

A map of Madison County, Tennessee, showing the I-55 corridor. The map features a network of roads including I-55, I-240, and various state routes like 157, 159, and 210. Local roads such as Franklin Ave, East Lake Drive, Plum Road, Troy Road, Center, Grove, Governors Parkway, Busewelle Rd, Goshen Road, Ridgeview Road, W. Mick Rd, N. Klenke Rd, Maple, and Glev Carbon Crossing are also labeled. The I-55 corridor is highlighted in yellow. The text 'Madison County I-55 Corridor: 8.0 Implementation Strategies' is overlaid on the map.

Madison County I-55 Corridor:  
***8.0 Implementation Strategies***

# Madison County i55 Corridor

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## 8.1 Introduction

Usually a master plan's success is judged over the course of time by its implementation. Master plans are inherently vulnerable to "sitting on the shelf" without ever being realized. For this reason, a strong implementation strategy is essential to moving projects forward. To ensure success, an implementation plan should include three factors: actions, responsibilities and deadlines:

**Actions:** Generally outline goals and specifically detail the measures that are to be performed. A flexible plan will allow deviation from specific actions if other means can be employed more effectively to achieve the desired or necessary outcome.

**Responsibilities:** An individual or a committee must be designated to perform every given action. If not, it is unlikely the action will become a priority for completion. In the case of this implementation plan, TheAlliance has the ultimate responsibility for accomplishing the recommended actions.

**Deadlines:** Some actions follow a critical path and must be completed before other actions can be started or completed. These are the most important for following a reasonable schedule. Non-critical path actions need deadlines as well or they become

vulnerable to neglect or inattention. As with responsibilities, it is TheAlliance's responsibility to set realistic but firm deadlines to ensure actions are accomplished, continuously moving the implementation of the Growth Management Plan forward.

While actions, responsibilities and deadlines are equally important, this implementation plan focuses on actions. TheAlliance must designate responsibilities and set its own deadlines. However, it is very important that TheAlliance demonstrate progress to the community in the near future to validate its commitment and to endorse the public's participation. Using baseball as an analogy, the project could use a series of base hits to kick-off implementation. The need for a few base hits to occur within the initial three to four months will create momentum and build credibility.

## 8.2 Implementation Goals

1. Sustain interest in and attention to aggressively implementing the Growth Management Plan over the near to long term – say, the next 30 years.
2. Adopt policies, guidelines, and regulations to resist economic and related forces that would undermine or compromise the Growth Management Plan.

3. Engage private interests – developers, banks, brokers and property owners – together with municipal, county and state interests in an effective public/private partnership to implement the Growth Management Plan.

4. Expand, reinforce, and diversify the non-residential tax base to relieve pressures on residential land uses while assuring sufficient resources for community growth

## 8.3 Plan Adoption by Governmental Agencies

We recommend the formal adoption of the plan as the official policy of both Edwardsville and Glen Carbon and of Madison County

1. Jointly adopt the plan as part of the comprehensive plans of all three jurisdictions.
2. Initiate and sustain annual or more frequent meetings and updates for top community leaders—elected and civic.
3. Utilize the plan and the process of its implementation as a framework for intergovernmental cooperation on a variety of issues and levels, thereby building a base for broader engagement

and potentially leading to the eventual merger of Edwardsville and Glen Carbon - blending resources such that the sum is greater than the two parts

## 8.4 Recommendations

1. Adopt the Transportation and Growth Management Plan (as described above). This may require cooperation of Edwardsville, Glen Carbon and Madison County to amend zoning regulations to align with one another and reflect the Plan.

- a. This can serve as a tool for effective plan implementation by streamlining the local project approval process and eliminating some if not many of the steps required of developers.
- b. Adopt identical zoning regulations for each municipality relative to land uses within the planning area and maintain city and county zoning maps in conformance with the growth management plan.

2. Establish a permanent Implementation Committee to guide short and long term activities, assign responsibilities and set deadlines. As an on-going public/private, multi-jurisdictional committee it will be the protector and champion of the Transportation and Growth Management Plan and of measures required for its implementation.

- a. Form task forces or subcommittees or ad-hoc committees to oversee specific activities described below (recommendations 3 through 9).
  - b. Maintain communication with and input from various public and private interest groups in the community.
  - c. Appear before planning and zoning commissions and legislative bodies to support actions in accordance with the plan and, conversely, in opposition to contrary proposals .
  - e. As the need arises to amend or extend the plan, the committee should lead the way in advocating progressive plan refinements.
  - d. Meet with state planning, transportation, land use and open space officials to explain the plan and solicit support in concept and in substance with regard to its implementation.
  - e. Maintain a unified front (representing two cities, the county, public and private interests working in common) that transcends changes in political and civic leadership over time to deal with state and federal agencies as well as with prospects for investment in the planning area.
3. Assign responsibilities and set reasonable deadlines for Growth and Transportation Management Plan task completion based on available

resources, staff commitment and priority.

