City of DeKalb

Downtown DeKalb Revitalization Plan

Prepared by Hitchcock Design Group
in association with:

Business Districts, Inc.
Metro Transportation Group, Inc.
Oppermann Architects

February 2007

On the Cover
The long-term vision for Locust Street east of First Street includes new mixed use development that features ground-level retail with offices and/or residences above.

Acknowledgements

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Kris Povlsen, Second Ward Alderman
Steve Kapitan, Third Ward Alderman
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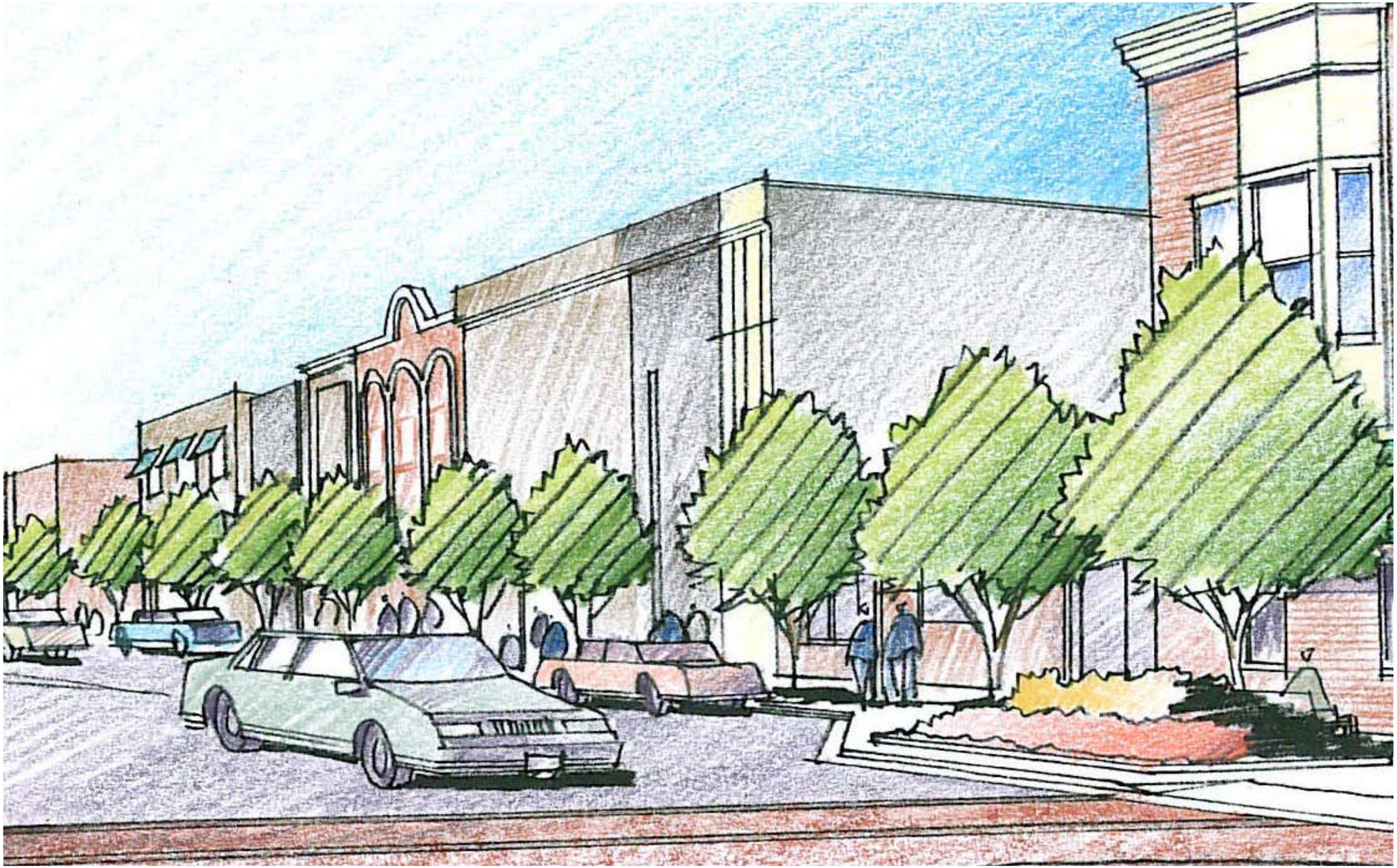


Re:new Lincoln Highway and 4th Street...

Existing conditions.

Re:new Locust and 1st Streets...

Re:new Lincoln Highway and Pearl Street...


Existing conditions.

Re:new Lincoln Highway and 6th Street...


Existing conditions.

Re:new DeKalb

"People speak wistfully about the old days. They miss JC Pennys, they miss Honey Girl, they miss many of the stores.

But, mostly, they miss seeing each other Downtown."

DeKalb Plan Commissioner
January 2007

Executive Summary

The publication of the Downtown DeKalb Revitalization Plan concludes a thoughtful and collaborative planning process.

This initiative began in Fall 2005 when the City of DeKalb issued a Request for Proposals for an urban planning and design team to prepare a detailed revitalization plan for its 90-acre downtown. The City selected the Hitchcock Design Group as the lead firm in December 2005, and the project formally began in early February 2006. The Lincoln Highway corridor between 1st Street and the Kishwaukee River was added to the study area at this time.

The planning process was coordinated by City Staff and guided by a 20 member Downtown Revitalization Task Force (reorganized as ReNew DeKalb for plan implementation) that included property owners, merchants, elected officials and members of key civic institutions such as the DeKalb Park District, the DeKalb School District, Main Street DeKalb, the DeKalb Chamber of Commerce and Northern Illinois University. Broad public input was solicited throughout the planning process in interviews, surveys, public workshops and presentations and via email through a link provided on the City's website.

The Revitalization Plan document has been divided into two sections that parallel the Downtown planning process. The first section includes the data collected as part of a comprehensive Opportunity Analysis. The Opportunity Analysis explored available resources, existing marketplace conditions and the project's parameters, or rules.

Based on the findings from the Opportunity Analysis, the Revitalization Task Force established the primary goal for the project:

Restore Downtown as the centerpiece of the community.

In addition, the Task Force defined two principle objectives:

1) Significantly improve Downtown's image.

2) Provide a variety of destinations to serve the community and to attract visitors.

The second section of this document describes the long-term vision for Downtown and identifies a number of short-term opportunities. Included is a detailed list of Implementation Strategies that address public policy, organization, new development, redevelopment and the promotion of Downtown as a unique destination.

