The long-term vision, or goal, of the Revitalization Task Force is to restore Downtown as the centerpiece of the community. In order for this goal to be realized, the overall image of Downtown must be significantly improved and the number and variety of attractions increased.
Long-term Vision

The long-term vision (10-15 years), or goal, for this project is to restore Downtown DeKalb as the centerpiece of the community. The Revitalization Task Force has identified two key objectives that must be met in order to accomplish this vision:

The first is to significantly improve Downtown’s image. The Downtown is the image of DeKalb, creating thousands of impressions daily that are absorbed by shoppers, commuters, students, employees, merchants, property owners and other visitors. A key element of the long-term vision is a series of improvements that will make Downtown a more attractive and comfortable environment.

The second key objective identified by the Task Force is to provide a variety of Downtown destinations to serve the community and to attract visitors.

Conceptual Strategies

The long-term vision is comprised of specific recommendations that, collectively, will make Downtown DeKalb an exciting place to live, work, shop, play and learn. These include:

Enhance the Retail Core

Consolidating Downtown into tightly focused retail districts along Lincoln Highway improves accessibility and enhances walkability.

Restoration and/or adaptive reuse of Downtown buildings provides distinctive locations for new businesses that are targeted and actively recruited because of their compatibility with a main street-style environment.

Creating a new DeKalb Square at 2nd and Locust Streets provides DeKalb with a new civic landmark in the heart of Downtown, offers visitors an attractive and much-needed gathering place and provides a home for a variety of year-round civic events.

Adding new mixed use development that includes ground-level retail along Lincoln Highway and Locust Street provides the Downtown with new shopping destinations that meet the contemporary needs of merchants and tenants.

The long-term vision accommodates the possibility that commuter rail may someday be extended to DeKalb, although this will not likely happen within the lifespan of this study. Additional space for new development east of 4th Street might be created reducing the size of the post office to a retail-level facility and relocating the existing post office functions to a location that better accommodates delivery trucks.

Street and Streetscape Improvements

Street and streetscape improvements to Lincoln Highway and other streets will greatly improve Downtown’s overall appearance, enhance the comfort of pedestrians and improve the safety of drivers and cyclists.

Existing traffic count data suggests that the downtown roadway network currently operates with excess capacity. As a result, it is likely that implementation of a "road diet" on Lincoln Highway and other local roadways could yield several benefits. On the state routes, the current four-lane cross-section could be reduced to include three lanes: one through-lane in each direction and left-turn lanes at intersections. Including turn lanes could provide the desired safety measures at some of the City’s most common accident locations. Travel time along the corridor would likely increase, but operation would remain favorable and reduced speeds would help create a more pedestrian-friendly environment. In addition, the increased delay may discourage heavy vehicles from utilizing the state routes in the study area.

Road diets could also be implemented on minor downtown streets, including Locust Street, 2nd Street, and 3rd Street. Similar to the state routes, each of these roadways has capacity in excess of the existing traffic volumes. On Locust, the three-lane cross-section could be reduced to two lanes, providing the opportunity for bike lanes and additional parking, including the potential for angled spaces. Improved parking could also be implemented on 2nd and 3rd Streets if the current one-way flow were reduced from two lanes to one. Streetscaping opportunities would also exist on streets undergoing the road diet.

Intersection speed tables, street meandering, and corner bump-outs are all specific strategies that might be employed to improve pedestrian safety and comfort. Street meandering, a particularly relevant application for Locust, 2nd, and 3rd Streets, would encourage vehicles to travel at slower speeds while providing space for premium streetscape enhancements to improve overall appearances. Intersection speed tables are also a possibility on these same streets and would further promote speed reductions for pedestrian comfort. Corner bump-outs would functionally reduce the distance that pedestrians would have to cross. Each of these improvements is compatible with the principles of a road diet.

Street meandering is an engineering concept that applies a narrowed cross-section to a roadway in order to achieve any of a wide range of potential benefits, including speed reduction, the addition of turn lanes, improved pedestrian space and/or on-street parking.

Over the past decade, a number of innovative transportation strategies have been utilized to increase pedestrian safety and comfort. The Long-term vision recommends several of these strategies for Downtown DeKalb, including:

Road Diet

A transportation engineering concept that applies a narrowed cross-section to a roadway in order to achieve any of a wide range of potential benefits, including speed reduction, the addition of turn lanes, improved pedestrian space and/or on-street parking.

Intersection Speed Table

A segment of slightly raised pavement at an intersection that is designed to provide a clearly delineated pedestrian way and encourage slower traveling speeds by vehicles moving through the intersection.

Street Meandering

The practice of switching a roadway’s travel lanes from one side of a wide cross-section to the other in order to improve pedestrian and parking amenities while minimizing long sight lines across pavement.

Corner Bump-Out

A bulb of sidewalk that encroaches on the standard roadway cross-section at corners and is typically used to reduce street-crossing distances for pedestrians.
Revitalizing the Core Retail Area

**Create a New DeKalb Square**
Creating a new civic landmark in the heart of Downtown will provide visitors with an attractive, much needed public gathering place and a home for a variety of year-round events.

**Expand Parking Options**
A combination of new public lots and parking decks at the most user-friendly locations increases the quantity and convenience of Downtown parking options.

**Improve Access and Circulation**
Reopening Oak Street to two-way traffic makes public parking lots and other Downtown destinations easier to reach and improves overall circulation.

**Street Enhancements**
Street and streetscape enhancements to Lincoln and other streets will make Downtown more attractive, hospitable to visitors and add much needed greenery.

**Create Green Corners**
Street corners provide opportunities to create small but highly-visible public gathering places with seating, premium landscaping and public art. Street corners also provide attractive locations for restaurants that feature outdoor dining.

**Revitalize and Recruit**
Restoration and/or adaptive reuse of buildings in historic core retail area provides distinctive locations for new businesses attracted to locations that have a "Main Street" character.

**Relocate City Hall**
The Task Force is reviewing alternative new locations for City Hall. High-quality residential that complements adjacent residential neighborhood replaces existing institutional uses.

**Mixed Use Infill**
Add mixed use infill redevelopment along Locust that includes destination-oriented retail and high quality offices/residential on higher floors.

**Add High-Quality Residential**
Increasing the variety, quantity and quality of Downtown housing gives DeKalb residents new lifestyle choices and adds to the number of those living within easy walking distance of shops and restaurants.
Revitalizing the Lincoln Highway Corridor West of 1st Street

Create Riverfront Pathway
New riverfront multi-modal pathway connects to existing trail systems north and south of Downtown.

Add High-Quality Residential
Increasing the variety, quantity and quality of Downtown residential expands the range of DeKalb lifestyle choices and increases the number of residents living within easy walking distance of downtown shops and restaurants.

Extend Downtown to River
Re-developing the corridor along Lincoln west of Downtown strengthens pedestrian connections to NIU, creates new riverfront access, provides new, high-quality retail space that meets contemporary merchandising need of retailers.

Streetscape Enhancements
Premium streetscape enhancements improve the appearance of this important gateway to the core Downtown retail district.

New Retail
New shops and restaurants built to the sidewalk line (similar to DeKalb’s historic retail core) with parking in the back or to the sides of buildings creates a more unified appearance and pedestrian-friendly environment.

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The long-term vision recommends **premium streetscape enhancements** to Downtown's most highly traveled, highly visible streets (Lincoln Highway, Locust Street, 1st Street, 2nd Street, 3rd Street, 4th Street and 7th Street), and landscape improvements to all other streets.

In addition, Downtown can be made greener and more pedestrian-friendly by creating small public parks and plazas on selected, highly visible street corners. These "green corners" might include public seating, drinking fountains, play lots, water features and other amenities that make Downtown streets more comfortable and inviting for visitors.

**Parking**
Providing convenient parking in sufficient quantities at desirable locations is a critical element of the long-term vision for Downtown DeKalb.

The long-term vision more than doubles the amount of public off-street parking in the area between 1st/7th Streets and Oak/Franklin Streets by adding approximately 1,000 new parking spaces. In the retail district between 1st/4th and Lincoln/Oak Street, where current parking lots experience the highest use, the amount of off-street parking increases by nearly 150 spaces.

The revitalization plan envisions converting Public Lot Number 4 at the southeast corner of 2nd and Locust to an alternative use, but only after sufficient replacement parking between 1st/4th Streets and Lincoln/Oak Street has been created.

Additional on-street parking might be created by reducing the road widths of selected streets in the core retail area and introducing meanders with diagonal parking.

**Extend Downtown to the River**
The corridor along Lincoln Highway between 1st Street and Kishwaukee River is a highly-trafficked, highly-visible link between and gateway to both Downtown and NIU. Redeveloping the corridor into a high-quality, mixed use retail/residential/commercial district provides Downtown and Northern with a number of attractive benefits.

Redevelopment provides the opportunity to create a strong riverfront portal to the Kishwaukee, one of DeKalb's most compelling natural features. Creating a new multi-modal path along the Kishwaukee will link Downtown to other established trail systems. Extending Downtown to the edge of NIU provides students with pedestrian-friendly retailing opportunities within easy walking distance of campus. New high-end housing at the edge of the core retail district expands downtown living options and places new residents within easy walking distance of shopping, restaurants and entertainment venues. Finally, **adding new mixed use development** that includes ground-level retail provides the Downtown with new shopping destinations that meet the contemporary needs of merchants and tenants.

**Add High-Quality Residential**
Over the past decade, many communities throughout the country have experienced increases in the number of residents choosing to live in central business districts. This resurgence has been led by empty nesters and recent college graduates who are attracted to and appreciate the quality of life that only a dense, highly-urban environment can provide.

While Downtown DeKalb currently has very little existing residential in the Revitalization Plan's study area, the long-term vision is to promote the creation of high-quality residential throughout the study area. Over time, adding a variety of equity products such as condominiums and townhomes in areas now occupied by manufacturers, public parking lots and other commercial businesses will increase the quantity and variety of living options available to DeKalb residents who want to live within easy walking distance of Downtown shops, restaurants, entertainment venues and jobs.

**Economic Impacts**
In addition to increasing shopping, dining and entertainment options and enhancing DeKalb's community image, the Downtown provides a number of economic benefits for the community:

- Development and reinvestment in the Downtown increases tax increment (both property and sales).
- Increased tax revenues pay for Downtown parking and public improvements and offset extraordinary costs of complex development.
- Vacant and publicly owned sites create the biggest increment.
- Appreciation in existing properties (often historic) increases the increment even more and supports their continued preservation.
- Reinvestment and appreciation in properties near Downtown will also increase tax revenues.

If completed by 2020 as conceived, the value of new private property in downtown would exceed $120 million, with annual municipal property tax revenues increasing by nearly $240,000 and annual municipal sales tax increasing by more than $300,000. In addition, the school district would receive over $2 million annually with very little student population change.
Existing Roadway Conditions on Lincoln Highway

Lincoln Highway between 1st and 4th Streets has four traffic lanes and two parking lanes. The lack of left turn lanes explains at least in part why the majority of accidents are sideswipes and rear-end collisions. Four traffic lanes combined with low traffic volumes allows vehicles to move at higher speeds through Downtown. This faster vehicular movement diminishes pedestrian comfort and safety, especially at intersections.

Proposed “Road Diet”

Reducing Lincoln to two traffic lanes (with a center lane used for left turn lanes and/or median plantings) will slow traffic speeds and increase the sidewalk space available for streetscape enhancements that improve pedestrian comfort.

