I-172 interchange).
- Continue local incentives for and assistance in renovation of historic buildings for commercial use, and explore investments in rehabbing historic anchors such as the Washington Theater
- Establish a food and beverage tax citywide to raise funds for the implementation of Strategic Plan initiatives.
- Explore investment in place-based interventions at the Quincy Mall to align with changing preferences for retail experiences.

- City Council
- Quincy Mall
- The District
- Downtown merchants/retailers
- Preservation Commission
- Quincy Preserves

# SUMMARY OF CORE INITIATIVES

CATEGORY		PLACE	
 ECONOMIC DEVELOPMENT	 TRANSPORTATION, INFRASTRUCTURE, SAFETY	 DOWNTOWN REVITALIZATION, RIVERFRONT DEVELOPMENT	 TOURISM, ARTS, RECREATION
INITIATIVE			
STRATEGY		<b>6 Placemaking</b>	<b>7 Access and Connections</b>
IMPLEMENTATION		<p>Encourage investments in the public realm that provide a more comfortable environment for consumers, residents, and workers.</p> 	<p>Define districts and implement wayfinding to create better connections between different areas of Downtown and to the rest of the city.</p> 
KEY PLAYERS		<ul style="list-style-type: none"> <li>• The District</li> <li>• Downtown Business Community</li> <li>• City Planning Department</li> <li>• City Council</li> <li>• Illinois Department of Transportation (IDOT)</li> </ul>	<ul style="list-style-type: none"> <li>• The District</li> <li>• City Planning Department</li> <li>• City Council</li> <li>• IDOT</li> <li>• CVB</li> </ul>

## PLACE



### 8 Hospitality District

Make investments in streetscaping and walkability in the area around the Oakley-Lindsay Center (OLC) and Downtown hotels and in their connection to the Downtown Core.



- Invest a portion of the hotel/motel tax into streetscaping around the OLC and along 4<sup>th</sup> Street.
- Enhance wayfinding signage around the OLC.
- Conduct a convention center study to help the OLC best position itself to attract events that will utilize the space most productively.
- Establish pedestrian-friendly design standards for future hotels in the district.

- OLC
- IDOT
- City Planning Department
- GREDF
- The District
- CVB
- Chamber of Commerce
- Downtown Hotels

## RIVERFRONT & GREENWAYS



### 9 Develop the Riverfront

Invest in Quincy's riverfront as a place for recreation, tourism-friendly commerce, and residential living, and in creating a better connection between the riverfront and the Downtown Core.



- Conduct a Master Plan in order to formulate an appropriately-scaled, comprehensive strategy for developing the riverfront area.
- Explore short, mid, and long-term projects for the riverfront in order to start and maintain momentum in its development.
- Explore a variety of funding mechanisms for enhancing riverfront development, including a riverfront/greenway tax and investment from private and institutional sector partners.
- Invest in riverfront parks and complementary infrastructure.
- Invest in creative and comfortably-designed infrastructure to bridge the incline between the riverfront and Downtown.
- Encourage market-based riverfront residential and commercial development where appropriate, including through the use of Downtown development incentives.

- Quincy Park District
- City Council
- The District Riverfront Committee
- Institutional and Business Community
- Riverfront Property and Business Owners



### 10 Build a Greenway System

Create a regional greenway system to promote active lifestyles and community health, with links to bicycle and pedestrian infrastructure in the center of the city.



- Re-evaluate Quincy Greenway and Trail Plan to explore a more centralized system and options for better connections to all parts of the city, with a priority on getting people to places and economic development, rather on providing a solely recreational amenity.
- Explore a variety of funding mechanisms for developing the greenway system including a riverfront/greenway tax and investment from private and institutional sector partners.

- Quincy Park District
- Friends of the Trail
- Healthcare Institutions
- Business Community



An aerial photograph of a city grid, overlaid with a semi-transparent blue filter. The grid lines are clearly visible, and the overall tone is a deep, uniform blue. The text is centered in the lower half of the image.

CHAPTER 5

**NEXT STEPS**

# COMMUNITY OWNERSHIP

This Plan offers many opportunities for Quincy, but it will be up to the community to realize them.