Concept

The long-term plan for Downtown DeKalb envisions a rejuvinated historic retail core that is compact and walkable, the home of distinctive destinations and amenities that reflect DeKalb's unique character. New high quality residential on infill sites surrounding the historic core will add new customers within easy walking distance of shops and other Downtown attractions. In addition, new mixed use retail/residential along Lincoln Highway west of 1st Street will bring new residents and new retail that complements the City's historic core. Other key recommendations include:

- Promote mixed use redevelopment of the historic buildings along Lincoln between 1st/7th Streets
- Actively recruit businesses that thrive in a main street environment.
- Initiate street improvements using a variety of traffic calming techniques and premium streetscaping to enhance pedestrian comfort and to reduce truck traffic along Lincoln.
- Expand parking options in the core retail area by adding surface parking and/or parking decks.
- Enhance access and circulation on as many streets as possible, including Oak, by returning one-way streets to two-way traffic.

- Create a new high-quality public gathering place in the core retail area.
- Add high-quality mixed use infill with destination retail along Locust Street.
- Relocate City Hall to a prominent site in or near the core retail area;
- Convert existing municipal sites to high quality residential.

If completed by 2020 as conceived, the value of 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 change to the student population.

There are a number of short-term opportunities throughout Downtown that can be initiated and completed within the next 1-5 years. Revenues generated from these projects will help pay for the public improvements identified in the long-term vision. Short-term opportunities include:

- Expand parking in or near the core retail area.
- Landscape existing parking lots and enhance wayfinding throughout the Downtown.
- Implement programs to support rehab of historic structures along Lincoln.
- Actively recruit businesses that thrive in a main street environment.
- Initiate appropriate code review and updates to entitle and facilitate the implementation of the Revitalization Plan.
- Promote mixed use redevelopment along the Lincoln Highway corridor between 1st Street and the Kishwaukee River.
- Create a new DeKalb Square in the heart of the historic retail core area.
- Relocate City Hall to a prominent site in or near the core retail area.
- Redevelop existing municipal sites with high quality residential.

It is important to understand that despite the extraordinary opportunities the City has to create an exciting and dynamic Downtown, everything cannot and should not happen all at once. However, with patience, perseverance and programs that emphasize continuous and incremental improvement, the long-term vision described on the following pages can be fully realized.


Existing conditions.

Artist’s rendering of the view west along Locust Street at the 2nd Street intersection illustrates streetscape enhancemcents and new mixed use retail/residential/commercial.

Introduction

A fundamental belief that Downtown is a special place and a strategic civic asset was strongly supported by the members of the community who participated in interviews and workshops during the course of this project's development. Indeed, Downtown has benefitted over the years from the steadfast attention and support provided by a variety of civic institutions, cultural organizations, property owners, merchants and preservation enthusiasts, and continues to offer a variety of unique restaurants, shops and entertainment options.

Despite the efforts of many, a variety of factors have had debilitating effects on Downtown during the last several decades. An increasing number of local and regional retail competitors in easily-accessible locations gives residents new shopping destinations to choose from. Vacancies, deteriorating properties and unattractive streetscapes have weakened Downtown's overall appearance and image. Lower traffic volumes and a relatively wide streets allows vehicles to move through Downtown at higher speeds, which in turn has decreased pedestrian comfort and safety.

Downtown DeKalb has a number of physical resources that can be leveraged in short- and long-term revitalization initiatives:

- Downtown has a central location within a city that maintains its own distinct cultural identity.
- Downtown enjoys a rural setting with easy access to the world-class resources and amenities of Chicago and its metropolitan area.
- Downtown is a short distance from the Northern Illinois University campus, the region's largest educational institution.
- Downtown is at the crossroads of two state highways and enjoys easy access to the region's network of interstate highways.
- Downtown has a compact retail core that includes a mix of uses–shops, offices, restaurants, cultural venues, churches and residences, and is home to a variety of civic, educational and health care-related institutions.
- Downtown has a well-connected grid of streets on relatively level terrain with short, walkable blocks.
- Downtown is located on a major railway corridor that might someday provide commuter rail service.
- Downtown maintains its unique historic "Main Street" character and is within easy walking distance of the historic residential neighborhoods that surround it.
- Downtown enjoys close proximity to the Kishwaukee River, one of DeKalb's most compelling natural features.

The DeKalb 3-D 2005 Comprehensive Plan Update identified the need to undertake a variety of planning initiatives, including one for the design and revitalization of Downtown. In December 2005, the City of DeKalb engaged the consultant team of Hitchcock Design Group, Business Districts, Inc., Oppermann Architects and, under separate contract, Metro Transportation Group, Inc., to explore the marketplace and recommend revitalization strategies for the Downtown.

A three-phased work scope kicked-off in February 2006, under the direction of a 20-member citizen Task Force that included property owners, merchants, elected officials and representatives of key civic institutions.

The planning process started with a Preliminary Opportunity Analysis during which existing market and physical conditions were studied, and potential revitalization opportunities were generated and considered. The Opportunity Analysis included a public visioning workshop in which residents responded to a survey and actively participated in a brainstorming session to identify potential revitalization strategies. Interviews with key project stakeholders were also conducted during this phase of the project. During the Alternative Strategies phase that began in April 2006 and continued through the summer, a number of conceptual alternatives were identified and refined in a series of meetings with City Staff and the Task Force. Work concluded with the publication of this Master Plan that documents the background analysis and the plan recommendations, and the approval of the plan by City Council.

It is important to bear in mind that the existing and near-term market for retail, residential and office space, the documented behavior of retailers and the existing physical conditions have guided the analysis that follows. Although values discussed are estimates that can guide initial decision making, they cannot substitute for and may vary significantly from the final appraised values that result from more detailed examination of specific study area properties.

Looking west on Lincoln Highway towards the intersection of 1st Street. DeKalb's core retail area has a classic main street character.

The Kishwaukee River, one of DeKalb's most compelling natural amenities, is just three blocks from Downtown's core retail area.

The Monat Building at the southeast corner of 2nd and Locust Streets gives Northern Illinois University a presence at a prominent Downtown location.

Looking east towards the intersection of 7th Street and Lincoln Highway. Downtown's main street character is also evident on the eastern edge of the project study area.


N
Oak Street
Locust Street
Pearl Street
1st Street
West Lincoln Highway
6th Street
2nd Street
3rd Street
4th Street
5th Street
East Lincoln Highway
Grove Street
Franklin Street
7th Street

Opportunity Analysis

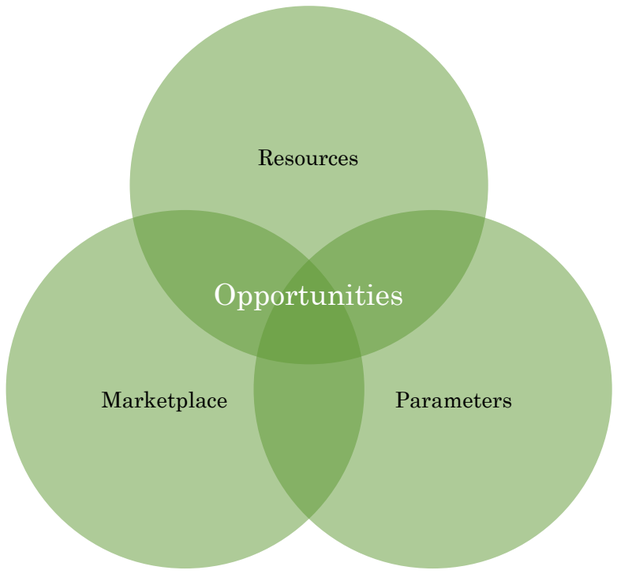
The Opportunity Analysis explored available resources, existing marketplace conditions and the parameters (or “rules”) that guided the planning process.