Locust is another street that might benefit from the use of road diet techniques.
Lincoln Highway Looking East from Second Street
Placing Lincoln Highway on a “Road Diet” between 1st and 4th Streets provides space for left turn lanes and/or median planters while maintaining existing on-street parking. In addition, wider sidewalks provide more space for trees, sidewalk planters and other streetscape elements that improve appearances and enhance pedestrian comfort.
Looking East at the Intersection of Pearl and Lincoln. Adding high-quality mixed use retail/residential/commercial to the Lincoln Highway corridor west of 1st Street brings Downtown to banks of the Kishwaukee River and closer to the Northern Illinois University Campus.
Storm Water Management

Storm water management requirements should be considered for the Downtown as a whole rather than on an individual property-by-property basis. A good portion of the existing area is impervious today, and this should be considered as storm water management requirements are determined.

Due to the value of property in this area, underground storm water management, although more costly, is an appropriate solution. Above ground storm water retention ponds, where feasible, should be developed as open space amenities.

Sustainable Development

The environmental, economic and social benefits of sustainable design have been widely acknowledged by cities throughout the country. Creating municipal programs that facilitate the community-wide application of sustainable design principles is increasingly regarded as a best management practice worthy of adoption. The U.S. Green Building Council’s website (www.enermodal.com/ten_steps.html) summarizes the issues addressed by sustainable development:

“*A truly sustainable building must address all environmental impacts of building. The design should address site development, water consumption, energy use, material selection, waste management and indoor environment. Similarly, energy efficiency plans should address all energy and uses: heating, cooling, fans, lighting, water heating and process loads.*”

The city should seize every opportunity available to promote development that meets LEED (Leadership in Energy and Environmental Design) standards established by the U.S. Green Building Council and/or incorporates other conservation practices that protect natural resources.
Existing conditions.
View East Towards the Intersection of Lincoln Highway and 6th Street
Street and streetscape improvements, rehabbed buildings and selective
infill redevelopment provide more shopping destinations and enhance
pedestrian comfort.
Northwest Corner of 4th and Lincoln

Revitalizing this highly visible gateway to the core retail area is a key feature of the long-term vision for Downtown.
In the concept above, the intersection of 2nd Street and Locust has four strong corners of retail. A portion of Public Parking Lot Number 4 at the northeast corner of 2nd and Locust has been combined with Palmer Court to create a small plaza in front of the Oriental Theater. Adding “meanders” to 2nd and Locust Streets adds diagonal on-street parking to compensate for the reduced size of Public Parking Lot Number 4 and enhances pedestrian comfort by calming traffic.
Expanding the supply of public parking in the core retail area is a critical element of the Revitalization Plan. Adding a high-quality public space to the heart of Downtown creates a new civic landmark and provides a meeting place for families, shoppers, Egyptian Theater patrons and other visitors, including those who simply enjoy the fine art of people watching.
Looking East at the Intersection of 1st and Locust

Locust Street’s visibility and accessibility make it an ideal location for new shopping destinations that include mixed use retail/office/residential.
View west towards the intersection of 2nd and Locust.
Short-term Opportunities

There are a number of short-term opportunities throughout Downtown that can be initiated and completed within the next one-to-five years. The revenues generated by these initiatives can be used to help finance recommended public improvements. These opportunities are organized into three categories: 1) People / Pavements, 2) Properties / Parking and 3) Programs / Promotions.

People / Pavements

• Enhance Streets and Streetscapes Street and streetscape enhancements to Downtown’s busiest and most visible streets, including Lincoln Highway, Locust Street and 2nd/3rd Streets between the railroad tracks and Oak Street, are strongly recommended. These improvements might include a “road diet” on Locust to make it a more pedestrian-friendly street and provide the room for bike lanes. Using “street meandering” techniques on 2nd and 3rd Streets might also be considered. Introducing corner bump-outs and intersection speed tables to Locust are other techniques that improve pedestrian safety and comfort.

• Landscape Downtown Parking Lots Landscaping the most visible and heavily utilized parking lots will significantly improve Downtown’s overall appearance. In addition, parking lots offer ideal locations to integrate sustainable design techniques such planting strips, pervious pavements and bioswales.

• Create a New DeKalb Square Creating a new, high-quality public space in the vicinity of 2nd and Locust Streets will add a new civic landmark to the heart of Downtown and provide shoppers, families and other visitors with a pedestrian-friendly gathering place. Concepts that reduce the number of spaces in existing public parking lots will have to include strategies to provide compensatory spaces in new or expanded off-street lots and/or increase the amount of nearby off-street parking.

• Screen Railroad Tracks Planning, designing and constructing a series of screening devices along the railroad tracks using a variety of techniques is highly recommended. The screens may be landscape elements such as trees and shrubs in some locations and works of public art in others (for example, a wall designed by one or more artists).

• Enhance Downtown Wayfinding Design and implement a wayfinding program that includes high-quality informational, directional and identification signage.

• Enhance Downtown Services Offering free WiFi in the core retail area provides visitors with a service that is fast becoming commonplace in commercial districts throughout the country.

Properties / Parking

• Finalize City Hall Relocation Relocating City Hall to sit a north of the railroad tracks can benefit the core retail area by anchoring and activating Downtown’s commercial edges and by placing employees a short walk from Downtown shops and restaurants. In addition, by utilizing signature architectural design at one of Downtown’s highly visible but under utilized locations, a new City Hall could serve as a catalyst for other redevelopment initiatives.

• Property Acquisitions / Expand Downtown Parking An adequate supply of accessible and conveniently located parking is an absolute must in order for Downtown to prosper. The City must be proactive in ensuring this by making property acquisitions at key locations as necessary. In addition, the City may also make strategic parcel acquisitions to facilitate high-quality redevelopment opportunities and/or maintain the momentum of private market initiatives.

• Improve the Historic Building Stock The City should target properties in the historic core area that would benefit from architectural improvement grants and other revitalization incentives. In addition, the City should adopt codes that facilitate the restoration and/or rehabilitation of historic properties and strengthen building code enforcement.

• Promote Lincoln Highway Corridor Redevelopment Promoting mixed use and/or residential redevelopment along the Lincoln Highway corridor west of 1st Street has several key benefits. Redevelopment provides shoppers with additional retail and eating destinations in new, high quality spaces that meet the demands of contemporary retailers, connects Downtown to the Kishwaukee River, adds new residents within a short walk of Downtown amenities and decreases the physical distance between Downtown and the Northern Illinois University campus. Promoting new, high-quality, medium-density residential as opportunities arise in other Downtown locations will increase the amount and variety of housing options available to DeKalb residents.

• Promote High Quality Residential Adding high quality residential brings new customers to locations that are within easy walking distance of Downtown shops, restaurants and cultural attractions.

Programs / Promotions

• Establish Implementation Management Strategies Smooth implementation of Revitalization Plan recommendations requires disciplined management strategies and clear and consistent communications with merchants, property owners and the community at large.

• Improve the Quality of Existing Businesses The City should promote a variety of strategies to help improve existing businesses, including certification and mentoring programs, marketing and overall public relations. Existing activity generators such as the library, Egyptian Theater, Stagecoach Theater and various festivals and events should be leveraged to the fullest extent possible to create awareness of Downtown’s business opportunities and/or revitalization achievements.

• Attract New Stores, Restaurants and Businesses The City should take the lead in attracting new businesses by creating a prospect list, providing succession planning support to help business owners realize a profit as they retire or transition to other endeavors, develop relationships with regional commercial brokers and promote the community at regional and national trade events. The City should proactively pursue public/private investment partnerships that capture key competencies of participating owners, develop a plan to attract 200-500 new employees to Downtown, interview office brokers and communicate frequently with tenants in existing buildings.

• Strengthen Downtown / NIU Connections Regularly-scheduled meetings should be established between the City staff and the University to exchange information and facilitate mutually beneficial opportunities.
Short-term Opportunities

Promote Redevelopment
Promote redevelopment of the Lincoln Highway corridor between 1st Street and River that includes new retail space, new residential and/or a mix of uses.

Landscape Existing Parking Lots
Enhance Downtown’s appearance by landscaping existing City-owned parking lots that are not likely to change in the near-term future.

Screen/Buffer Railroad Tracks
Add landscaping, fencing and/or works of public art to screen and buffer railroad tracks.

New Pocket Park
Plan, design and construct pocket park between 3rd and 4th Streets.

Free WiFi
Provide free WiFi in the blocks bounded by 1st-4th Streets and Oak Street and the railroad tracks.

Expand Parking
Initiate property acquisitions to provide additional off-street Downtown parking in the most desirable locations.

Street Improvements
Make roadway/streetscape improvements to Lincoln Highway, Locust Street, 2nd Street and 3rd Street. Include enhancements to support pedestrian/bicycle comfort and safety.

New DeKalb Square
Examine alternative locations for new DeKalb Square in the vicinity of 2nd/Locust Streets. Review alternative methods of adding on-street parking to 3rd Street and Locust Street.

Promote Residential Development
Actively recruit developers to add high-quality, multi-unit residential.

Code Review
Initiate appropriate code review and updates to entitle and facilitate Revitalization Plan.

Revitalize and Recruit
Implement programs to support rehab/restoration of historic structures; actively recruit new shops and new employers.

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Enhance Wayfinding
Improve hospitality by adding attractive identification, informational and directional signage throughout Downtown.

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Implementation Strategies

While the strategies described in the Long-term Vision and Short-term Opportunities define many exciting opportunities to revitalize of Downtown, the quantity and complexity of the recommended changes can appear to be daunting when viewed collectively. While the most obvious approach is to divide the work to be done into manageable tasks and schedule their completion in a timely fashion, the real key is to understand, up front, that revitalization is the product of incremental and continuous change. Rome was not built in a day and DeKalb will not be revitalized in a year. It will be important for leadership to provide revitalization team members and the community at large with information regarding overall objectives, goals and implementation progress on a regular basis.

Process

What should the City government’s role in the revitalization process be? The Long-term vision and Short-term Opportunities identified in the plan suggest the city should “promote” (i.e., encourage) certain actions and activities. However, there are some key activities that the City should actively lead and manage to support private-sector investment.

The City should design, control and manage the operations of key Downtown infrastructure.

Without public control of important infrastructure such as parking, there is no guarantee that improvements will be made on a timely basis. This is especially important in regards to improving Downtown’s overall appearance and convenience, key problems identified by project leadership and stakeholders from the early stages of the planning process. While it may be desirable to have property owners and developers design and construct public improvements that conform to detailed design and financing guidelines, the City must retain control over the design and operation of streets, streetscapes, parks, plazas and parking facilities that are shared by property owners, merchants and the general public.

As a Downtown Revitalization investor, the City must also have a voice in its marketing, management, business recruitment and event planning.

This will be especially true in the early stages of plan implementation as specific projects and tasks are identified, defined, planned and executed. Over time, as private-market investment grows, revitalization projects come on line and other stakeholder organizations assume greater responsibilities, the City’s role may be scaled back as necessary.

Implementation Action Plan

A systematic series of actions in key areas are recommended to guide plan implementation. Many of these actions can be accomplished within the next six months.

Public Policy

2) Confirm the roles of City and ReNew DeKalb in the implementation process (planning/design/engineering, facilitation of public and private sector development, infrastructure, construction/ownership/management, property assembly and clean-up, developer recruitment/assistance, business and event promotion).
3) Confirm State and County roles in Lincoln Highway and 4th Street improvements.
4) Confirm and prioritize development and capital (public improvement) projects.
5) Explore alternative strategies for developer participation in designing, financing and constructing public improvements.
6) Confirm the entitlement and develop procedures for priority opportunities in order to promote confidence about the City’s commitment and timing. Modify them as necessary to help facilitate timely revitalization initiatives.
7) Refine the development guidelines and adopt additional design standards for public and private sector development as necessary to promote quality development that is consistent with the Revitalization Plan standards.