The decision by Quincy’s civic leaders to undertake this strategic planning effort sends a message that the community is not going to sit passively by as the world around it changes. There are many opportunities for Quincy to build on its existing physical and societal assets and to create a vibrant, modern, forward-thinking city that is a great place to live, work, and play.

It now falls to the community to realize those opportunities. No one person, company, or organization will be able to do this alone, but through cooperation and collaboration, transformation is possible. Some of the needed efforts will require financial investments; others will require changes in local policy. And all will require contributions of time and effort. Quincyans have shown in the past that they are ready and willing to harness their collective strength towards the communal good, and it will be crucial that they show this commitment into the future if this Plan is to become a reality.



## CITIZEN CHAMPIONS

Engaged individuals and groups of community members will be a powerful asset in the implementation of the Strategic Plan. They will be advocates for those initiatives that are important to them, speaking in their favor to their elected officials and spreading the word to their social network. They will also be on-the-ground implementers. Some may engage in placemaking—planning events, painting murals, planting trees, and the like. They will be mentors to those entering the workforce, looking to transition to a new career, or just starting out in Quincy. They will be the entrepreneurs who develop a small business or invest in redeveloping Quincy’s historic buildings. In short, these citizen champions will be the hands that mold the city into what it can become.





## CITY LEADERSHIP

Some may think that change can only come through the efforts of private citizens and private organizations. But real lasting change requires the efforts of the public sector. Elected officials and city staff have a great deal of authority and ability to ease the path of change, through adjusting policies and making initial catalyst investments in major projects. More importantly, though, the actions and words of the public sector set the tone for the rest of the community. City leaders need to demonstrate to residents and businesses that investing in Quincy is important and worthwhile, and that they are going to be active partners in that investment. Examples from many cities, including Quincy's peers, confirm that public investment attracts private investment.



## CIVIC PARTNERS

Citizens and government officials can do a lot, but having an active and invested private and non-profit sector will be a key third ingredient in Quincy's transformation. The involvement of many business and institutional leaders on the Strategic Plan task forces demonstrated that Quincy's private and non-profit sector is committed to being a part of Quincy's change. Being located in Quincy has helped them be successful in the past, and they will need a strong Quincy in order to be successful in the future. Through their financial and marketing resources, the private and non-profit sector can be called upon to champion and implement strategic initiatives, knowing that they will be major beneficiaries of a more dynamic and attractive city.

## NEXT STEPS

Implementing the strategic plan will require not only being a champion for the plan, but also a champion for Quincy.

### PUTTING THE PIECES TOGETHER

In order to harness the strength of the community, Quincy will need to create a structure that is dedicated to the realization of the Strategic Plan. This will involve creating a group of citizens—not unlike the Plan task forces—to identify and engage with key partners who can lead and/or support specific strategies. Specifically, this group would be responsible for:

- Identifying citizen leaders to promote different initiatives and projects, as well as citizens who want to serve in support roles.
- Working with public officials to promote policy changes and catalyst investment.
- Engaging with Quincy’s major businesses and institutions as champions and investors in Plan initiatives that align with their missions and values.

In addition, this group would be a champion of the Plan, and of Quincy itself. The success of this Plan will be greatly diminished if the community is not marketing its efforts to current and prospective residents, workers, and visitors. People want to be in a city that is working to make itself great, and Quincy should be proud to let the world know how great it is and how much greater it will become.







**QUINCY NEXT**  
Strategic Plan



## END NOTES

- 1 United Nations, Department of Economic and Social Affairs, Population Division (2015). World Population Prospects: The 2015 Revision. Accessed April 2017.
- 2 Pew Research Center. “Childlessness Falls, Family Size Grows Among Highly Educated Women.” Washington, D.C.: May 2015.
- 3 U.S. Census Bureau, Current Population Survey, Annual Social and Economic Supplements, 1960 to 2016. “Table HH-4: The rise of living alone.”
- 4 Joint Center for Housing Studies of Harvard University. *The State of the Nation’s Housing 2016*. Presidents and Fellows of Harvard College, 2016.
- 5 National Association of Realtors. *Millennials Favor Walkable Communities, Says New NAR Poll*. 28 July 2015. Web. Accessed April 2017.