Opportunity Analysis

Approach

The Opportunity Analysis phase of the planning process can be likened to a three-legged stool. Each leg of the stool represents a different dimension of the analysis. The strongest opportunities are those that present themselves at the place where the three dimensions overlap.

For example, if the marketplace indicates 1) a certain housing product might be viable, 2) the public/private resources exist to support developing the housing product and 3) the zoning and land use regulations (parameters) permit locating the housing product in the most desirable location, then one could conclude that the opportunity merits strong consideration when alternative revitalization strategies are identified and evaluated in the next phase of the project.



Resources
- Land
- Infrastructure
- Organizations
- Culture

Marketplace
- Demographics
- Trade areas
- Trends
- Similar communities

Parameters
- Jurisdictional control
- Land use/zoning
- Land ownership
- Public opinion

Project Goals, Objectives and Guiding Principles

Based on feedback gathered from resident surveys, stakeholder interviews and findings from the Opportunity Analysis, the Task Force established a primary goal and objectives for the project. In addition, four key principles were identified to use as criteria for developing and evaluating alternative revitalization strategies:

Goal

Restore Downtown as the centerpiece of the community.

Objectives
- Significantly improve Downtown's image.
- Provide a variety of destinations to serve the community and to attract visitors.

Principles
- Create a compact, walkable retail core.
- Create distinctive amenities that reflect DeKalb's unique character.
- Create a Downtown that is comfortable, easy to access and easy to circulate within.
- Create a Downtown that is sustainable environmentally, socially, economically and culturally.

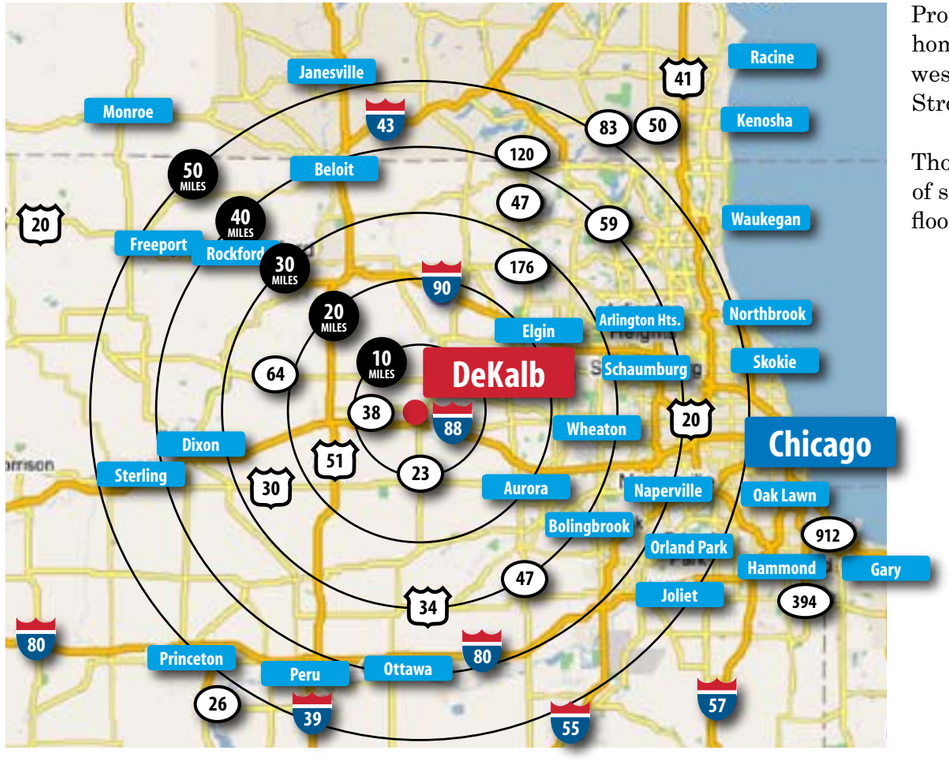
Downtown DeKalb Land Revitalization Plan Study Area

Physical and Regulatory Conditions

Nine different aspects of the study area were analyzed, including context, development patterns, land use/zoning, access and circulation, open space and natural features, infrastructure, stakeholder opinions and observations and market conditions.

Context
DeKalb is located in central DeKalb County, approximately 65 miles from Chicago and five and one-half miles from downtown Sycamore, the location of the DeKalb County court house. DeKalb is approximately 24 miles from Geneva to the east, 47 miles from Rockford to the north and 20 miles from Rochelle to the west. The city is the western-most terminus of the Illinois Research and Development corridor that follows Interstate 88 east to Oak Brook.

Downtown DeKalb is approximately two miles from the intersection of Peace Road and Interstate 88 to the east and three miles from the intersection of Annie Glidden Road and Interstate 88 to the west.



Land Ownership
The majority of land within the study area is privately owned commercial property. Among the largest of these parcels are those owned by Mooney Motors, Premium Wood Products and McDonald's.