Organization

All successful commercial district management is characterized by one attribute—partnership among all the major stakeholders within the district. These stakeholders must represent both private and public (primarily local government) sectors. For Downtown DeKalb, institutional stakeholders such as Northern Illinois University (NIU) should be included. A strong public/private partnership ensures the most efficient use of resources available to each sector and creates a forum for the tensions of the various perspectives to be accommodated through discussion and compromise. Other organizational strategies include:

Establish a Management Strategy that Supports Effective Plan Implementation

1) Determine who speaks for ReNew DeKalb and create regular media contacts for that person.
2) Provide updates at regular meetings of Downtown merchants and property owners.
3) Maintain focus on the historic core retail area by highlighting unique and new businesses.
4) Create a strategy to obtain control of key parcels; discuss potential use and roles of:
   – a Community Development Corporation.
   – a Master Developer.
5) Carefully design public/private investment opportunities to capture key constituencies of participating partners.
6) Monitor and evaluate progress and participants every six months.
7) Revise organizational strategies as necessary to improve success.

Strengthen the Connections Between ReNew DeKalb and NIU

1) Establish regular staff meetings to exchange information and seek mutually beneficial opportunities.
2) Report to ReNew DeKalb on trends and plans that could support development of an eastern campus gateway district.

Capitalize on Downtown Activity Generators

1) Communicate openly and regularly with the library, Egyptian Theater, Stagecoach Theater Players and Downtown festival sponsors and organizers.
2) Report to ReNew DeKalb on results and opportunities.

New Development

1) Facilitate the land assembly and development of projects that are partially or wholly owned by the City.
2) Identify existing property owner interests in undertaking new development identified in the Revitalization Plan.
3) Identify interested tenants’ site requirements for locating in Downtown DeKalb.
4) Where a match between a property owner and a tenant interest exists, develop public/private partnerships that maximize project speed-to-market and private investment in new development.
All successful commercial district management is characterized by one attribute—partnership among all the major stakeholders within the district.

Reuse and Redevelopment
Although much of the project focus has been on possible development, Downtown buildings and businesses designated as appropriate to remain are critical to both the long-term and short-term success of Downtown DeKalb. Vacancies exist within the district, and appropriate and potentially successful tenants must be found to fill those vacancies.

The challenge for Downtown DeKalb is how to accept change without compromising character. Part of this challenge is recognizing that while market forces ultimately greatly influence business owner and real estate developer successes, the quality of business appearance and operation is at least equally important. Balancing best operating practices and market realities with community desires will ultimately determine Downtown’s overall strength. It also is important to recognize the need to improve the underlying market by adding professional office and market rate housing within walking distance of Downtown.

Linkages with the local commercial real estate community will be important to Downtown DeKalb’s future. Local real estate brokers are very aware of the residents’ desire to support local merchants. Many of them have actively worked to maintain the current successful business mix. Ongoing conversations between local merchants, property owners and local retail brokers can identify other tenants suitable for Downtown DeKalb, creating an informal referral network.

Business owners operating at three or more locations within the Chicago market represent likely recruitment prospects. These owners are experienced in expanding their business and have the financial capacity to purchase a building, should that be an element of any expansion decision. They also attract new residents with their familiar name.

Improve the Quality of Existing Businesses
1) Reach consensus on best practice standards, including cleanliness, inventory turn, customer-friendly hours, business plan updates, marketing and advertising, technologies and other relevant practices.
2) Create a certification program to identify stores using the best practices.
3) Create a mentoring program through which certified business owners assist new and improving businesses.
4) Use NIU faculty and students as a resource to develop quality enhancement programs.

Improve the Building Stock of the Core Retail Area
1) Promote adoption of the International Building Code (IBC) and the International Existing Building Code (IEBC) to create a preservation-friendly building environment.
2) Identify property owners who could benefit from an architectural improvement program and other incentives.
3) Meet with property owners to determine
   – future plans for their property.
   – financial capacity.
   – tenanting options (can restaurant ventilation be accommodated, etc.).
   – matches between building improvement needs and existing programs.
4) Create a budget to fund public partnerships for improvements to historic buildings and to lobby quickly for budgeting and funding.
5) Identify quality buyers with experience in historic rehabilitation.

Attract New Stores and Restaurants
1) Develop succession planning support that helps business owners realize a profit as they retire or transition into new endeavors.
2) Identify a business prospect list and
   – distribute a “Business Prospect Tracking Form” to all businesses.
   – contact recommended retailers and restaurateurs.
   – target and list interested prospects.
   – distribute target list to all property owners.
   – repeat every six months.
3) Develop a co-tenancy strategy that uses landscaping and parking to create optimal store, restaurant and office locations.
4) Gain visibility by participating in regional International Council of Shopping Center (ICSC) events.
5) Develop relationships with regional commercial brokers.

Reach out to Office Users Able to Locate in “Far Away Places with Amenities”
1) Interview office brokers and current tenants in existing office buildings.
2) Identify trends, most important amenities employee availability, marketing channels and other tenant sources important to professional office users.
3) Develop a plan to attract 200-500 new employees to Downtown DeKalb.
4) Report to ReNew DeKalb on the office attraction strategy.

Promotion
1) Undertake a communications strategy that highlights the amenities in Downtown DeKalb.
2) The following hierarchy of media expenditure is recommended:
   – Public relations placements in media throughout the Chicago region.
   – Direct contact with existing customers through email and direct mail.
   – Paid newspaper advertising.
3) Evaluate the current roster of Downtown special events to determine how revitalization initiatives can be showcased, promoted and/or used to attract new visitors.
4) Actively and appropriately communicate the Revitalization Plan and related strategies to public officials, property owners, real estate developers and brokers and the public.
5) Annually evaluate and update the work plan and report to appropriate constituencies.
Implementation Strategies, continued

Publicly-led Development Process

1. Community Proposes Project Concept
2. Community Consolidates Land Interest
3. RFQ/RFP Process Establishes Project Concept
4. Community Investment Level Established
5. Developer Agreement Negotiated
6. Retail or Residential Development Process Occurs
7. Debt Financing Obtained for Private Project Cost
8. Construction Permits Obtained
9. Construction Starts

Privately-led Development Process

1. Equity Partners Develop Project Concept
2. Equity Partners Secure Land Interest
3. Equity Partners Propose Specific Public Role
4. Developer Agreement Negotiated
5. Retail or Residential Design and Development Process Occurs
6. Community Interest and Investment Level Established
7. Debt Financing Obtained for Private Project Cost
8. Construction Permits Obtained
9. Construction Starts

Publicly-led Development Process:
- Public funds provided at closing or completion of project elements

Privately-led Development Process:
- Public funds provided at closing or completion of project elements
Residential Development Process

1. Equity Partners Develop Site Concept
2. Equity Partners Secure Land Interest
3. Project Designed
4. Property Acquired
5. Debt Financing Obtained
6. Zoning and Site Plan Approved
7. Deposits on 50% of Units
8. Construction Permits Obtained
9. Construction Starts

Retail Development Process

1. Equity Partners Develop Site Concept
2. Equity Partners Secure Land Interest
3. Equity Partners Attract Tenants for Majority of Space
4. Debt Financing Obtained
5. Zoning and Site Plan Approved
6. Final Project Design Completed
7. Property Acquired
8. Construction Permits Obtained
9. Construction Starts
Development Guidelines

Private Improvements

Applicable Development Regulations
• Conform to the City of DeKalb Zoning Ordinance, Subdivision Control Ordinance and Standard Specifications for Design and Construction except as described in these guidelines.
• The developer is responsible for all applicable entitlements and permits.
• Development that does not conform to existing zoning will be processed as a planned development.

Land Use and Density
• Retail (variety of uses in Downtown core retail area and Lincoln Highway corridor west of 1st Street).
• Mixed use retail/office.
• Mixed use retail/office/condominium.
• Condominiums (studio, one and two bedroom units, 800 s.f. minimum, up to six stories plus lower level).
• Rowhouse (Up to six stories plus lower level).
• Platting waivers, including but not limited to lot areas, widths and required yards, may be granted to create zero lot line units, unit lots or other needs to facilitate quality development that complies with these guidelines.

Height, Bulk, Setback and Orientation
• Orient building facades and entries towards streets.
• Recommended setbacks:
  > Rowhouses: 15’ from right-of-way
  > Condominiums: 25’ from right-of-way
• Mixed use retail (on public right-of-way): varies to achieve proper pedestrian walking areas.
• Yard area requirements may be relaxed, depending on design specifications, by considering the proximity of other public open space to a new development.
• Large buildings housing small businesses should have architecturally sub-divided facades to create human-scaled proportions at the pedestrian level.
• Maintain a continuous building street frontage. Provide breaks only for pedestrian access or plazas.

Motorist and Pedestrian Access
• Maintain existing street pattern, whenever possible.
• Maintain and/or enhance existing alleyway system.
• Consolidate entry points and driveways to serve multiple developments while minimizing traffic congestion and conflicts.
• Provide convenient pedestrian access from public sidewalks to primary building entries.
• Pedestrian pathways, access markings and groundplane materials take precedence at vehicular crossings.
Building Size and Massing

- Size and massing: A variety of sizes and massing is encouraged within the overall development.
- Building Height Range: Two-to-six stories
- Facade proportions: Building facades should exhibit a base, middle and top.

Building Character

- Subdivide large facades vertically with windows, columns and other architectural features to create human-scale proportions, especially at the ground level.
- Ornamentation should be limited and characteristic of the local architectural style. When used, it must be integral to the overall design concept and take into consideration Downtown DeKalb’s historic context. Applied decorative elements are not allowed.

Building Materials and Systems

- Front facades should utilize brick and/or stone as their primary materials.
- Accent features including columns, balusters, railings, cornices, bays and dormers are encouraged and may be painted or stained wood.
- Foundations are to be cast-in-place concrete.
- Exterior wall construction is encouraged to be masonry, architectural precast, natural stone, cast stone, glass or a combination of these materials.
- Building structures are to be cast-in-place concrete, precast concrete, steel framed, light gauge steel frame, masonry bearing wall construction, or stick-built for lower density/lower story townhome units.
- Front door stoops, porches, bay windows and balconies shall be allowed to encroach within the front and side yards.
- Roofs may be either flat or pitched; pitched roofs are encouraged to be 4/12 or greater.
- Windows may be either operable units within masonry openings or curtain-wall type systems of a scale appropriate for residential design. Window construction shall be either painted/coated aluminum or wood construction. Encourage divided lights.
- Mechanical systems and equipment shall either be fully enclosed within buildings, or fully screened within rooftop enclosures. Thru-wall or window air conditioning units are not acceptable.
- Buildings are to be protected by fire suppression systems.
- Durable, low maintenance materials that will maintain value over time must be utilized.
- Extensive use of the same material utilizing changes in texture, shape or color is preferred to a larger palette of different materials.
- Developers should be encouraged to design buildings to achieve LEED certification. However, actual certification is at the developer’s discretion.
Private Improvements, continued

Parking
• Number of spaces:
  > Rowhouse: Two attached spaces per unit minimum.
  > Condominiums: Two spaces per unit, structured above or below grade (easily accessible to units).
  > Retail/Office: Shared off-street parking requirements will be integrated into public parking facilities as negotiated with the City of DeKalb. Adjacent on-street parking will also count towards Retail/Office requirements.
  > Public/private partnership utilizing a multi-story parking facility is acceptable to offset on-site residential and surrounding retail/office requirements.
• Rowhouse parking to be accessed from rear.
• All parking to be barrier free.
• Parking areas to be well lit for pedestrian safety.
• Building style of parking decks to be complementary to adjacent buildings. Interior ramps are not to be expressed on the facades.
• For stand alone retail properties, locate parking on side or rear of buildings allowing building to define street edge.

• 20 year lifespan hard surface materials and systems should be used.
• Up to 15% of spaces may be reduced-size for smaller cars.

Scale, Location and Organization
• Provide substantial usable community open space within close proximity of the redevelopment site.
• Provide a distinctive landmark feature to serve as a focal point of the community space.
• Provide open space for formal and informal gatherings.
• Sidewalks should provide comfortable, continuous access throughout the development and coordinate with adjacent street.
• Sidewalks should be attractive and provide comfortable, continuous access.
• Include foundation and accent plantings in front yards and open spaces.