- 4. Form a designated incentives subcommittee to define and prioritize development incentives in the I-55 corridor. This committee should set an annual workshop to review prior accomplishments, scrutinize challenges and set priorities for the upcoming year.
  - a. Conduct an annual review of new and existing federal, state, county and local legislation to determine tools available to use as incentives. Evaluate incentives based on relevant criteria, such as effectiveness, history of success, potential for revenue generation, appropriateness, limitations, complexity and attractiveness/reputation with private sector.
  - b. Conduct an annual community needs assessment to verify compliance with the Growth Management Plan and respond to unanticipated changes in sentiment, participation and cooperation.
  - c. Conduct an annual review of national and regional market trends to revise development goals, investigate new markets and target specific investors, tenants and developers. Review peer development zones and cities in the metropolitan area to evaluate the I-55 Corridor’s competitive advantages and disadvantages.

## Madison County i55 Corridor

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- d. Coordinate annual priorities with Glen Carbon, Edwardsville and Madison County to ensure mutual benefits and cooperation.
5. Form a designated transportation and infrastructure easements subcommittee of TheAlliance to begin preserving and dedicating necessary rights-of-way required for future development in the I-55 corridor.
6. Form a designated capital improvements subcommittee to anticipate and fund necessary public infrastructure on a timely basis – roads, water, sewers, parks, open space and trails, high speed communication, etc.
- a. Prepare a transportation improvement plan common to both communities that is consistent with the road network of the growth management plan.
  - b. Meet with/appear before state transportation officials to secure short to long range commitments to implementing appropriate elements of the transportation element of the growth management plan. Set transportation investment priorities, especially with regard to interstate highway interchanges at Old Troy and Mick/Goshen Roads.
  - c. Address the other key elements of critical public infrastructure that both enable and guide growth in a manner similar to a. and b.
- above with regard to transportation – water, sewer, fiber optics, parks, open space and trails, etc.
7. Form a designated economic development strategy subcommittee to promote job creation and community wealth building goals in the I-55 corridor.
- a. Of critical importance is fostering an understanding of the distinction between fiscal development and economic development. A focus on growth of retail establishments and centers that generate sales taxes to fund local government will miss the key point of economic development: promoting economic growth and prosperity based on the high quality jobs for a high quality work force.
  - b. Coordinate through the Alliance.
  - c. Coordinate with Madison County, Leadership Council, and other regional and state agencies.
8. Form a designated marketing and public relations subcommittee to promote public and private investment in the I-55 corridor.
- a. Attract private investors and developers committed both to realizing the plan and to resisting market forces or development trends that are not compatible with the plan.
- b. Create a public information network and Internet web site to publicize the I-55 corridor and communicate regular updates to planning commissions and city council and village trustees.
  - c. sponsor annual visits or breakfast/lunch meetings with officials as well as private investors to present progress and reaffirm commitment.
  - d. Publish annual progress reports to key local leadership groups.
  - e. Place articles in local and regional media.
  - f. Contact qualified developers whose track record locally, regionally or nationally would enhance the quality and scope of the plan’s implementation.
  - g. Conduct a branding effort for the corridor that can be marketed to elicit a preferred image throughout the region and nation. “WingHaven,” “Chesterfield Village,” and “Westport Plaza” are local examples. Sub-area names may also be important such as for the town center and commercial areas (e.g., Pin Oak Corporate Center, Goshen Commons).
  - h. Take the growth management plan “on the road” to state and federal government representatives, legislative leaders, and executive departments to demonstrate solidarity and commitment while seeking legislative and

executive help in implementation, funding, and enabling legislation (as necessary).

9. Form a designated real estate subcommittee to establish a land banking mechanism, such as a land trust, to pool public and civic funds earmarked to acquire strategic properties deemed critical to achieving plan objectives in the I-55 corridor.

- a. Give highest priority to property in two principal categories:
  - i. *Areas designated for future employment uses (offices, research and development, light manufacturing) that, without protection, otherwise might be developed in the short term for residential or retail uses*
  - ii. *Areas designated for future open space, parks or trails – areas to be leveraged as amenities benefiting surrounding residential and employment uses.*
- b. Prepare more detailed land use plans and identify specific key properties to be targeted for purchase and holding by the land trust.
- c. Identify appropriate funding sources for long term land holding



I-55/IL Route 143 Intersection



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