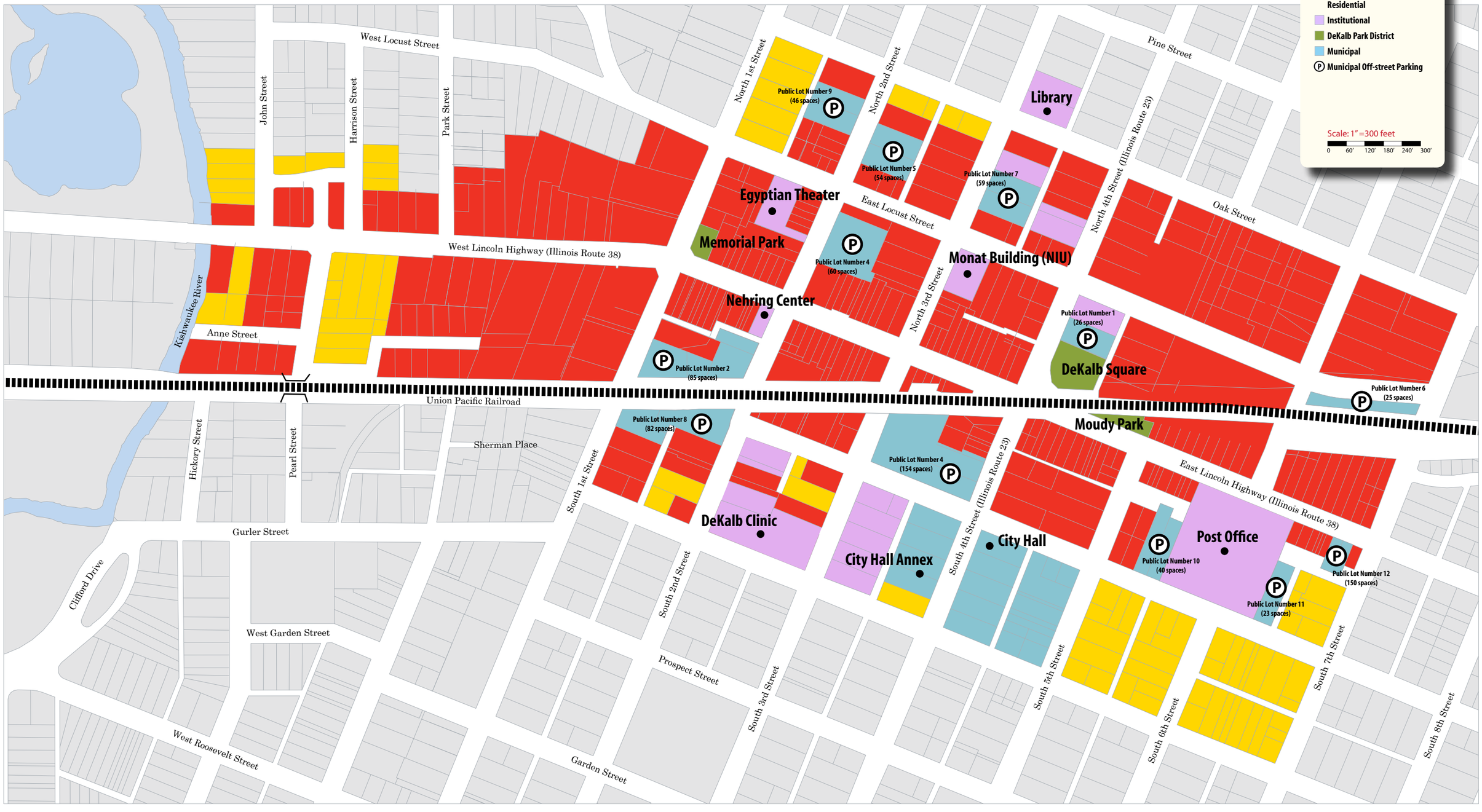
The City of DeKalb–whose properties include 12 public parking lots, City Hall, City Hall Annex and other properties–is one of the largest Downtown property owners. The U.S. Post Office and DeKalb Clinic are other institutions with relatively large parcels.

There are three public parks along Lincoln Highway. The largest of these is DeKalb Square, which is approximately one-half acre in size. DeKalb Square is located at the northeast corner of Lincoln and 4th Street.

There are single-family homes along 1st Street north of Locust Street and along Oak Street between 1st and 3rd Streets in the northwest quarter of the study area and two-plus blocks of homes in the southwest quarter of the study area north of Franklin Street and west of 7th Street.

Properties surrounding the study area are comprised mostly of single-family homes. Commercial uses are confined to the Lincoln Highway corridor east and west of Downtown, along 7th Street and Oak Street to the northeast and along 1st Street to southwest.

Though there is little multi-family residential within the study area, a number of stores along Lincoln Highway include rental apartments and offices on upper floors.


Key
Privately-owned Commercial
Privately-owned Residential
Institutional
DeKalb Park District
Municipal
Municipal Off-street Parking
Scale: 1" =300 feet
0 60' 120' 180' 240' 300'
West Locust Street
John Street
Harrison Street
Park Street
North 1st Street
North 2nd Street
Pine Street
Library
Public Lot Number 9 (46 spaces)
Public Lot Number 5 (54 spaces)
Public Lot Number 7 (59 spaces)
North 4th Street (Illinois Route 23)
Egyptian Theater
Memorial Park
East Locust Street
Oak Street
West Lincoln Highway (Illinois Route 38)
Public Lot Number 4 (60 spaces)
Monat Building (NIU)
Kishwaukee River
Anne Street
Nehring Center
North 3rd Street
Public Lot Number 1 (26 spaces)
DeKalb Square
Public Lot Number 2 (85 spaces)
Union Pacific Railroad
Public Lot Number 6 (25 spaces)
Moody Park
Public Lot Number 8 (82 spaces)
Hickory Street
Pearl Street
Sherman Place
South 1st Street
Public Lot Number 4 (154 spaces)
South 4th Street (Illinois Route 23)
East Lincoln Highway (Illinois Route 38)
DeKalb Clinic
City Hall Annex
City Hall
Post Office
Public Lot Number 10 (40 spaces)
Public Lot Number 12 (150 spaces)
Public Lot Number 11 (23 spaces)
Gurler Street
Clifford Drive
West Garden Street
South 2nd Street
Prospect Street
South 3rd Street
South 5th Street
South 6th Street
South 7th Street
South 8th Street
West Roosevelt Street
Garden Street

Current Land Use and Zoning
Land within the study area is zoned for a variety of uses.

The majority of land within the core study area is commercial. The area east of 1st street, south of Locust Street and north of the Union Pacific tracks is zoned "CBD-Central Business District." This zoning continues for most of the parcels south of the tracks along Lincoln Highway to 7th Street.

"High Density Residential" is the designated land use for the single-family homes along 1st Street north of Locust, which are zoned "NC-Neighborhood Commercial."

A variety of small commercial businesses and a small number of single-family homes occupy the properties between 2nd Street and 3rd Street north of Locust. A Verizon switching station occupies the northwest corner of 3rd and Locust. This block is zoned "LC-Light Commercial."

The land use for the block north of Locust between 3rd Street and 4th Street has been specified "Institutional" and zoned "LC-Light Commercial" and "CBD-Central Business District." Uses on this block include two churches, a funeral home, a credit union and several retailers.

The three blocks east of 4th Street north of Locust are zoned "LI-Light Industrial" (including the site of Mooney Motors) and "HI-Heavy Industrial" (site of the Premium Wood Products). However, the designated land uses for these three blocks is "Medium Density Residential."

"LI-Light Industrial" is also designated for the parcels south of the train station and north of the commercial buildings along Lincoln Highway west of the 7th Street. The land use of U.S. Post Office site is designated "Institutional" and zoned "CBD-Central Business District."

The two blocks with single family homes in the southwest corner of the study area are zoned "MFR-Multiple Family Residential" with "Medium Density Residential" specified as the land use.

The land use for most of the other blocks south of the railroad tracks is specified "Commercial," except for the lands occupied by City Hall and the City Hall Annex. The block where City Hall is located is zoned "LI-Light Industrial," while the block that includes City Hall Annex is zoned both "LI-Light Industrial and Commercial." The block located one block east of First Street and one block north of Franklin–which includes Sparks Buick and DeKalb Clinic–is specified "Commercial" and zoned "GC-General Commercial."