Accessibility
• Open space should provide for barrier free access.

Landscaping
• Utilize consistent landscape and hardscape materials throughout the development and coordinate with adjacent street.
• Provide off-street loading areas for businesses fronting on Lincoln Highway and Locust Street.

Lighting
• Provide safe, well-lit areas to accommodate pedestrian ingress/egress.
• Minimize glare or spill over to adjacent properties. No wall mounted flood lights may be used on building facades.
• Accent lighting of architectural features is acceptable.

Other Amenities
• Balconies (included in usable open space ratio).

Phased Construction
• Acknowledging the likelihood that the project will be developed in phases, it is important that the design of each phase stand alone architecturally.
• At the completion of all phases the result should be a unified image.
• Phasing should be designed to create a minimum marketing mass and have adequate infrastructure to be self-supporting.
• Construction of subsequent phases must have a minimal impact the quality of life in earlier phases.

Locate parking to the side or rear of stand alone properties.
Rowhouse parking is to be accessed from the rear of buildings.
Provide substantial usable community open space.
Include foundation and accent plantings in front yards and open spaces.
Provide safe, well-lit areas.
Reduce service and loading hours to non-peak times of day.
Public Improvements

Applicable Development Regulations
All public improvements—whether constructed as part of a private development, or constructed as part of a public improvement project—should conform to the applicable sections of the City Zoning Ordinance, Subdivision Control Ordinance and Standard Specifications for Design and Construction. The City will take into consideration variances as needed to allow construction as described in these guidelines.

Community Open Spaces
Open spaces located throughout the Downtown area shall be designed to serve as gathering and event spaces for Downtown and City-wide events. The following items should be considered when designing community open spaces:
• Design the space with the community’s involvement and input.
• Incorporate “green” features, including trees, shrubs, grassy areas and other landscape elements to the fullest extent possible.

• Create “green corners”—small pocket parks with pedestrian amenities such as seating areas, water features, public art, etc.—at the intersections of Downtown’s most highly-traveled roadways wherever possible.
• Utilize high quality landscape and hardscape materials consistent with those used in the core retail and other streetscape areas.
• Create a traditional public gathering space integrally connected with the Downtown businesses, streetscape environment and complementary of its styles.
• Create visual links with the proposed adjacent residential developments.
• Consider space for event staging.
• Consider open space for informal gatherings and concerts.
• Locate distinctive features to serve as terminus/focal points for the Downtown area.

Wayfinding and Signage
• Provide distinct, well crafted wayfinding signage for all public parking areas.
• Provide identity signage for the Downtown at major “gateway” intersections such as 1st Street/Lincoln Highway, and directional signage at the City limits and points in between City limits and Downtown.
• Business signage should be sufficient to identify the business name without dominating the architecture.

Parking: Off-Street
• Convenient public off-street parking is essential to ensure that Downtown destinations are easily accessible to automobile commuters. Off-street parking must accommodate both public and private parking requirements for the core retail area businesses.
• Expand parking areas located with centralized access to core retail area businesses and access to other businesses.
• Parking areas shall be located in the rear or side of buildings in safe, efficient areas that do not disrupt the scale and character of surrounding buildings.
• Screen all parking areas from view with high-quality landscaping and/or columns and ornamental fencing.
• Break up large expanses of parking surface with planted islands every 10 spaces or where rows of parking abut drive lanes.
• Provide well lit, safe areas that allow for comfortable pedestrian ingress/egress.
**Development Guidelines, continued**

**Public Improvements, continued**

**Parking: On-Street**

Shared on-street parking allows customers quick, convenient access to the businesses. On-street parking should be maximized to provide as much convenient parking as possible.

- On-street parallel parking stalls should be 8’ wide x 22’ long.
- Where appropriate, side streets should be designed to allow for angled parking.
- Streets in front of residential developments should be designed to allow for parallel parking.

**Streets**

Streets are Downtown’s backbone, providing access and convenient parking for vehicles and establishing direct links for pedestrians. Streetscape elements provide a high level of comfort for pedestrians and shoppers, buffering them from traffic and unsightly views while providing places to sit and lighting for safety. The following guidelines are recommended on all public streets (except as prohibited by State or County regulations).

- Width of roadways should be minimized to slow traffic and reduce the lengths of pedestrian crosswalks. Through lanes should have a maximum 11’ width.
- Major intersections should be designed with wide, well marked pedestrian crosswalks.
- Sidewalks should provide for comfortable, continuous access throughout the Downtown.
- In the core retail area, sidewalks should allow pedestrian movement from the back of curb to the building face with an 8’ minimum through-route along buildings.
- In residential areas, sidewalks should be a minimum of 5’ wide (6’ preferred) with a 5’ to 6’ minimum parkway width.
- All streets shall provide for barrier free access as outlined by the Illinois Accessibility Code.

**Storm Water Management**

Effective Storm Water Management (SWM) limits the potential for flooding and water related losses. Contemporary techniques have made dense urban development a possibility while controlling storm water related problems. In the recent past, the storm water management system for the Downtown area has been greatly improved. As the City addresses storm water management, existing impervious areas and systems should be taken into consideration. Also, publicly funded SWM can be viewed as a positive incentive for development. A publicly funded and maintained SWM area can compensate for the incremental new development as the Master Plan is implemented. The following guidelines are recommended as redevelopment occurs and the storm water management system is designed.

- Seek alternative methods for storm water entrapment and release, such as underground detention to allow for dense, compact buildings to be constructed without the need for open retention/detention ponds.
- Utilize, where applicable, bioswales and filtration systems in larger parking areas, allowing the water to be treated and temporarily stored on-site in smaller detention basins.
• Where possible, use storm water as a feature in the development, recycling and cleaning of water for use in fountains and other focal points.

• Utilize green roof technologies, if feasible, to reduce the amount of water running off roofs.

• Establish urban storm water management requirements, which allow for the type of dense development anticipated.

• Provide storm water management for the Downtown as a whole, rather than individual parcels mitigating only their own storm water.

• Utilize storm water management as an incentive for development.

• Landscape the site with high quality landscape materials consistent with the Downtown to provide clear views into and out of the area, minimizing potential safety problems.

• Implement alternative storage methods as required.
INTRODUCTION

Metro Transportation Group, Inc., was retained by the City of DeKalb, Illinois, to perform a transportation and parking analysis in conjunction with its ongoing downtown revitalization study, conducted by Hitchcock Design Group (HDG), Business Districts, Inc., and Oppermann Architects under a separate engagement. The study area is enclosed by Oak Street to the north, Franklin Street to the south, 1st Street to the west, and 7th Street to the east, though the Lincoln Highway corridor between the Kishwaukee River and 1st Street is also an important component of this study. Downtown DeKalb is located approximately two miles from two nearby interchanges on Interstate 88 (Peace Road and Annie Glidden). Regional access is also provided via Lincoln Highway (Illinois Route 38) and 4th Street (Illinois Route 23). Analyses were performed according to existing traffic issues, parking supply and demand, and the impact of future development projections provided by the HDG revitalization. The following details the steps taken in order to yield the recommended modifications to the roadway network in Downtown DeKalb.

EXISTING CONDITIONS

Information about transportation characteristics within the study area was compiled with the help of intersection traffic counts, parking surveys, field observation, and additional data provided by local, regional, and state agencies. Based on these results, operation within the existing network was analyzed. A detailed account of the findings is as follows.

Traffic Count Collection

Intersection turning movement data was collected during the weekday morning and evening peak periods (7:00 – 9:00 AM and 4:00 – 6:00 PM, respectively) on the downtown corridor of Lincoln Highway at its intersections with 1st Street through 7th Street. Traffic counts were also obtained from the City of DeKalb for the Locust Street intersections with 1st Street and 4th Street. Data reveals the peak hours of traffic operation within the study area to be 7:30 – 8:30 AM and 4:30 – 5:30 PM. Figure 2 presents the existing traffic volumes for these peak time periods.

Parking Surveys

An inventory of parking supply was performed within the study area, revealing roughly 440 on-street parking spaces and 660 public parking lot spaces for a total of approximately 1,100 public parking spaces within the downtown area. Many parking spaces are posted with time...
limitations that range from 15 minutes to 12 hours, while others are reserved for use with a Northern Illinois University permit or have no time limit at all. According to surveyed data (collected over a 12-hour period between 10:00 AM and 10:00 PM), overall parking utilization is under 60 percent throughout the day with peak demand between 7:00 and 9:00 PM. Spatial demands are highly variable, however, depending on the location within Downtown DeKalb. A number of parking areas reach or exceed 80 percent occupancy (approaching the point at which passing motorists typically view a parking lot as too full to peruse), as shown on Figure 2. The region north of the railroad tracks and west of 4th Street, in particular, contains many of the downtown’s retail locations and therefore has a number of street parking locations and public lots that reach or exceed 80 percent occupancy at given points throughout the day. Full parking survey data is provided at the conclusion of this report.

Field Observation
A visit to the study area was conducted to gather information about roadway and intersection characteristics along Lincoln Highway, 4th Street, and Locust Street in Downtown DeKalb. Roadway geometrics, traffic signal timings, signage, and basic operation were observed for use in capacity analysis of the downtown area. Pedestrian facilities and behaviors were also inventoried, including the perceived boundaries of Lincoln Highway, 4th Street, and the railroad tracks. By comparing field observations with peak hour count data, it was noted that the majority of daily truck traffic on Lincoln Highway and 4th Street occurs during non-peak periods.

Three 12-hour train surveys were performed in order to determine the frequency of train crossings and the resultant affect on downtown streets. Per the request of City staff, these surveys were conducted on a Wednesday (April 26th), Thursday (April 13th), and Friday (April 21st), the weekdays that seem to bring the most train traffic through Downtown DeKalb. The length of each gate closure was recorded between the hours of 7:00 AM and 7:00 PM, and information pertaining to train frequency and time of obstruction was compiled to yield daily averages. With recorded time periods ranging from 25 seconds to just over nine minutes, the average time of obstruction was noted to be approximately two and a half minutes per gate closure. In addition, an average of 2.25 trains per hour (or 54 trains daily, consistent with Union Pacific data) travel through Downtown DeKalb. It was noted that a number of vehicles would take alternate routes (via 3rd Street, for example) during a train crossing and that other motorists are very accommodating to vehicles attempting to escape the wait. After all gate closures

FIGURE 1
EXISTING TRAFFIC VOLUMES
Appendix A: Transportation Analysis / Metro Transportation Group, Inc., continued

Agency-Provided Data

Prior to the analysis phase, Metro solicited relevant transportation data from a number of agencies, including the City of DeKalb, the DeKalb County Highway Department, the Illinois Department of Transportation (IDOT) District Three, and the Union Pacific Railroad Company. Information received included historical traffic count data, accident statistics, and past and current comprehensive plans for the City. Key points obtained from these agencies are as follows:

- The City of DeKalb 1996 Comprehensive Plan designated Lincoln Highway, 4th Street, and 1st Street as major arterials targeted for expansion and/or upgrading, though plans for these improvements are not yet defined.

- The intersection of Lincoln Highway and 4th Street, along with the intersection of Lincoln Highway and 1st Street, has been among the worst locations for collisions within DeKalb city limits. A significant portion of traffic accidents at Lincoln Highway/4th Street are rear-end or sideswipe collisions between two or more passenger vehicles, accidents typical of multi-lane roadways without separate lanes for turning movements. For this reason, IDOT commissioned studies of the Lincoln Highway/4th Street intersection for the addition of turn lanes, but has not scheduled this project due to financial constraints and potential impacts to right-of-way and adjacent land uses.