# APPENDIX

- STRATEGIC PLAN TASK FORCE MEMBERS
- IMPLEMENTATION MATRIX

## STRATEGIC PLAN TASK FORCE MEMBERS

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Mr. Sayeed Ali	Ms. Angela Caldwell	Alderman Mike Farha	Mr. Gerry Kettler
Mr. Terry Anastas	Mr. Ray Coleman	Mr. Carlos Fernandez	Mr. Mike Klingner
Ms. Jill Arnold Blickhan	Mr. Phil Conover	Mr. Jim Frankenhoff	Mr. Dick Klusmeyer
Mr. Colin Ash	Mr. Jeff Conte	Mr. Tanner Freiburg	Mr. Bo Knapheide
Mr. Forest Ashby	Chief Robert Copley	Mr. Rome Frericks	Mr. Kris Kutcher
Mr. Bret Austin	Mr. Josh Craig	Rep. Randy Frese	Mr. Clayton Lamkin
Ms. Joi Austin	Mr. Tony Crane	Mr. Jerry Gille	Mr. John Lavery
Alderman Dave Bauer	Ms. Lisa Crocker	Alderman Virgil Goehl	Alderman Jennifer Lepper
Mr. Glenn Bemis	Mr. Bob Daly	Mr. Bob Gough	Ms. Amy Looten
Alderman Jeff Bergman	Ms. Chris Daniels	Mr. Stephen Gramke	Mr. Steve Looten
Mr. Chuck Bevelheimer	Mr. Bill Daniels	Mr. Michael Gully	Mr. Mike Mahair
Ms. Jacqui Bevelheimer	Ms. Elaine Davis	Mr. Bruce Guthrie	Mr. Tom Marx
Ms. Brandy Blickhan	Mr. Tom Deters	Ms. Kristen Hamilton	Mr. John Mast
Ms. Julie Bonansinga	Ms. Nancy Dolan	Alderman Paul Havermale	Mr. Alan Mays
Mr. Dennis Boudreau	Mr. Jerry Douglas	Mr. Mark Hayes	Mr. Dan McCleery
Mr. Adam Bowles	Mr. Brandon Dowdy	Alderman Terri Heinecke	Mr. Mark McDowell
Mr. Earl Bricker	Mr. Adam Duesterhaus	Ms. Kellie Henke	Mr. Mike McLaughlin
Mr. Skip Bright	Mr. Mike Duffy	Chief Joe Henning	Mr. Richard McNay
Ms. Julie Brink	Mr. Cullan Duke	Alderman Jack Holtschlag	Ms. Cathy Meckes
Ms. Latonya Brock	Mr. Will Duryea	Mr. Jerry Holzgrafe	Mr. Jim Mentesti
Ms. Carol Brockmiller	Mr. Rob Ebbing	Mr. Kenny Hultz	Ms. Sharon Merrell
Mr. Brock Brockmiller	Mr. Rick Ehrhart	Mr. Mike Jenkins	Mr. Ted Meyer
Mr. Jim Broemmer	Ms. Laura Ehrhart	Mr. John Johannes	Mr. Greg Miller
Mr. Paul Brown	Mr. Mike Elbe	Ms. Chaka Jordan	Major Andrew Miller
Mr. Travis Brown	Alderman Eric Entrup	Ms. Maureen Kahn	Mr. Todd Moore
Ms. Holly Cain	Alderman Tom Ernst	Ms. Kim Kennedy	Mayor Kyle Moore