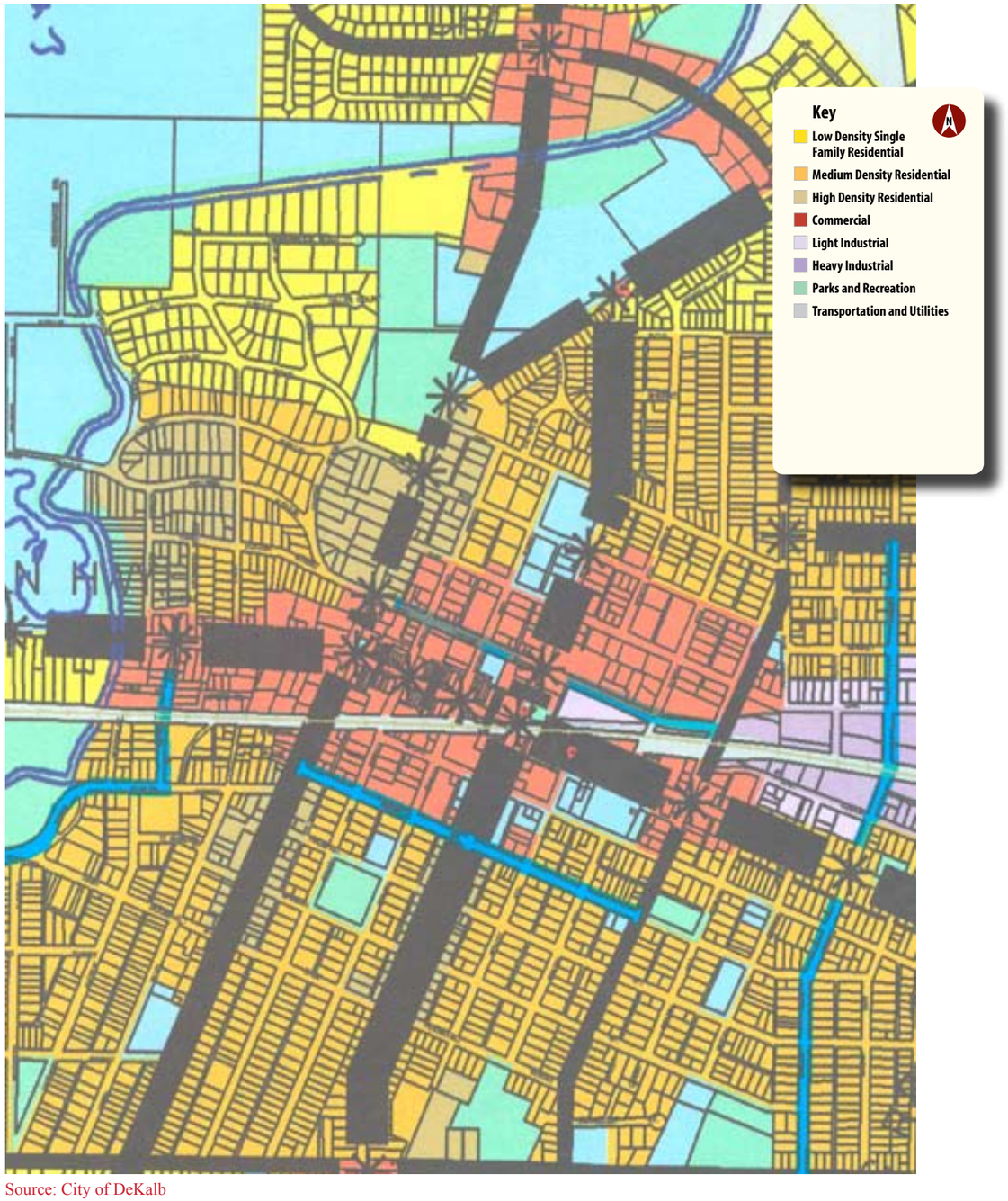
The commercial properties along the north side of Lincoln Highway between 1st Street and Kishwaukee River are zoned "CG-General Commercial" and include a variety of small fast food establishments.

Most of the properties between Lincoln and the Union Pacific tracks are zoned "MFR-Multiple Family Residential," but actually include a variety of retail and commercial businesses as well as some residential. Several parcels on either side of Pearl Street north of the tracks are zoned "NC-Neighborhood Commercial."

While there are no officially recognized historic districts within the core study area, there are two that are immediately adjacent. The Huntley Park Historic District begins just south of Franklin Street. Its eastern boundary is the alley between 3rd Street and 4th Street and its western boundary is the alley between 1st Street and 2nd Street.

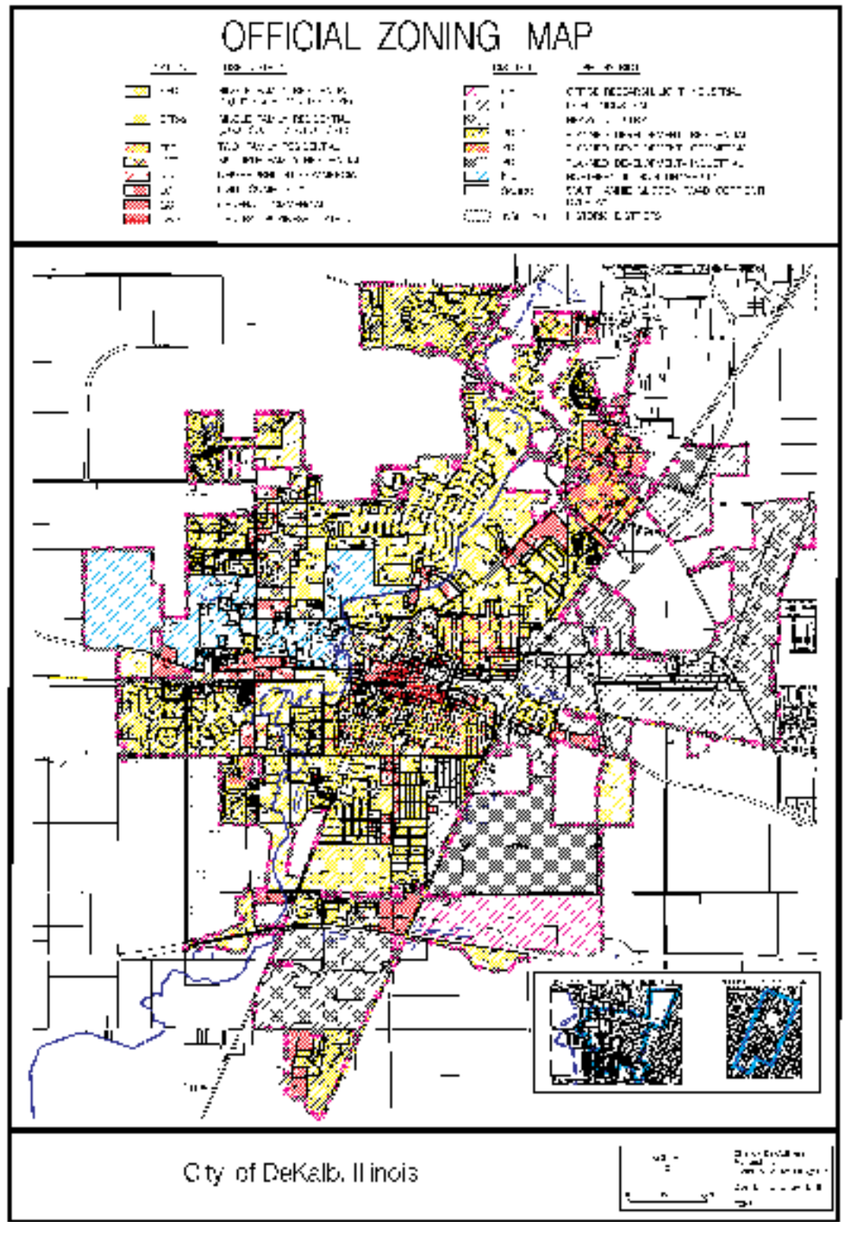
The North Fifth Ward Historic District includes the commercial properties on the west side of 1st Street north of Lincoln Highway and south of Locust Street.