- The ADT on the downtown corridor of Lincoln Highway is approximately 10,000 with average daily truck traffic (ADTT) volumes between 700 and 800 within the study area. West of the downtown area, Lincoln Highway carries 21,000 ADT and 800 ADTT. On 4th Street, an ADT of 6,000 exists with roughly 300-500 ADTT. Historical data from IDOT indicates a trend of negative yearly traffic growth on the two state routes in the study area.

- Two Union Pacific Railroad tracks cross the Lincoln Highway/4th Street intersection at a diagonal. The Union Pacific Railroad Company estimates that 55-60 trains pass through DeKalb daily with an average duration of 2-3 minutes each; these approximations are consistent with survey data performed on gate closures within Downtown DeKalb. No commuter railroad stop is currently in place near the study area, nor are there such plans for the foreseeable future.
• Two transit services (Huskie Line and TransVac) provide stops within the study area, though the main service area is outside of the downtown region.

• No bike routes or pedestrian walkways currently exist to provide circulation within or access to the downtown region. Based on data received, there are plans to connect existing bike trails along the east side of the Kishwaukee River, but these plans do not include a downtown connection.

**Capacity Analysis**

Using the data collected, the quality of traffic flow through the existing network was quantified into level of service (LOS) ratings for individual intersections and approaches. A brief description of the conditions defined by each LOS rating is found in Table 1. The rating for each approach and intersection is based on the average control delay per vehicle as shown in Table 2.

LOS D is typically the lowest acceptable grade accepted by most transportation agencies in Northeastern Illinois. Because signalized intersections are expected to carry a larger volume of vehicles and stopping is required during red time, please note that higher delays are tolerated for signalized LOS ratings.

**Table 1. Level of Service Descriptions**

<table>
<thead>
<tr>
<th>Level-of-Service</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Minimal control delay; traffic operates at primarily free-flow conditions; unimpeded movement within traffic stream.</td>
</tr>
<tr>
<td>B</td>
<td>Minor control delay at signalized intersections; traffic operates at a fairly unimpeded level with slightly restricted movement within traffic stream.</td>
</tr>
<tr>
<td>C</td>
<td>Moderate control delay; movement within traffic stream more restricted than at LOS B; formation of queues contributes to lower average travel speeds.</td>
</tr>
<tr>
<td>D</td>
<td>Considerable control delay that may be substantially increased by small increases in flow; average travel speeds continue to decrease.</td>
</tr>
<tr>
<td>E</td>
<td>High control delay; average travel speed at most 35 percent of free flow speed.</td>
</tr>
<tr>
<td>F</td>
<td>Extremely high control delay; extensive queuing and high volumes create exceedingly restricted traffic flow.</td>
</tr>
</tbody>
</table>

**Table 2. Level of Service Criteria**

<table>
<thead>
<tr>
<th>Level-of-Service</th>
<th>Control Delay Per Vehicle (s/veh) at:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Two-Way Stop-Controlled Intersection</td>
</tr>
<tr>
<td>A</td>
<td>0 – 10</td>
</tr>
<tr>
<td>B</td>
<td>&gt; 10 – 15</td>
</tr>
<tr>
<td>C</td>
<td>&gt; 15 – 25</td>
</tr>
<tr>
<td>D</td>
<td>&gt; 25 – 35</td>
</tr>
<tr>
<td>E</td>
<td>&gt; 35 – 50</td>
</tr>
<tr>
<td>F</td>
<td>&gt; 50</td>
</tr>
</tbody>
</table>

1Highway Capacity Manual 2000

Using Synchro 6 capacity analysis software, existing operation was determined for the morning and evening peak hours at each intersection. LOS and delay for all stop-controlled approaches, as well as opposed movements from uncontrolled approaches, are presented in Table 3.
Table 3: Levels of Service for Existing Network

<table>
<thead>
<tr>
<th>Intersection</th>
<th>Morning Peak Hour</th>
<th>Evening Peak Hour</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Delay (sec)</td>
<td>LOS</td>
</tr>
<tr>
<td>Lincoln Highway &amp; 1st Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northbound</td>
<td>24</td>
<td>C</td>
</tr>
<tr>
<td>Southbound</td>
<td>25</td>
<td>C</td>
</tr>
<tr>
<td>Eastbound</td>
<td>36</td>
<td>B</td>
</tr>
<tr>
<td>Westbound</td>
<td>16</td>
<td>B</td>
</tr>
<tr>
<td>Intersection</td>
<td>18</td>
<td>B</td>
</tr>
<tr>
<td>Lincoln Highway &amp; 2nd Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Southbound</td>
<td>26</td>
<td>C</td>
</tr>
<tr>
<td>Eastbound</td>
<td>4</td>
<td>A</td>
</tr>
<tr>
<td>Westbound</td>
<td>6</td>
<td>A</td>
</tr>
<tr>
<td>Lincoln Highway &amp; 3rd Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northbound</td>
<td>5</td>
<td>A</td>
</tr>
<tr>
<td>Eastbound</td>
<td>5</td>
<td>A</td>
</tr>
<tr>
<td>Westbound</td>
<td>7</td>
<td>A</td>
</tr>
<tr>
<td>Lincoln Highway &amp; 4th Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northbound</td>
<td>11</td>
<td>B</td>
</tr>
<tr>
<td>Southbound</td>
<td>11</td>
<td>B</td>
</tr>
<tr>
<td>Eastbound</td>
<td>14</td>
<td>B</td>
</tr>
<tr>
<td>Westbound</td>
<td>15</td>
<td>B</td>
</tr>
<tr>
<td>Intersection</td>
<td>13</td>
<td>B</td>
</tr>
<tr>
<td>Lincoln Highway &amp; 5th Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northbound</td>
<td>12</td>
<td>B</td>
</tr>
<tr>
<td>Westbound (Left)</td>
<td>8</td>
<td>A</td>
</tr>
<tr>
<td>Lincoln Highway &amp; 6th Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Southbound</td>
<td>13</td>
<td>B</td>
</tr>
<tr>
<td>Eastbound (Left)</td>
<td>8</td>
<td>A</td>
</tr>
<tr>
<td>Lincoln Highway &amp; 7th Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northbound</td>
<td>14</td>
<td>B</td>
</tr>
<tr>
<td>Southbound</td>
<td>9</td>
<td>A</td>
</tr>
<tr>
<td>Eastbound</td>
<td>12</td>
<td>B</td>
</tr>
<tr>
<td>Westbound</td>
<td>12</td>
<td>B</td>
</tr>
<tr>
<td>Intersection</td>
<td>12</td>
<td>B</td>
</tr>
<tr>
<td>Locust Street &amp; 1st Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northbound</td>
<td>2</td>
<td>A</td>
</tr>
<tr>
<td>Southbound</td>
<td>2</td>
<td>A</td>
</tr>
<tr>
<td>Eastbound</td>
<td>32</td>
<td>C</td>
</tr>
<tr>
<td>Westbound</td>
<td>32</td>
<td>C</td>
</tr>
<tr>
<td>Intersection</td>
<td>5</td>
<td>A</td>
</tr>
<tr>
<td>Locust Street &amp; 4th Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northbound</td>
<td>8</td>
<td>A</td>
</tr>
<tr>
<td>Southbound</td>
<td>8</td>
<td>A</td>
</tr>
<tr>
<td>Eastbound</td>
<td>19</td>
<td>B</td>
</tr>
<tr>
<td>Westbound</td>
<td>19</td>
<td>B</td>
</tr>
<tr>
<td>Intersection</td>
<td>16</td>
<td>A</td>
</tr>
</tbody>
</table>

According to the LOS analysis, the existing network operates at an acceptable level. Delay is minimal during peak hours of operation and the roadway network manages the existing traffic volumes adequately. Please note that the impact of gate closures on intersection operation was not included due to limitations of the capacity analysis software and the relatively small frequency and duration of these events. The data presented can instead be used as a relative benchmark between existing operation and the two future conditions analyzed in this study. The output data shown above was combined with other observed and collected data to formulate an opportunities analysis for the study area.

TRANSPORTATION ISSUES AND OPPORTUNITIES

Various components of the existing transportation network were reviewed for shortcomings and potential improvements in order to promote revitalization efforts in Downtown DeKalb. A list of each is detailed below.

Existing Transportation Issues

- **Two major downtown intersections are consistently ranked as two of the most accident-prone intersections in DeKalb.** Due to high turning volumes at Lincoln Highway/1st Street and the lack of turn lanes at Lincoln Highway/4th Street, rear-end and sideswipe accidents are common occurrences.

- **One-way streets restrict circulation and decrease visibility for downtown retail destinations.**

- **While overall parking supply is sufficient, localized parking demand is high in some areas.** High utilization in certain areas is particularly complicated by pedestrian boundaries, which discourage the use of parking lots at a distance from downtown destinations.

- **Downtown DeKalb does not provide a pedestrian-friendly environment.** As exhibited in spatial parking data and observed pedestrian behavior, the perceived boundaries at the state routes and the railroad tracks discourage pedestrian circulation throughout the downtown.

- **Little opportunity exists for multi-modal transportation within the downtown region.** Although a few bus stops are located within the downtown area, accessibility by public transport is limited. Bicycle and pedestrian connections are not available to and from outlying areas, and future expansion plans for the DeKalb trail system do not include a downtown connection.
Improvement Opportunities

Based on existing problems in the roadway network, a number of potential improvements were identified. The list below describes each opportunity and their respective benefits and disadvantages in the revitalization effort.

Access & Circulation:

- Modifications could be made at the intersection of Lincoln Highway and 4th Street to provide the turn lane geometrics supported by IDOT’s previous study. According to the state’s data, this would provide improved operations at this intersection and would also improve safety by reducing the rate of collisions at Lincoln Highway and 4th Street. The associated drawbacks, such as a wider roadway cross-section (requiring both vehicles and pedestrians to travel longer distances at this location) and significant impact on right-of-way and existing buildings adjacent to the intersection, indicate that this opportunity is probably not a preferred course of action.

- Existing traffic count data suggests that the downtown roadway network currently operates with excess capacity. As result, it is likely that implementation of a "road diet" on a number of local roadways could yield several benefits. On the state routes, the current four-lane cross-section could be reduced to include three lanes: one through lane in each direction and left-turn lanes at intersections. Including turn lanes could provide the desired safety measures at some of the City’s most common high-accident locations. Travel time along the corridor would likely increase, but operation should remain favorable and reduced speeds would help create a more pedestrian-friendly environment in Downtown DeKalb. In addition, the additional vehicular delay may discourage heavy vehicles from utilizing downtown roadways.

- Road diets could also be implemented on minor downtown streets, including Locust Street, 2nd Street, and 3rd Street. Similarly to the state routes, each of these roadways has capacity in excess of the existing traffic volumes. On Locust, the three-lane cross-section could be reduced to two lanes, providing the opportunity for bike lanes and additional parking, including the potential for angled spaces. Improved parking could also be implemented on 2nd and 3rd Streets if the current one-way flow were reduced from two lanes to one. Streetscaping opportunities would also exist on streets undergoing the road diet.

- Traffic flow on 2nd and 3rd Streets could be changed from one-way to two-way flow in order to increase visibility and access to commercial destinations in Downtown DeKalb. This action would potentially decrease parking opportunities on these two roadways and reduce or eliminate the potential for street meandering and corner bump-outs. Installation of full gate closures and directional horns at railroad crossings on 2nd and 3rd, requirements in a train quiet zone, would also be more costly if traffic flow were bi-directional. Plans for surface parking on 2nd and 3rd Streets between Locust and Oak, however, suggest that bi-directional traffic flow would improve circulation and user access to the retail corridor. As a result, two-way traffic flow may be better suited to the segments of 2nd and 3rd between Locust and Oak Street, while one-way traffic flow south of Locust would facilitate the necessary improvements on these corridors. Two-way traffic flow could also be implemented on Oak Street to improve access to future retail locations on the north side of the downtown and planned parking opportunities in this area.