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Ms. Linda Moore	Mr. Payne Schoen	Mr. Jason Traeder
Mr. Paul Mugerditchian	Mr. Chuck Scholz	Mr. Mike Troup
Mr. Frankie Murphy Giesing	Mr. Scott Schoonover	Ms. Sharon Tweedell
Mr. Brian Musholt	Mr. Stan Seibert	Mr. Mark Tyrpin
Mr. Ryan Niekamp	Mr. Allen Shafer	Alderman Jeff Van Camp
Mr. Mike Nobis	Mr. Jack Sharkey	Mr. Tom Van Ness
Mr. C. David Nuessen	Ms. Blanche Shoup	Mr. Dan Veihle
Mr. Hal Oakley	Ms. Erica Shupe	Mr. Duane Venvertloh
Mr. Chip Owens	Ms. Laura Sievert	Mr. Brenton Wadsworth
Mr. Mark Pfleiger	Ms. Liz Solaro	Mr. Marcel Wagner
Mr. Scott Phillips	Mr. Marty Stegeman	Mr. Ron Wallace
Mr. Pat Poepping	Mr. Kent Stegeman	Ms. Amanda Wangler
Mr. Les Post	Mr. Mark Stephens	Mr. Terrance Ward
Mr. Dave Rakers	Ms. Dale Stevenson	Bishop E.L. Warren
Ms. Debbie Reed	Mr. John Stevenson, Jr.	Mr. Steve Wavering
Alderman Mike Rein	Mr. Bryan Stokes	Mr. Roy Webb
Alderman Richie Reis	Mr. Jason Stratton	Mr. Jerrod Welch
Mr. Paul Reitz	Ms. Maggie Strong	Ms. Cheryl Welge
Mr. Mark Reuschel	Ms. Elise Sutter	Mr. Andy Wilcox
Mr. Nick Rinella	Mr. Aaron Taft	Ms. Michele Wilkerson
Ms. Emily Robbearts	Mr. Chris Taylor	Mr. Dennis Williams
Alderman Tony Sassen	Ms. Jen Teter	Ms. Mary Winters
Mr. Todd Shackelford	Mr. Eric Thomas	Mr. Joe Zanger
Ms. Katie Schelp	Mr. Brandon Thomsen	
Ms. Abby Schlipman	Senator Jil Tracy	
Mr. Tim Schmitt	Mr. Terry Traeder	

# IMPLEMENTATION MATRIX

ECONOMIC STRATEGIES	Short Term	Mid Term	Long Term	Lead Actor	Key Players	Magnitude of Cost	Magnitude of Effort
	(3-5 Years)	(4-7 Years)	(8-10 Years)				
<b>Production</b>							
Continue existing programs that incentivize business expansion and retention, and leverage local industry strengths, such as manufacturing, logistics, and agricultural, to attract complementary firms							
Partner with area CEOs to market Quincy at trade shows and other networks	X			Chamber of Commerce	Business community, GREDF	\$	Light
Continue Enterprise Zones and Revolving Loan Fund	X			City	GREDF	\$\$	Light
<b>Continue and expand support of GREDF and Chamber of Commerce in their business retention and expansion efforts</b>							
Explore opportunities new and increased funding for GREDF from a variety of sources	X			GREDF	City, Business community	\$\$	Moderate
Encourage greater coordination between GREDF, the Chamber of Commerce, and The District	X			GREDF, Chamber of Commerce, The District		\$	Moderate
<b>Pursue Foreign Direct Investment opportunities, leveraging Quincy's strategic location, strong manufacturing base, and skilled workforce</b>							
Establish Foreign Trade Zone subzone		X		GREDF		\$	Moderate
Formulate Foreign Direct Investment strategy for Quincy, partnering with state and business community		X		GREDF	State of Illinois, Business community	\$	Moderate
<b>Facilitate relationships and alignment of efforts between industry, educational institutions, and workforce to meet existing and future job needs</b>							
Pursue federal support for apprenticeship and job training programs	X			GREDF, Chamber of Commerce, WIB	Business community, QU, JWCC, BRCN	\$	Light

Continue and enhance workforce development initiatives	X			GREDF	County, WIB, QPS	\$\$	Light
Grow programs focused on workforce readiness skills	X			GREDF	County, WIB, QPS, Private and Parochial Schools, JWCC, QU, BRCN	\$	Light
Enhance and expand communication, partnership, and alignment between businesses and educational institutions	X			GREDF	Chamber, JWCC, QU, BRCN, Business community	\$	Moderate
Undertake talent attraction projects, with particular focus on Central Illinois communities, QU graduates, and former Quincy residents	X			GREDF	Major employers	\$	Moderate
<b>Continue efforts to develop Mid-America Intermodal Port through infrastructure upgrades to Quincy Regional Barge Dock, and leverage them to tap into the national and international marketplaces and align with regional strategic economic objectives</b>							
Form a partnership between the Quincy Regional Barge Dock and the Mid-America Intermodal Port Authority and hire full time port manager/port developer	X			GREDF, City, MAIPA	Port Users	\$	Moderate
Perform needed maintenance and facility upgrades to Quincy Regional Barge Dock		X		GREDF, City, MAIPA	IDOT	\$\$	Moderate
Study development of rail access at the Quincy Regional Barge Dock		X		GREDF, City, MAIPA	IDOT	\$\$	Moderate
Explore I-57 expansion project			X	IDOT	City, County, GREDF	\$\$	Moderate
<b>Continue regional economic development efforts and initiatives</b>							
Align city's strategic initiatives with regional efforts such as the 2017 CEDS in order to increase opportunities for project funding			X	City	GREDF, TRRC, County	\$	Light
Continue and expand regional initiatives, such as the Tri-State Manufacturing Conference, that help existing industries successfully adapt to changes in technology, businesses practices, and workforce needs			X	JWCC	City, County, GREDF, WIC, QU, Business Community	\$	Light