Existing Downtown Land Uses



Source: City of DeKalb

Existing Downtown Zoning



Source: City of DeKalb

Access and Circulation:

Existing Data:
The study area is approximately two miles from two nearby interchanges on Interstate 88 (Peace Road and Annie Glidden). Lincoln Highway (Illinois Route 38) is an east-west state route through the core retail area while 4th Street (Illinois Route 23) provides for north-south movements. 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 and the intersection of Lincoln Highway and 1st Street have been among the worst locations for collisions within DeKalb city limits. The majority 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 average daily traffic (ADT) volume on Lincoln Highway is approximately 10,300 with average daily truck traffic (ADTT) volumes between 700 and 800 within the study area. On 4th Street, an ADT of 6,000 exists with roughly 300-500 ADTT.

A Union Pacific (UP) Railroad track crosses the Lincoln Highway/4th Street intersection at a diagonal, though no commercial or commuter rail stop is located near the study area. Five more at-grade crossings can be found within the study area at 1st Street, 2nd Street, 3rd Streets, 6th Street and 7th Street.

The majority of traffic in the study area appears to be through traffic (non-destination traffic) on the two state highways. On these two roadways, flow is occasionally impeded by trains at the railroad crossing. Study data indicates that this interruption averages just over 2 minutes per occurrence with a frequency of roughly 55 to 60 trains per day. The UP Railroad Company indicates that frequency should increase by five to 10 trains per day in the next 10 years.

Though Lincoln Highway and 4th Street are the main arterials through the study area, relatively few turning movements were observed at this intersection. At Lincoln Highway and 1st Street, a significant eastbound to northbound and corresponding southbound to westbound movement exists. This reflects the strong attractiveness of the Sycamore Road retail corridor and the resultant traffic patterns generated by the NIU student population.

Two transit services (Huskie Line and TransVac) provide stops within the study area, though the main service area is outside of the downtown region.

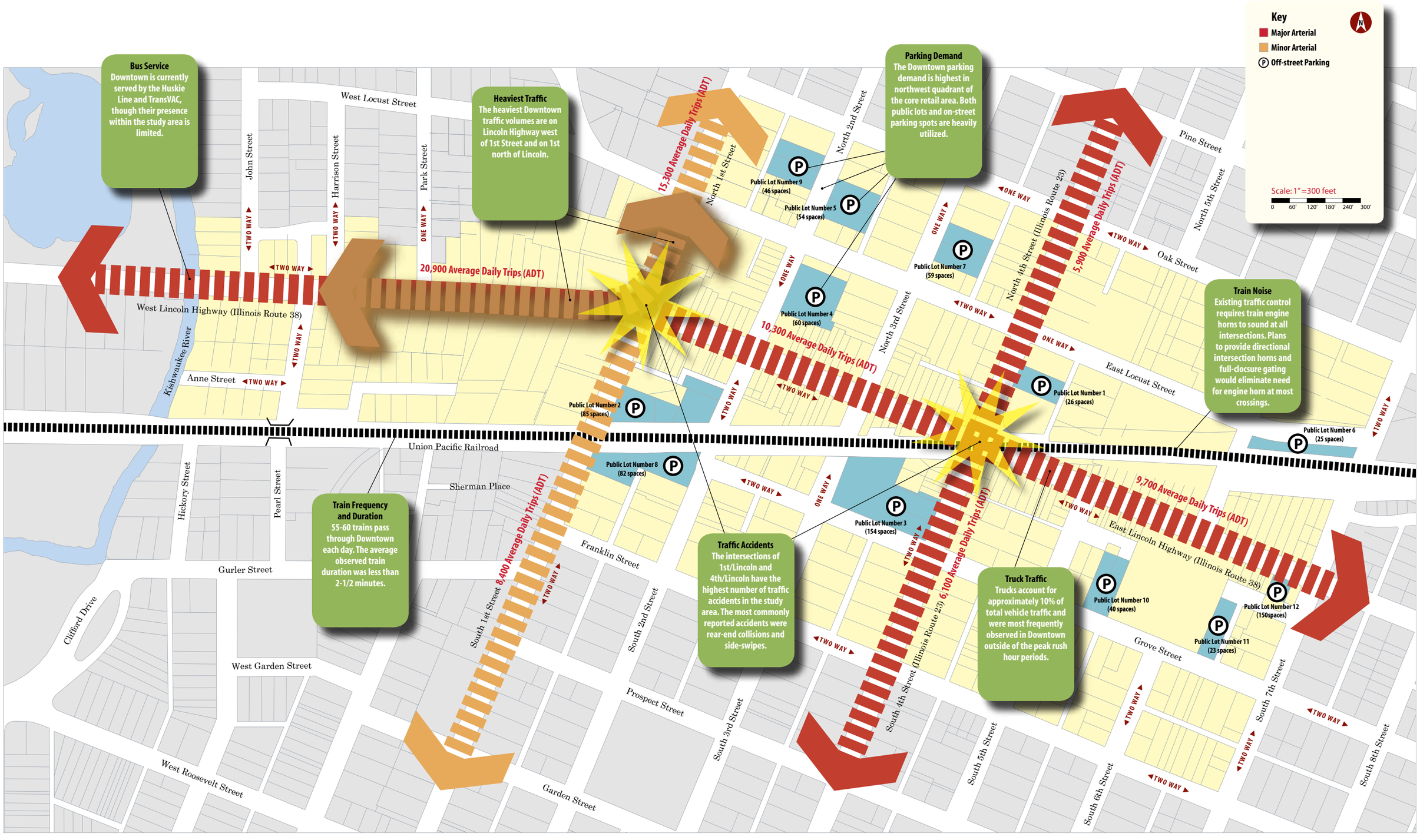
There are no bike routes or dedicated multi-modal/pedestrian pathways (except for sidewalks) that provide direct access to the core retail area, and, based on data received, there are no plans to create new ones. An existing trail system is located on the east side of the Kishwaukee River near Lincoln Highway and provides connectivity between the Sycamore Road retail corridor and various residential areas located north and northwest of Downtown DeKalb. Future modifications to this trail are shown to include a southern connection to neighborhoods west and south of the Downtown.