Parking:

- More parking could be created in areas that exhibit highly-localized demand, particularly in the northwest quadrant of the study area. Additional on-street supply could be created in conjunction with the road diet, while reconfiguration of land uses in the study area could allow for surface or deck parking opportunities.

- The perceived pedestrian boundaries at Lincoln Highway and 4th Street could be decreased with the use of additional pedestrian amenities within the study area. Roadway modifications, such as the road diet and corner bump-outs, should facilitate increased walkability throughout the downtown and across the state routes by promoting lower speeds and decreased crossing distances for consumers. In doing so, pedestrians may be persuaded to park at further distances from their destination and reduce the locational parking behaviors in Downtown DeKalb.

Alternative Modes of Transportation:

- Improve multi-modal connectivity to Downtown DeKalb by including a bike trail connection to nearby residential and university areas. Utilize potential bike lane opportunities on Locust Street to provide continuity for cyclists.
Appendix A: Transportation Analysis / Metro Transportation Group, Inc., continued

- The long-range potential for future commuter rail service in Downtown DeKalb is an opportunity within the study area. Rail access would also improve multi-modal accessibility to the downtown region.

The combined benefits and drawbacks for these opportunities were reviewed in context of the revitalization team’s efforts and input received from City staff and the public in order to determine final recommendations for use in future transportation analysis.

FUTURE CONDITIONS

To address existing transportation issues and foster revitalization of the commercial, retail, and residential markets in Downtown DeKalb, recommended improvements to the roadway network were categorized into short-term and long-term future plans. Land use projections were provided by Hitchcock Design Group according to five “zones” in the downtown area, which were primarily assigned according to quadrants formed by the two state routes through downtown. Zone A (northwest quadrant), Zone B (northeast quadrant), Zone C (southwest quadrant), and Zone D (southeast quadrant) were all included in the original study area, while Zone E (Lincoln Highway corridor between 1st Street and the Kishwaukee River) was added later due to its favorable market implications. Trip generation was performed according to the land uses proposed in each zone, and site traffic was added to the network accordingly. New geometrics and additional traffic volumes were applied to capacity analysis to ensure satisfactory operation on the downtown roadway network. Due to detour routes on Lincoln Highway as a result of the I-88 interchange closure at Annie Glidden Road, count data at Zone E intersections was not collected and therefore not included in the report per client direction. These intersections should be included in Phase I corridor analysis to ensure adequate traffic operation on the western corridor of Lincoln Highway.

Short-Term Future

Due to the City’s jurisdiction over the minor streets in Downtown DeKalb, modifications related to these roadways were considered eligible as initial transportation improvements. This approach should also be compatible with the fiscal constraints of the total short-term plan, which prevent the potential for a road diet on Lincoln Highway or 4th Street within this time period. Assumptions for the short-term future therefore include road diets on Locust Street (between 1st and 4th Streets), 2nd Street, and 3rd Street; Lincoln Highway and 4th Street will not be included at this time. Opportunities such as corner bump-outs, street meandering, and bike lanes should be considered as the road diets are implemented. Two-way traffic is also recommended on 2nd and 3rd Streets north of Locust and on Oak Street between 1st and 4th to improve circulation and access around proposed surface parking lots in this area.

In order to determine traffic operation for these improved intersections and roadways, trip generation was performed for short-term development projections within the study area. The loss of some existing development was considered in trip generation, but (due to vacant square footage and some existing substandard retail) was incorporated by subtracting only 50 percent of the lost square footage from new development projections. Additionally, a 20 percent reduction was applied to new commercial trips to account for internal capture, pass-by vehicles, and the use of non-vehicular transportation within the downtown area. Internal capture is the act of traveling to one destination within the study area to another destination on site, and therefore does not create an additional vehicular trip into and out of the roadway network. Pass-by, on the other hand, represents site users who visit a downtown destination en route to another location and is already included in existing traffic volumes. These reductions were included in development square footages for each zone as shown in Table 4. Because these behaviors are unlikely for residential uses, trip generation was performed for condominiums and townhouses without reduction.
According to the land use projections and trip generation data shown above, new traffic volumes within the short-term future study network are anticipated to be as shown in Table 6.

### TABLE 6. TRIP PROJECTIONS FOR SHORT-TERM FUTURE NETWORK

<table>
<thead>
<tr>
<th>Zone</th>
<th>Size</th>
<th>Daily In</th>
<th>Daily Out</th>
<th>AM Peak Hour In</th>
<th>AM Peak Hour Out</th>
<th>PM Peak Hour In</th>
<th>PM Peak Hour Out</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zone A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Specialty Retail (13,474 SF)</td>
<td>300</td>
<td>300</td>
<td>–</td>
<td>–</td>
<td>15</td>
<td>20</td>
<td>.35</td>
</tr>
<tr>
<td>Office (67,813 SF)</td>
<td>375</td>
<td>375</td>
<td>90</td>
<td>15</td>
<td>105</td>
<td>15</td>
<td>85</td>
</tr>
<tr>
<td>Zone B</td>
<td>Condo/Townhouse (128 units)</td>
<td>375</td>
<td>375</td>
<td>10</td>
<td>45</td>
<td>55</td>
<td>45</td>
</tr>
<tr>
<td>Zone C</td>
<td>Condo/Townhouse (69 units)</td>
<td>200</td>
<td>200</td>
<td>5</td>
<td>25</td>
<td>30</td>
<td>25</td>
</tr>
<tr>
<td>Zone D</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Specialty Retail (5,100 SF)</td>
<td>30</td>
<td>30</td>
<td>10</td>
<td>–</td>
<td>10</td>
<td>–</td>
<td>10</td>
</tr>
<tr>
<td>Office (3,262 SF)</td>
<td>30</td>
<td>30</td>
<td>10</td>
<td>–</td>
<td>10</td>
<td>–</td>
<td>10</td>
</tr>
<tr>
<td>Condo/Townhouse (78 units)</td>
<td>30</td>
<td>28</td>
<td>5</td>
<td>30</td>
<td>35</td>
<td>25</td>
<td>15</td>
</tr>
<tr>
<td>Zone E</td>
<td>Specialty Retail (52,094 SF)</td>
<td>1,155</td>
<td>1,155</td>
<td>–</td>
<td>–</td>
<td>60</td>
<td>80</td>
</tr>
<tr>
<td>Senior Housing (356 units)</td>
<td>620</td>
<td>620</td>
<td>15</td>
<td>15</td>
<td>30</td>
<td>25</td>
<td>15</td>
</tr>
<tr>
<td>Total Study Area</td>
<td>–</td>
<td>3,355</td>
<td>3,355</td>
<td>135</td>
<td>130</td>
<td>260</td>
<td>235</td>
</tr>
</tbody>
</table>

After establishing the expected site traffic volumes, a projection of trip distribution was derived from existing traffic patterns and the nature of surrounding land uses. This process facilitated the determination of how local motorists typically navigated the existing roadway system, thus providing a good estimate of where site users would originate from and return to. Table 7 presents the trip distributions for residential and commercial uses.

### TABLE 7. TRIP DISTRIBUTION PROJECTIONS

<table>
<thead>
<tr>
<th>Percent Distribution for:</th>
<th>Traveling to/from the...</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Residential Traffic</td>
</tr>
<tr>
<td>North</td>
<td>30%</td>
</tr>
<tr>
<td>South</td>
<td>35%</td>
</tr>
<tr>
<td>East</td>
<td>10%</td>
</tr>
<tr>
<td>West</td>
<td>25%</td>
</tr>
</tbody>
</table>

Trip assignment of site-generated traffic for the surrounding network was designated based on this distribution. These volumes were added to existing traffic volumes to yield the short-term future network. It should be noted that, due to historical trends of negative yearly traffic growth along both state routes in the study area, existing traffic was conservatively held constant for both future scenarios. Because no traffic count data was readily available for the...
Locust Street intersections with 2nd and 3rd Streets, engineering judgment was applied to extrapolate volumes at adjacent intersections to these locations. The short-term future network is therefore as shown in Figure 3. Based on this traffic assignment, average daily traffic projections on Lincoln Highway are approximately 32,000 on the downtown corridor and 23,000 to the west; 4th Street is expected to carry 7,000 ADT. Because the land uses in the study area are not expected to produce a significant amount of heavy vehicle traffic, ADTT should remain fairly constant on both roadways. Operation at the study intersections is displayed in Table 8.

**Table 8: Levels of Service for Short-Term Future Network**

<table>
<thead>
<tr>
<th>Intersection</th>
<th>Morning Peak Hour</th>
<th>Evening Peak Hour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lincoln Highway &amp; 1st Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northbound</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Southbound</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eastbound</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Westbound</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intersection</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lincoln Highway &amp; 2nd Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Southbound</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eastbound</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Westbound</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intersection</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lincoln Highway &amp; 3rd Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northbound</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Southbound</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eastbound</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Westbound</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intersection</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lincoln Highway &amp; 4th Street</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northbound</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Southbound</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eastbound</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Westbound</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intersection</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
that parking will be provided as a part of each residential building and will therefore not detract from available street or public lot parking.

<table>
<thead>
<tr>
<th>Zone</th>
<th>Total Future Parking Demand</th>
<th>Less Existing Street Parking</th>
<th>Future Off-Street Parking Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zone A</td>
<td>775</td>
<td>-283</td>
<td>572</td>
</tr>
<tr>
<td>Zone B</td>
<td>43</td>
<td>94</td>
<td>0</td>
</tr>
<tr>
<td>Zone C</td>
<td>106</td>
<td>55</td>
<td>51</td>
</tr>
<tr>
<td>Zone D</td>
<td>146</td>
<td>109</td>
<td>37</td>
</tr>
<tr>
<td>Total</td>
<td>2,010</td>
<td>-459</td>
<td>-562</td>
</tr>
</tbody>
</table>

These parking needs should be monitored as additional retail and commercial uses gradually develop in the study area.

**Long-Term Future**

For the long-term future, it is assumed that a road diet will be implemented on Lincoln Highway (between 1st and 7th Streets) and on 4th Street (between Grove Street and Oak Street) to provide one through lane in each direction and left-turn lanes at intersections. In order to reduce the eastbound cross-section at Lincoln Highway/1st Street, it is recommended that the curbside through/right-turn lane be changed to a dedicated right-turn lane without a storage bay. As the need arises, parking decks should be constructed in pre-designated areas in order to meet parking demands for continually-increasing development.

As shown above, the recommended improvements to the short-term future network (road diets on Locust, 2nd, and 3rd Streets; two-way traffic on Oak Street and on 2nd and 3rd north of Locust) will yield satisfactory operation and little to no change in delay on all approaches. The benefits to pedestrian comfort and streetscape opportunities therefore recommends these modifications.