# IMPLEMENTATION MATRIX

Continue participation in regional economic groups such as the Tri-State Development Summit			X	GREDF	City, County, Tri-State Development Summit	\$	Light
<b>Diversification</b>							
<b>Expand STEM-focused education programs</b>							
Create and expand K-12 STEM and entrepreneurship programs		X		QPS, Private and Parochial Schools	GREDF, JWCC, QU, BRCN	\$	Moderate
Expand higher ed computer science programs	X			QU, JWCC	Business community	\$	Moderate
<b>Recognize the importance of the tourism, hospitality, and arts sectors in creating job opportunities and economic activity</b>							
Include hospitality and tourism industry in job fairs and other networking opportunities	X			GREDF, CVB	Arts Quincy, Chamber, QPS, JWCC, QU	\$	Light
Reinstate funding for arts education at QPS	X			QPS	City, Arts Quincy, Quincy Art Center	\$\$	Moderate
<b>Continue to be responsive to the needs of healthcare employers to support a rapidly growing sector of the economy</b>							
Grow training for healthcare professions at local educational institutions	X			JWCC, QU, BRCN	Blessing, QMG, SIU	\$	Moderate
<b>Adaptation</b>							
<b>Enhance and diversify resources for small businesses and start-ups to attract entrepreneurs and grow an innovative, diverse, and adaptive economy</b>							
Develop new incubator(s)	X			City, QBTC, GREDF	QU, JWCC, Business community	\$\$	Moderate



Develop mentoring program for entrepreneurs		X		Business community	Chamber of Commerce, SCORE, GREDF, QBTC	\$	Moderate
Develop grant program(s) for start-ups		X		Business community, lending community	GREDF, Chamber of Commerce, City	\$\$\$	Heavy
Develop co-working space and makerspace for small businesses and start-ups, strategically located for access and attractiveness	X			City	The District, QBTC, GREDF, Business Community	\$\$	Moderate
Partner with Adams Network to promote fiber network asset to tech industry		X		Adams Network	City, QBTC, Chamber, GREDF	\$	Light
Expand entrepreneurship and new economy skills training			X	QPS, Private and Parochial Schools, JWCC, QU	GREDF, Chamber of Commerce	\$\$	Moderate
<b>Link Quincy's cultural, historic, and community assets to talent attraction and retention strategies</b>							
Develop programs that better connect QU and JWCC students to Downtown and other local activities as a retention strategy	X			QU, JWCC	The District, Arts Quincy	\$	Light
Create welcome committee to assist new professionals and their families in their move to Quincy	X			Chamber of Commerce	Business community	\$	Light