Sidewalks exist within the study area, but pedestrian connectivity is limited due to the perceived boundaries formed by Lincoln Highway, 4th Street, and the UP Railroad track.

Existing Parking Supply:
Public parking is provided within the study area via street parking (both parallel and angled) and twelve public parking lots. Most parking spaces have time restrictions ranging from 15 minutes to 12 hours, though some have no posted time limit. Roughly 440 on-street parking spaces and 660 public lot parking spaces are provided for a total of approximately 1,100 public spaces. Overall utilization is under 60 percent throughout the day (based on surveyed data from 10:00 AM to 10:00 PM), but locational parking demand is highest in the quadrant west of 4th Street and north of the railroad tracks. This quadrant contains a number of street parking locations and public lots that reach or exceed 80 percent occupancy at given points throughout the day. Overall parking demand is highest between the hours of 7:00 and 9:00 PM.


View southeast at intersection of 2nd and Locust Streets.


View west from the intersection of 4th and Grove Streets.


Bus Service
Downtown is currently served by the Huskie Line and TransVAC, though their presence within the study area is limited.
Heaviest Traffic
The heaviest Downtown traffic volumes are on Lincoln Highway west of 1st Street and on 1st north of Lincoln.
Parking Demand
The Downtown parking demand is highest in northwest quadrant of the core retail area. Both public lots and on-street parking spots are heavily utilized.
Train Noise
Existing traffic control requires train engine horns to sound at all intersections. Plans to provide directional intersection horns and full-docsure gating would eliminate need for engine horn at most crossings.
Train Frequency and Duration
55-60 trains pass through Downtown each day. The average observed train duration was less than 2-1/2 minutes.
Traffic Accidents
The intersections of 1st/Lincoln and 4th/Lincoln have the highest number of traffic accidents in the study area. The most commonly reported accidents were rear-end collisions and side-swipes.
Truck Traffic
Trucks account for approximately 10% of total vehicle traffic and were most frequently observed in Downtown outside of the peak rush hour periods.
Key
Major Arterial
Minor Arterial
Off-street Parking
Scale: 1" =300 feet
0 60' 120' 180' 240' 300'
20,900 Average Daily Trips (ADT)
15,300 Average Daily Trips (ADT)
10,300 Average Daily Trips (ADT)
5,900 Average Daily Trips (ADT)
9,700 Average Daily Trips (ADT)
8,400 Average Daily Trips (ADT)
6,100 Average Daily Trips (ADT)
West Locust Street
John Street
Harrison Street
Park Street
North 1st Street
North 2nd Street
Pine Street
North 5th Street
North 4th Street (Illinois Route 23)
Oak Street
North 3rd Street
East Locust Street
West Lincoln Highway (Illinois Route 38)
Kishwaukee River
Anne Street
Union Pacific Railroad
Sherman Place
Hickory Street
Pearl Street
Gurler Street
Clifford Drive
West Garden Street
West Roosevelt Street
Franklin Street
South 1st Street
South 2nd Street
Prospect Street
South 3rd Street
Garden Street
South 4th Street (Illinois Route 23)
South 5th Street
South 6th Street
East Lincoln Highway (Illinois Route 38)
Grove Street
South 7th Street
South 8th Street
Public Lot Number 1 (26 spaces)
Public Lot Number 2 (85 spaces)
Public Lot Number 3 (154 spaces)
Public Lot Number 4 (60 spaces)
Public Lot Number 5 (54 spaces)
Public Lot Number 6 (25 spaces)
Public Lot Number 7 (59 spaces)
Public Lot Number 8 (82 spaces)
Public Lot Number 9 (46 spaces)
Public Lot Number 10 (40 spaces)
Public Lot Number 11 (23 spaces)
Public Lot Number 12 (150spaces)
TWO WAY
ONE WAY

Open Space and Natural Features
The Downtown retail district along Lincoln Highway west of 4th Street is perched on the edge of the Kishwaukee River valley. The Kishwaukee River is approximately one-quarter mile from the intersection of 1st and Lincoln. Lincoln Highway in this location follows a ridge that is approximately 20 feet higher in elevation than Locust Street one block to the north. A creek once flowed in the vicinity of Locust but was filled in the early 20th century.

As the grade changes in the western half of the core study area, pleasing view corridors that add visual interest and contribute to the area's distinct sense of place. However, the lack of trees and natural foliage allow the paved surfaces of the streets and sidewalks to visually dominate at the pedestrian level. This effect tends to accentuate the openness of the space, especially when walking in the vicinity of parking lots and vacant parcels. In contrast, the landscaping in some pockets such as Palmer Court between 1st and 2nd Streets creates a pleasing sense of enclosure and a much more human-scaled and pedestrian-friendly environment.

The eastern half of the core study area was once home to barbed wire factories and other manufacturing facilities on both sides of Union Pacific Railroad train tracks. Many of the factory buildings and nearby tenement buildings that were the homes of factory workers have been demolished over the years. Much of this level open space has been converted into public parking lots. The absence of buildings, trees and natural foliage around these parking lots creates multi-block vistas that have a desolate appearance. This is especially true in the vicinity of the train tracks where the back of nearly every downtown building is clearly visible. Only the well landscaped residential blocks in the southeast quadrant of the core study offer a consistently pleasing pedestrian environment.