In addition to these considerations for new site traffic, calculations were performed in order to ensure adequate parking supply in each zone. Existing parking demand was calculated as the ratio between maximum parking utilization and the existing commercial square footage per zone. Using this ratio, the maximum parking demand was reduced according to the loss of existing square footage in Downtown DeKalb; the result was included in future projections as residual parking demand due to existing development. Additional future parking demand was then determined according to a parking requirement of 3.5 spaces per 1,000 square feet of new retail development and 2.0 spaces per 1,000 square feet of new office development. The sum of residual and new parking demand projections is shown per zone in Table 9. Existing street parking spaces (which were held constant despite the potential increase that road diets may provide) were subtracted from this demand in order to quantify off-street needs. Because developers are assumed to be providing on-site surface parking in Zone E, no calculations are provided for this area. Residential development was also not included, because it is assumed...
Appendix A: Transportation Analysis / Metro Transportation Group, Inc., continued

### TABLE 10. LONG-TERM FUTURE DEVELOPMENT PROJECTIONS

<table>
<thead>
<tr>
<th>Zone</th>
<th>Proposed Development</th>
<th>Land 50% Loss of Existing Development</th>
<th>New Development Subtotal</th>
<th>Land 20% for Alternate Travel Subtotal</th>
<th>Development Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zone A</td>
<td>First Floor Commercial</td>
<td>163,990</td>
<td>-103,343</td>
<td>60,647</td>
<td>-12,12</td>
</tr>
<tr>
<td></td>
<td>Upper Floor Commercial</td>
<td>200,000</td>
<td>-57,563</td>
<td>142,437</td>
<td>-29,667</td>
</tr>
<tr>
<td></td>
<td>Residential</td>
<td>126</td>
<td>-</td>
<td>126</td>
<td>-</td>
</tr>
<tr>
<td>Zone B</td>
<td>First Floor Commercial</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Upper Floor Commercial</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Residential</td>
<td>155</td>
<td>-</td>
<td>155</td>
<td>-</td>
</tr>
<tr>
<td>Zone C</td>
<td>First Floor Commercial</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Upper Floor Commercial</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Residential</td>
<td>159</td>
<td>-</td>
<td>119</td>
<td>-</td>
</tr>
<tr>
<td>Zone D</td>
<td>First Floor Commercial</td>
<td>47,200</td>
<td>-30,099</td>
<td>17,101</td>
<td>-1,620</td>
</tr>
<tr>
<td></td>
<td>Upper Floor Commercial</td>
<td>47,290</td>
<td>-26,403</td>
<td>20,887</td>
<td>-1,777</td>
</tr>
<tr>
<td></td>
<td>Residential</td>
<td>127</td>
<td>-</td>
<td>127</td>
<td>-</td>
</tr>
<tr>
<td>Zone E</td>
<td>First Floor Commercial</td>
<td>94,660</td>
<td>-29,543</td>
<td>65,117</td>
<td>-13,023</td>
</tr>
<tr>
<td></td>
<td>Upper Floor Commercial</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Residential</td>
<td>356</td>
<td>-</td>
<td>356</td>
<td>-</td>
</tr>
</tbody>
</table>

1Land use projections provided by Hitchcock Design Group (8/30/2006).

2All commercial development is presented in square feet.

3Residential development is presented as a unit count.

Utilizing the same data provided for short-term future calculations, these development projections were applied to determine the trip projections shown in Table 11.

### TABLE 11. TRIP PROJECTIONS FOR LONG-TERM FUTURE NETWORK

<table>
<thead>
<tr>
<th>Zone</th>
<th>Size</th>
<th>Daily In</th>
<th>Daily Out</th>
<th>AM Peak Hour In</th>
<th>AM Peak Hour Out</th>
<th>PM Peak Hour In</th>
<th>PM Peak Hour Out</th>
<th>Total In</th>
<th>Total Out</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zone A</td>
<td>Specialty Retail</td>
<td>48,466 SF</td>
<td>1,075</td>
<td>1,075</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>60</td>
<td>75</td>
</tr>
<tr>
<td></td>
<td>Office</td>
<td>114,670 SF</td>
<td>630</td>
<td>630</td>
<td>160</td>
<td>20</td>
<td>140</td>
<td>30</td>
<td>140</td>
</tr>
<tr>
<td></td>
<td>Condo/Townhouse</td>
<td>126</td>
<td>370</td>
<td>370</td>
<td>10</td>
<td>45</td>
<td>55</td>
<td>45</td>
<td>20</td>
</tr>
<tr>
<td>Zone B</td>
<td>Condo/Townhouse</td>
<td>155 units</td>
<td>455</td>
<td>455</td>
<td>10</td>
<td>60</td>
<td>70</td>
<td>55</td>
<td>25</td>
</tr>
<tr>
<td>Zone C</td>
<td>Condo/Townhouse</td>
<td>139 units</td>
<td>405</td>
<td>405</td>
<td>10</td>
<td>50</td>
<td>60</td>
<td>50</td>
<td>25</td>
</tr>
<tr>
<td>Zone D</td>
<td>Specialty Retail</td>
<td>6,845 SF</td>
<td>145</td>
<td>145</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Office</td>
<td>16,740 SF</td>
<td>85</td>
<td>85</td>
<td>20</td>
<td>5</td>
<td>25</td>
<td>5</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Condo/Townhouse</td>
<td>127 units</td>
<td>370</td>
<td>370</td>
<td>10</td>
<td>45</td>
<td>55</td>
<td>45</td>
<td>20</td>
</tr>
<tr>
<td>Zone E</td>
<td>Specialty Retail</td>
<td>52,094 SF</td>
<td>1,155</td>
<td>1,155</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>60</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>Senior Housing</td>
<td>256 units</td>
<td>620</td>
<td>620</td>
<td>15</td>
<td>15</td>
<td>30</td>
<td>25</td>
<td>15</td>
</tr>
<tr>
<td>Total Study Area</td>
<td></td>
<td>5,310</td>
<td>5,310</td>
<td>235</td>
<td>240</td>
<td>475</td>
<td>385</td>
<td>430</td>
<td>430</td>
</tr>
</tbody>
</table>

Following the same methodology described for the short-term network, long-term site traffic was added to the network to determine future volumes in the study area, presented in Figure 4.

Under long term conditions, Lincoln Highway is expected to carry roughly 24,000 vehicles west of Downtown DeKalb and 13,000 ADT within the downtown corridor. ADTT on Lincoln Highway is expected to increase to 1,000. On 4th Street, 8,000 ADT and 700 ADTT are anticipated. Operation at these intersections is displayed in Table 12.

### TABLE 12. LEVELS OF SERVICE FOR LONG-TERM FUTURE NETWORK

<table>
<thead>
<tr>
<th>Intersection</th>
<th>Morning Peak Hour LOS</th>
<th>Morning Peak Hour (Delay time)</th>
<th>Evening Peak Hour LOS</th>
<th>Evening Peak Hour (Delay time)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lincoln Highway &amp; 1st Street</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northbound</td>
<td>24</td>
<td>C</td>
<td>37</td>
<td>D</td>
</tr>
<tr>
<td>Southbound</td>
<td>24</td>
<td>C</td>
<td>41</td>
<td>D</td>
</tr>
<tr>
<td>Eastbound</td>
<td>11</td>
<td>B</td>
<td>41</td>
<td>D</td>
</tr>
<tr>
<td>Westbound</td>
<td>23</td>
<td>C</td>
<td>45</td>
<td>D</td>
</tr>
<tr>
<td>Intersection</td>
<td>20</td>
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<td>A</td>
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<tr>
<td>Intersection</td>
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As shown above, satisfactory operation is anticipated throughout the study network despite increases to delay along the Lincoln Highway corridor. In fact, the changes in vehicular delay are remarkably reasonable considering the addition of nearly 250,000 square feet of retail and
over 900 new residential units within the study area. Most intersections experience less than 10 seconds of additional delay on any given approach between the existing and long-term future conditions. The Lincoln Highway intersections at 1st Street and 4th Street experience the greatest increase in delay, yet operate favorably for the given conditions with all approaches at LOS D or better. These reductions in speed should yield benefits that outweigh the additional delay, such as a more comfortable pedestrian environment and discourage heavy vehicles from traveling through the downtown, helping to create an improved downtown environment.

Based on the new square footages, parking demand was recalculated for the long-term condition in each zone. The parking demand values shown in Table 13 were determined according to the methodology described for short-term parking demand.

<table>
<thead>
<tr>
<th>Zone</th>
<th>Total Future Parking Demand</th>
<th>Less Existing Street Parking</th>
<th>Future Off-Street Parking Needs</th>
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<tr>
<td>A</td>
<td>1,158</td>
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<td>C</td>
<td>44</td>
<td>-53</td>
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<tr>
<td>D</td>
<td>276</td>
<td>-109</td>
<td>167</td>
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<tr>
<td>Total</td>
<td>1,595</td>
<td>-440</td>
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Although planned surface lots and parking decks should meet parking needs in the study area, care should be taken with the design of these facilities to ensure that demands will be met.

CONCLUSION

Based on the analyses performed, recommendations for the short- and long-term future roadway network (illustrated on Figure 5) are compatible with the revitalization efforts for Downtown DeKalb. In the short-term, road diets could be implemented on Locust Street (between 1st and 4th), 2nd Street, and 3rd Street. In conjunction with the reduced cross-section, accommodations such as corner bump-outs, street meandering, intersection speed tables, and bike lanes should be explored. In order to improve access to proposed surface parking, two-way traffic should also be implemented on 2nd and 3rd Streets north of Locust and on Oak Street between 1st and 4th Streets.

In the long-term, road diets could also be implemented on Lincoln Highway (between 1st and 7th Streets) and on 4th Street (between Grove Street and Oak Street) by providing one through lane in each direction and left-turn lanes at intersections. In order to reduce the eastbound cross-
section at Lincoln Highway/1st Street, the existing curbside through/right-turn lane should be modified into a right-turn only lane without a storage bay. As new development continues to come to Downtown DeKalb, parking should be provided in the areas designated by Hitchcock Design Group.

Due to the highly conceptual status of the current land plan, significant changes to development size or uses may require a review of this study's recommendations. In order to solidify IDOT support for the implementation of road diets on the state routes through Downtown DeKalb, it is recommended that a corridor study be undertaken in the short-term (if possible) to initiate formal concurrence from state agencies for the study recommendations. In addition, due to the exclusion of Zone E intersections from this study and the potential for growth along this roadway segment, analysis of this zone should be performed as soon as is practicable.

Under the conditions given for the purpose of this study, the suggested modifications should favorably accommodate the anticipated changes to traffic in Downtown DeKalb.

APPENDIX TO COME

Train Survey Data
Total Public Parking Lot Utilization Survey Data
Total Street Parking Utilization Survey Data
Locational Parking Utilization Per Hour
Highway Capacity Analysis Output Reports
Traffic Count Data
Appendix B: Public Workshop Concept Development

Participants at the April 2006 workshop were divided into discussion groups and asked to identify concepts, concerns or other issues that the revitalization planning process should consider or address.

The results were summarized and presented to the Task Force in May and also to the public at an Open House in August 2006.