# IMPLEMENTATION MATRIX

MARKET STRATEGIES	Short Term	Mid Term	Long Term	Lead Actor	Key Players	Magnitude of Cost	Magnitude of Effort
	(3-5 Years)	(4-7 Years)	(8-10 Years)				
<b>Residential Development</b>							
Encourage market rate infill development, with a focus on multifamily and small-lot housing, preservation of historic buildings, and a mix of uses							
Continue and explore the expansion of the Downtown Rental Rehab Program	X			City	The District, Development community, Quincy Preserves	\$\$	Light
Establish Revolving Loan Fund for infill development, with focus on existing historic districts and neighborhoods around Downtown	X			City	The District, Development community, Northwest and Southwest neighborhood leaders	\$\$	Light
Explore incentives for dense infill single-family home development (at density of at least eight units/acre)	X			City	Quincy Homebuilders Association	\$	Light
Continue incentives for rehab of historically significant structures, including 100% local tax abatement and assistance in applying for federal historic tax credits	X			City	The District, Development community, Quincy Preserves, Preservation Commission	\$	Light
Continue to work with state representatives to get state historic tax credits extended to Quincy		X		City	State representatives, Quincy Preserves, Preservation Commission	\$	Moderate
Partner with Downtown employers, esp. healthcare employers, to incentivize employees to live in and near Downtown		X		Downtown employers	The District	\$\$	Moderate
Strengthen building code and enforcement	X			City	Quincy Area Partnership for Unmet Needs	\$	Moderate

Retail Development							
<b>Support Downtown, the Mall, and the Interchange as Quincy's primary retail centers, while promoting greater flexibility in the development of other uses elsewhere in the Broadway corridor</b>							
Continue retail tax reimbursement program at I-172 Interchange	X			City		\$\$	Light
Enact Downtown retail tax rebate program to provide funds for investing in streetscaping and placemaking Downtown	X			City	The District	\$\$	Moderate
Encourage use of retail sale tax reimbursement at Quincy Mall site for placed-based interventions		X		City	Cullinan	\$\$	Moderate
Implement a citywide food and beverage tax of 1-2% to raise funds for implementation of Strategic Plan initiatives	X			City	Chamber of Commerce, GREDF, The District	\$	Light
Enact a form-based code on Broadway, between downtown and Q Mall		X		City		\$	Light
Identify and conduct outreach to national retail chains that would have an interest in the Quincy market		X		Chamber of Commerce/GREDF		\$	Light
Marketability and Branding							
<b>Evaluate factors impacting the marketability of the Oakley-Lindsay Center, including quality of place, marketing efforts, facility needs, and competition</b>							
Conduct a market repositioning study and strategy for the OLC and hospitality district		X		OLC	CVB, City, GREDF	\$\$	Moderate
Invest in public realm around OLC and nearby hotels, potentially with use of hotel tax funds		X		OLC	City, CVB, GREDF, Hotels	\$\$\$	Moderate
<b>Pursue better connectivity to other markets</b>							
Solicit bids for new airline routes	X			City	Airport, Business community	\$	Light

# IMPLEMENTATION MATRIX

Solicit bids for car rental at airport	X			Airport		\$	Light
Conduct study on relocating Amtrak station to Downtown intermodal facility		X		City	GREDF, The District, TRRC	\$\$	Heavy
<b>Incorporate the “Right on Q” brand into the correspondence, websites, and signage of public entities, and encourage private and non-profit entities to incorporate it into their own branding</b>							
Form a committee responsible for promoting use of Right on Q brand	X			City	GREDF, CVB, The District, Chamber, Park District, Arts Quincy, OLC, QBTC, Adams County	\$	Light
<b>Establish programs and groups that help connect new residents to community and civic organizations and activities</b>							
Form committee/group/resource to connect new or returning residents to community organizations and activities	X			Chamber of Commerce	Major employers	\$	Light
<b>Increase support of Arts Quincy and CVB in their promotion of arts and tourism assets to residents and visitors, particularly growing market segments such as heritage and craft tourists</b>							
Allocate higher proportion of hotel/motel tax to CVB and Arts Quincy		X		City		\$\$	Moderate
Conduct an arts plan for Quincy		X		Arts Quincy	Arts Community	\$\$	Moderate

PLACE STRATEGIES	Short Term	Mid Term	Long Term	Lead Actor	Key Players	Magnitude of Cost	Magnitude of Effort
	(3-5 Years)	(4-7 Years)	(8-10 Years)				
<b>Livability and Walkability</b>							
<b>Enact and enforce policies that seek to preserve historic building stock as a means of promoting tourism, placemaking, talent attraction, and civic pride</b>							
Identify criteria and buildings for preservation	X			City	Quincy Preserves, Preservation Commission, The District	\$	Moderate
Establish clear policies and protections for development of historic buildings	X			City	The District, Preservation Commission, Quincy Preserves	\$	Light
Pursue Washington Theater rehabilitation		X		Washington Theater Commission	City, The District, Friends of Washington Theater, Quincy Preserves	\$\$	Moderate
Create a strategy for reuse of old QPS buildings, with a focus on the needs of the surrounding neighborhood as well as the larger community		X		QPS	City	\$\$\$	Heavy
<b>Encourage investments in the public realm that provide a more comfortable environment for Downtown consumers, residents, and workers</b>							
Bolster capital budget for streetscape utilizing retail tax rebate or food and beverage tax		X		City	The District	\$\$\$	Moderate
Encourage outdoor seating and dining in Downtown and along Riverfront	X			The District	Business community, QPD, City	\$	Light
Encourage increased planting and continued maintenance of appropriate street trees along major pedestrian corridors	X			Quincy Tree Commission	Park District, City, Quincy Trees for Tomorrow	\$\$	Moderate

# IMPLEMENTATION MATRIX

Prioritize streets with greatest potential for pedestrian and retail traffic for greater investment		X		City	County, The District	\$	Moderate
Remove hindrances to creating more active sidewalks with comfortable crossing distances	X			City	The District	\$	Light
Identify streets with potential for road diets		X		City	County, The District	\$\$	Moderate
Require sidewalk development, especially around new school sites and in new subdivisions		X		City	QPS, Quincy Homebuilders Association	\$	Moderate
Identify streets with potential for one-way to two-way conversions, particularly in Downtown			X	City	IDOT, The District	\$\$	Moderate
Prioritize rerouting of trucks out of Downtown as part of Memorial Bridge realignment project			X	City	IDOT, The District	\$	Moderate
<b>Vibrancy</b>							
<b>Promote storefront signage cohesion and visual interest to enhance the consumer experience</b>							
Establish storefront signage standards	X			The District	City, Quincy Plan Commission	\$	Light
<b>Continue to develop Downtown event programming to increase downtown traffic and visibility, in support of Downtown businesses</b>							
Increase SSA rate and cap to fund Downtown events and improvements and marketing efforts by The District	X			City	The District	\$	Moderate
<b>Promote public art as a means of supporting tourism and civic pride</b>							
Establish fund for public art	X			Arts Quincy	The District, Business sponsors, Quincy Arts Center	\$	Moderate

Create an artist residency program		X		QUBA	Arts Quincy, Quincy Arts Center	\$	Moderate
<b>Promote retail businesses and restaurants that feature local culture, cuisine, and artisans as a means of providing a distinctive, authentic, and differentiated consumer experience.</b>							
Create marketing materials that highlight local businesses	X			CVB, Chamber of Commerce	The District, GREDF	\$	Moderate
Establish small business grants program		X		GREDF, Chamber of Commerce	City, County	\$\$	Moderate
Create program for pop-up storefronts	X			The District		\$	Light
<b>Accessibility</b>							
<b>Improve wayfinding and branding in Downtown, the Riverfront, and surrounding neighborhoods</b>							
Update Downtown wayfinding study to incorporate Right on Q, Downtown districts branding, and connections between anchors	X			The District	City	\$	Light
Implement wayfinding study		X		The District	City	\$\$	Moderate
Evaluate viability of purchasing Downtown parking garage			X	City	The District	\$\$	Moderate
Develop and install gateway signage/landscaping at key approaches to Downtown and Riverfront and other key city entrances		X		City		\$	Light
Update and refine Downtown district branding	X			The District		\$	Light

# IMPLEMENTATION MATRIX

<b>Improve connections between the Core and key anchors, including the OLC, the Brewery, major hospital employers, the Library, and QBTC.</b>							
Realign Downtown TIF boundaries to promote development in Downtown districts, such as the Brewery		X		City	The District	\$	Moderate
Connect anchors to core with better streets/streetside zones		X		The District	City	\$\$	Light
<b>Create and link bicycle and pedestrian infrastructure to a broader regional greenways system, to promote health, recreation, and attraction of a young, educated workforce</b>							
Study major corridors that can accommodate bike lanes and/or wider sidewalks (citywide)		X		City	IDOT, County, The District, Friends of the Trails, CVB, Laudato Si	\$	Moderate
Re-evaluate Greenway Plan to prioritize segments, pare back, and make better connections to the center of the city	X			City	Park District, Friends of the Trails, CVB, Laudato Si	\$	Moderate
Implement greenway tax to fund buildout of greenway system		X		City	Park District	\$\$	Moderate
Identify private and institutional partners to fund greenway buildout		X		City	Park District, Business community, Healthcare institutions, Educational institutions	\$\$	Moderate