Ranking by Category (44 total concepts)

1. Destinations and Activities
   1) Family attractions (30)
   2) Downtown arts complex – an improved Egyptian (9)
   3) Social outlet for those aged 30+ (7)
   4) Outdoor dining options (7)
   5) Better utilized theater space (4)
   6) John Street development and riverwalk (3)
   7) Expanded library space and services (3)
   8) More community events (3)
   9) Plaza/courtyard (2)
   10) Museum in old train depot (1)
   11) Movie theater complex (0)
   12) Close 6th Street and train underpass at 7th Street (0)
   13) Train hobbyist facility (0)
   14) Specialty grocery (0)

   Total votes cast: 55

2. Appearance and Hospitality
   16) Trees, open green space, additional foliage (26)
   17) More light/standard light fixtures (2)
   18) Wayfinding signs to destinations/parking (2)
   19) Entrance gateway incorporating public art/music (0)
   20) Fountains (1)
   21) Public restrooms (1)
   22) Entrance/exit from Environmental (1)
   23) Improved Downtown réalisation on upper floors (1)
   24) Museum in old train depot (1)
   25) Entrance gateway incorporating public art/music (0)

   Total votes cast: 46

3. Regulations and Policies
   26) Remove “student bars” from Downtown (10)
   27) Identify teardowns (9)
   28) Enhance historical architecture (6)
   29) Improved Downtown residential on upper floors (6)
   30) New downtown connectivity to NIU East Campus (3)
   31) Pedestrian overpass/underpass (3)
   32) One-way eastbound travel on Lincoln Highway (1)
   33) Nice on-street parking and door fronts (0)

   Total votes cast: 39

4. Access and Circulation
   34) Scenic and safe bike paths (7)
   35) Multi-level parking with retail – 1st floor shops, 3 levels parking (5)
   36) Remove “student bars” from Downtown (10)
   37) New downtown connectivity to NIU East Campus (3)
   38) One-way eastbound travel on Lincoln Highway (1)
   39) Metra (0)
   40) Sight lines between parking and door fronts (0)

   Total votes cast: 26

5. NIU Connection
   41) Integrate NIU and Downtown (5)

   Total votes cast: 5

6. Management and Promotion
   42) Market Downtown destinations (2)
   43) Involve all merchants (2)

   Total votes cast: 4

7. Resources
   44) Use TIF money (2)

   Total votes cast: 2

149 total votes cast in all categories combined
1. Trees, open space
2. Family attractions
3. Remove student bars
4. Identify teardowns (major redevelopment opps)
5. Enhance historical architecture

Public Workshop Group Discussions

Top 10 Issues / Needs

1. Trees, open space
2. Family attractions
3. Remove student bars
4. Identify teardowns (major redevelopment opps)
5. Enhance historical architecture

Community Expectations

1. Trees, open space
2. Family attractions
3. Remove student bars
4. Identify teardowns (major redevelopment opps)
5. Enhance historical architecture

Received No Votes at All

- Movie theater complex (0)
- Close 6th Street and train underpass at 7th Street (0)
- Trolley between NIU and Downtown (0)
- Entrance gateway incorporating public art (0)
Appendix C: Public Workshop Ratings Summary

Citizen input into the planning process was solicited early in the planning process. Participants of an April 2006 public open house and workshop were asked to rate the quality of existing Downtown characteristics in three broad categories:

- Access and Circulation
- Destinations and Activities
- Appearance and Hospitality

The characteristics were rated on a scale of 1–4, with 1 being the lowest score (Poor) and 4 being the highest (Good). None of the characteristics listed in the survey rated above 3, and at least one characteristic in each category rated below 2. The results of the survey, summarized at right, were presented to the Downtown Revitalization Task Force and the public in subsequent presentations. There were 58 total respondents to the 67 questionnaires distributed.

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<th>Respondent Number</th>
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<table>
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<th>Access and Circulation</th>
<th>2.4</th>
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<td>Pedestrian Comfort</td>
<td>2.0</td>
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<tr>
<td>Levels of Cleanliness</td>
<td>2.4</td>
</tr>
<tr>
<td>Clarity of Information/Signage</td>
<td>2.3</td>
</tr>
</tbody>
</table>
Preliminary Opportunity Analysis
Existing Downtown Conditions

Public Workshop Ratings Survey
Highest-Lowest
(Average scores on a scale of 1-4)

Access and Circulation
- Walkability: 2.6
- Bicycle access/circulation: 1.9

Destinations and Activities
- Quality of entertainment/dining options: 2.5
- Range of family destination options: 1.6
- Number of shopping options: 1.6

Appearance and Hospitality
- Level of cleanliness: 2.4
- Appearance of buildings: 1.8
Appendix D: Public Improvement Budgeting Cost Estimates

The following are approximate budget costs for typical public improvements related to redevelopment. Costs will vary depending on the specific situation and should be modified accordingly.

**Lincoln Highway High Impact Streetscape Improvements (1st Street–4th Street)**
Typically includes specialty paving (brick pavers, textured, colored concrete), stylized lighting, upgraded street furniture, larger trees, information kiosks and informational/directional signage. Also includes approximate cost for repairing vaults that are known to exist below portions of the sidewalk.

"Linear foot” below includes 10’-wide sidewalks on each side of Lincoln.

- **Lincoln Highway High Impact Streetscape Improvements (1st Street–4th Street)**
  - Typically includes specialty paving (brick pavers, textured, colored concrete), stylized lighting, upgraded street furniture, larger trees, information kiosks and informational/directional signage.
  - $900,000
  - Approximately 1,260 linear feet @ $700/linear foot
  - Does not include major utility infrastructure reconstruction

**Locust Street Street Upgrades/Improvements (1st Street–4th Street)**
Typically includes specialty paving (brick pavers, textured, colored concrete), stylized lighting, upgraded street furniture, larger trees, information kiosks and informational/directional signage.

- **Locust Street Street Upgrades/Improvements (1st Street–4th Street)**
  - Typically includes specialty paving (brick pavers, textured, colored concrete), stylized lighting, upgraded street furniture, larger trees, information kiosks and informational/directional signage.
  - $700,000
  - Approximately 1,260 linear feet @ $500/linear foot
  - Does not include major utility infrastructure reconstruction

**Locust Street High Impact Streetscape Improvements (1st Street–4th Street)**
Typically includes specialty paving (brick pavers, textured, colored concrete), stylized lighting, larger trees, information kiosks and informational/directional signage.

- **Locust Street High Impact Streetscape Improvements (1st Street–4th Street)**
  - Typically includes specialty paving (brick pavers, textured, colored concrete), stylized lighting, larger trees, information kiosks and informational/directional signage.
  - $900,000
  - Approximately 1,260 linear feet @ $700/linear foot
  - Does not include major utility infrastructure reconstruction

**2nd Street Street Upgrades/Improvements (Oak Street–Railroad Tracks)**
Typically includes basic reconfiguration necessary for new development, curb repairs, resurfacing and minor utility upgrades.

- **2nd Street Street Upgrades/Improvements (Oak Street–Railroad Tracks)**
  - Typically includes basic reconfiguration necessary for new development, curb repairs, resurfacing and minor utility upgrades.
  - $350,000
  - Approximately 1,090 linear feet @ $300/linear foot
  - Does not include major utility infrastructure reconstruction

**2nd Street High Impact Streetscape Improvements (Oak Street–Railroad Tracks)**
Typically includes specialty paving (brick pavers, textured, colored concrete), stylized lighting, upgraded street furniture, larger trees, information kiosks and informational/directional signage.

- **2nd Street High Impact Streetscape Improvements (Oak Street–Railroad Tracks)**
  - Typically includes specialty paving (brick pavers, textured, colored concrete), stylized lighting, upgraded street furniture, larger trees, information kiosks and informational/directional signage.
  - $800,000
  - Approximately 1,090 linear feet @ $700/linear foot
  - Does not include major utility infrastructure reconstruction

**3rd Street Street Upgrades/Improvements (Oak Street–Railroad Tracks)**
Typically includes basic reconfiguration necessary for new development, curb repairs, resurfacing and minor utility upgrades.

- **3rd Street Street Upgrades/Improvements (Oak Street–Railroad Tracks)**
  - Typically includes basic reconfiguration necessary for new development, curb repairs, resurfacing and minor utility upgrades.
  - $300,000
  - Approximately 960 linear feet @ $300/linear foot
  - Does not include major utility infrastructure reconstruction

**3rd Street High Impact Streetscape Improvements (Oak Street–Railroad Tracks)**
Typically includes specialty paving (brick pavers, textured, colored concrete), stylized lighting, upgraded street furniture, larger trees, information kiosks and informational/directional signage.

- **3rd Street High Impact Streetscape Improvements (Oak Street–Railroad Tracks)**
  - Typically includes specialty paving (brick pavers, textured, colored concrete), stylized lighting, upgraded street furniture, larger trees, information kiosks and informational/directional signage.
  - $700,000
  - Approximately 960 linear feet @ $700/linear foot
  - Does not include major utility infrastructure reconstruction

**DeKalb Square Enhancements (Southeast Corner of 2nd and Locust Streets)**
Full plant existing municipal lots.

- **DeKalb Square Enhancements (Southeast Corner of 2nd and Locust Streets)**
  - Located at 2nd Street and Locust Street
  - Estimated cost: $1,000,000

**Landscape Existing Parking Lots**
Fully plant existing municipal lots.

- **Landscape Existing Parking Lots**
  - Located at 2nd Street and Locust Street
  - Estimated cost: $1,500,000–$3,000,000

**Screening/Buffering Train Tracks**
Budgeting estimate includes approximately 4,200 total linear feet along two sides of the railroad tracks between 1st and 7th Streets, of which 35% of the total has both walls and landscaping and 65% of the total is landscaping only.

- **Screening/Buffering Train Tracks**
  - Located at 2nd Street and Locust Street
  - Estimated cost: $1,000,000

**Wayfinding Signage**
Budgeting estimate includes design fees and manufacturing costs for 4 primary district identification signs, 100 historic district identification decorative signs, 20 directional signs, 15 parking lot signs, 50 regulatory and 100 street signs.

- **Wayfinding Signage**
  - Located at 2nd Street and Locust Street
  - Estimated cost: $150,000–$200,000

**Landscaping with scattered tree plantings**

- **Landscaping with scattered tree plantings**
  - Located at 2nd Street and Locust Street
  - Estimated cost: $450,000–$900,000

**Approximately 300,000 total square feet @ $1.50–$2/square foot**

**Approximately 300,000 total square feet @ $1.50–$2/square foot**

**Wayfinding Signage**
Budgeting estimate includes design fees and manufacturing costs for 4 primary district identification signs, 100 historic district identification decorative signs, 20 directional signs, 15 parking lot signs, 50 regulatory and 100 street signs.

- **Wayfinding Signage**
  - Located at 2nd Street and Locust Street
  - Estimated cost: $150,000–$200,000

**DeKalb Square Enhancements (Southeast Corner of 2nd and Locust Streets)**
$1,000,000
Approximately 19,500 square feet @ $50/square foot
Public Improvement Systems “Rules of Thumb” Estimating Rates

Public Improvement Systems Costs
The following are approximate budget costs for typical public improvements related to redevelopment. Costs will vary depending on the specific situation and should be modified accordingly.

New Public Street
Typically includes:
• Approximately 36' width back-of-curb to back-of-curb
• Asphalt paving
• Concrete curb and gutter
• Storm sewer
• Sanitary sewer
• Water
• Street lighting

Approximate cost: $500 per linear foot
(Does not include costs for removing old roadway or major utility infrastructure reconstruction)

Public Street Upgrades, Improvements
Typically includes:
• Basic reconfigurations necessary for new development
• Curb repairs, resurfacing
• Minor utility upgrades

Approximate cost: $300 per linear foot
(Does not include costs for removing old roadway or major utility infrastructure reconstruction)

Basic Streetscape Enhancements
Typically includes:
• Concrete sidewalk
• Basic lighting
• Standard street furniture
• Trees in tree grates
• Utility adjustments
• Regulatory signage

Approximate cost: $20 per square foot
(Does not include major utility infrastructure reconstruction)

Mid-level Streetscape Enhancements
Typically includes:
• Limited specialty paving (brick pavers, textured, colored concrete)
• Stylized lighting
• Upgraded street furniture
• Larger trees

Approximate Cost: $30 per square foot
(Does not include major utility infrastructure reconstruction)

High Impact Streetscape Enhancements
Typically includes:
• Specialty paving (brick pavers, textured, colored concrete)
• Stylized lighting
• Upgraded street furniture
• Larger trees
• Information kiosks
• Informational / directional signage

Approximate cost: $40 per square foot
(Does not include major utility infrastructure reconstruction)

Surface Parking
Typically includes:
• Asphalt paving
• Concrete curb and gutter
• Storm drainage
• Basic lighting

Approximate cost: $6,500 per space
(Does not include major utility infrastructure reconstruction)

Parking Deck
Typically includes:
• Basic parking structure costs
• Limited architectural enhancements
• Approximately 350 s.f. per car
• Assumes approximately 300 – 500 spaces, 3 – 4 levels

Approximate cost: $20,000 per space
(Does not include purchase of land, design and engineering. Does not include major utility infrastructure reconstruction)

Potential upgrades:
• More attractive façade (brick, stone, interesting design)
• Increased s.f. per car
• Additional amenities
(Costs of upgrades can increase price upwards of $10,000 per space)