Anchors							
<b>Invest in the Riverfront as a place for recreation, tourism-friendly commerce, and residential living, and in creating a better connection between the Riverfront and the Downtown Core</b>							
Conduct a master plan for the Riverfront		X		Park District	City, The District, Business and property owners	\$\$	Heavy
Solicit design proposals for improving non-motorized connection from the Riverfront to the Downtown core		X		City	The District	\$	Moderate
Connect Riverfront to regional greenway system to leverage greenway tax for public realm park and infrastructure development along Riverfront			X	Park District	City	\$\$\$	Moderate
Apply for funding for Hampshire Street Dock	X			City, TRRC	County	\$\$	Moderate

# IMPLEMENTATION MATRIX

POLICY STRATEGIES	Short Term	Mid Term	Long Term	Lead Actor	Key Players	Magnitude of Cost	Magnitude of Effort
	(3-5 Years)	(4-7 Years)	(8-10 Years)				
<b>Workforce &amp; Community</b>							
<b>Continue and expand outreach to key workforce sectors such as the unemployed and underemployed, veterans, and students from low-income households</b>							
<a href="#">Establish veterans outreach program</a>	X			GREDF	Quincy Media, JWCC, QU	\$	Moderate
<a href="#">Increase funding for organizations such as Teen Reach that focus on buiding capacity among challenged populations</a>	X			Philathropic community	Business community, City, Human Rights Commission, Social Service Agencies, Quincy Area Partnership for Unmet Needs	\$\$	Moderate
<b>Make people-based community investments that improve access to resources, jobs, and housing for all residents, particularly low-income households</b>							
<a href="#">Develop community development strategy to address needs of disadvantaged populations and neighborhoods</a>		X		City	Human Rights Commission, Social Service Agencies, Quincy Area Partnership for Unmet Needs	\$\$	Moderate
<b>Explore opportunities for developing affordable and senior-targeted housing that aligns with multi-modal transportation options and proximity to services such as healthcare, groceries, and recreation</b>							
<a href="#">Support Quincy Housing Authority efforts to develop new and redevelop existing affordable housing in strategic locations</a>	X			City	QHA, Developer community, Quincy Area Partnership for Unmet Needs	\$	Light

Education							
<b>Improve fiscal health and competitiveness of Quincy's educational institutions</b>							
Increase compensation for QPS teachers to increase competitiveness with similar districts		X		QPS	City, County	\$\$	Heavy
Assist QU in building its endowment and marketing its programs to increase financial capacity and enrollment		X		QU	Business community	\$\$	Moderate
<b>Health and Wellness</b>							
<b>Improve access to healthcare, healthy food, and recreational amenities for all residents</b>							
Create a health and wellness plan for city, engaging with local businesses and healthcare institutions		X		City	Business community, Blessing, QMG, SIU, Adams County Health Department	\$	Moderate
Identify local business and healthcare institution partners for health and wellness events, programs, and initiatives	X			City	Business community, Blessing, QMG, SIU, Adams County Health Department	\$	Light
Promote wellness programs among local employers		X		QMG, Blessing, SIU	Adams County Health Department	\$	Light

# IMPLEMENTATION MATRIX

Planning and Governance							
<b>Expand non-automobile transportation options, such as transit and rideshare</b>							
Implement transit tax to fund expansion of bus system		X		City	Quincy Transit, Laudato Si	\$\$	Moderate
Solicit bids for a taxi service provider	X			City		\$	Light
Reach out to rideshare companies about starting service in Quincy	X			City		\$	Light
Implement Complete Streets policies		X		City	County, IDOT	\$	Moderate
<b>Explore opportunities for creating efficiencies among major civic organizations</b>							
Create a structure that would allow civic organizations to streamline administrative efforts and coordinate on initiatives that work in a single strategic direction for the city's future		X		City	GREDF, Arts Quincy, CVB, OLC, The District, Chamber, QBTC	\$	Moderate