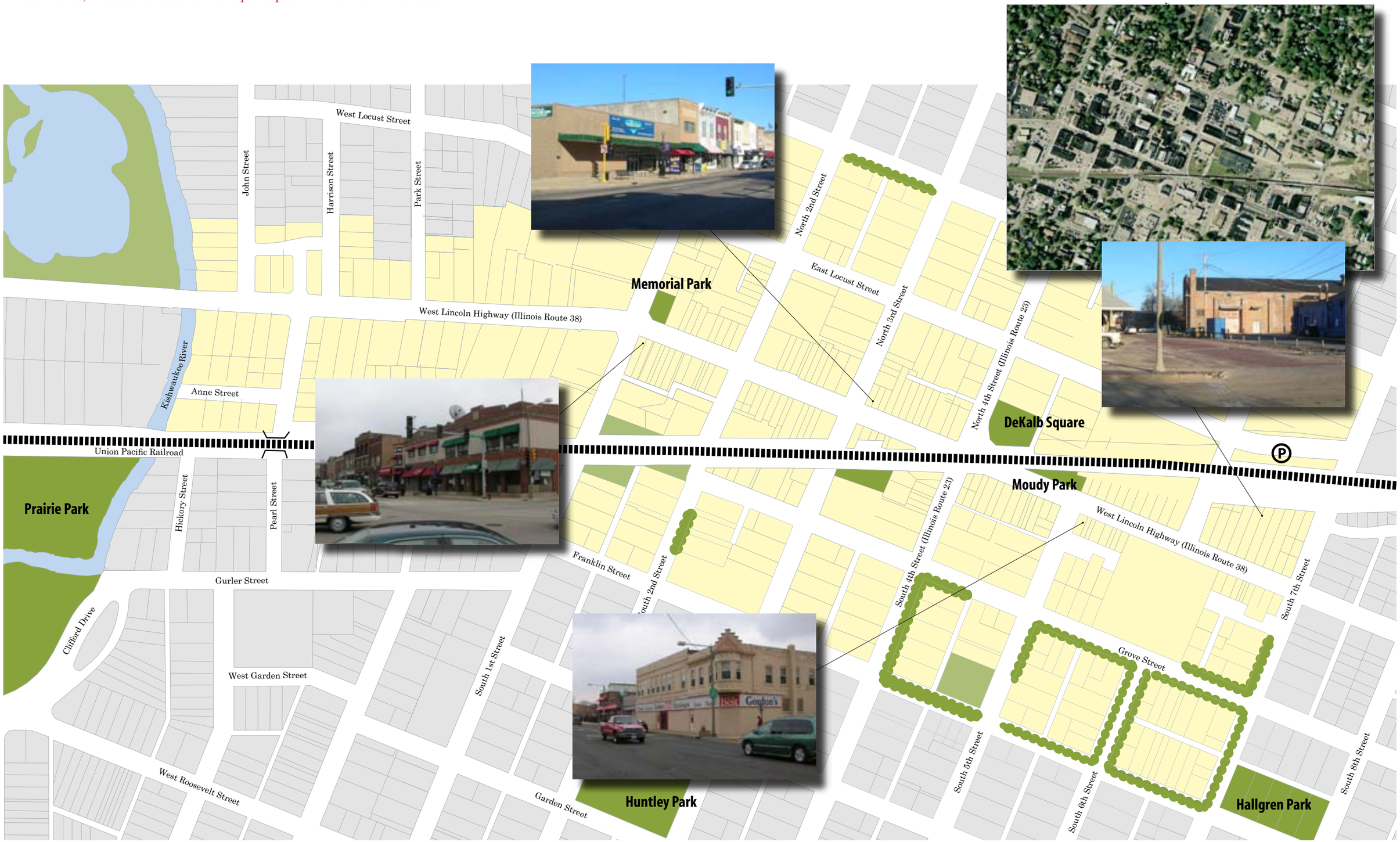
Facing Page
The lack of green space, tree cover and natural foliage (see map) allows Downtown's asphalt streets and concrete sidewalks to visually dominate at the pedestrian level (lower right). This gives Downtown a harsh, hard-edged quality in many locations.

In addition, the lack of trees and foliage allows for sweeping vistas across parking lots and vacant properties to Downtown's edges–and often into the backs of unimproved commercial buildings (far right, facing page). These vistas create a feeling of openness that undermines the "sense of place" provided by more intimate and enclosed outdoor spaces that are defined by closely-spaced buildings and landscape elements.

The amount of brown and gray that appear in an aerial photo (upper right) confirms that Downtown has an almost desert-like appearance when compared to the surrounding residential neighborhoods.

Left
The Kishwaukee River is one of DeKalb's most prominent natural features. The Revitalization Plan study area includes the riverfront in the vicinity of the Lincoln Road bridge where this photograph was taken.

Public Parks, Tree Cover and Other Open Space in Downtown DeKalb



Infrastructure
The area is adequately served by sewer, water, power and communications utilities. Stormwater management will need to be addressed for any new improvements within the study area, especially those that might impact the flood plain and/or floodway along the Kishwaukee River. City of DeKalb's Department of Engineering is the reviewing agency for improvements that affect the City's streets. DeKalb Sanitary District is responsible for maintaining the City's sewer system.

Some reinvestment and restoration of historic buildings has occurred on privately-held and publicly-owned properties, but there are a number of properties that are in a state of poor repair. A strong sentiment exits among stakeholders for the city to continue supporting facade improvements and rehabilitation of historic buildings. In addition, support has been expressed for the city to strengthen efforts to enforce building codes and to facilitate redevelopment of the most distressed Downtown properties.

In interviews and surveys, stakeholders expressed strong support for streetscape enhancements. One potential challenge will be abandoned vaults that are believed to exist below the sidewalks in different locations along Lincoln Highway west of 4th Street.

The core retail area is not currently served by a wireless (WiFi) network.

Stakeholders
A number of individuals have been included in the planning process both as private citizens and as members of the original Downtown Revitalization Task Force. ReNew DeKalb is a newly created task force that will continue to provide guidance during the plan implementation process. ReNew DeKalb includes representatives from the City Council, City staff, merchants, property owners, Main Street DeKalb, the planning and economic development citizen commissions, DeKalb Park District, DeKalb School District, Northern Illinois University, DeKalb Clinic, the Daily Chronicle and the general public.

Jurisdictions
Development within the study area is regulated by the City of DeKalb, who has two municipal buildings on 4th Street between Grove and Franklin. The city also owns twelve public parking lots of various sizes within the study area and the DeKalb Community Center building at the southwest corner of 4th and Grove, which currently houses four independent social services agencies.

The DeKalb Park District manages and maintains Memorial Park, DeKalb Square and Moudy Park. The Park District also manages the Nehring Center at 2nd and Lincoln which houses Main Street DeKalb and the DeKalb Chamber of Commerce.

The Illinois Department of Transportation has jurisdiction over improvements and access to and from Lincoln Highway (Illinois Route 38) and 4th Street (Illinois Route 23). The City of DeKalb, however, is responsible for the general maintenance of these streets.

The Kishwaukee River is a navigable waterway under the jurisdictional control of a number of regulatory agencies including the Army Corp of Engineers, Illinois Environmental Protection Agency and Illinois Department of Natural Resources.

The U.S. Post Office maintains a facility on Lincoln Highway between 5th and 7th Streets.

The Illinois Commerce Commission and the Union Pacific Railroad regulate rail crossings and issues related to the railroad's right-of-way. The Union Pacific also own the existing decommissioned railroad station.

Northern Illinois University maintains facilities at the William R. Monat Building at the southeast corner of 3rd Street and Locust.

The Egyptian Theater building is owned by the DeKalb Exposition Authority, a quasi-governmental organization. Preservation of the Egyptian Theater (PET) is the organization responsible for the theater's maintenance and programming.

The DeKalb Public Library is adjacent to the study area. The library has an agreement to use the parking lot across 3rd Street from its facility, which is owned by a local funeral home.

Most Downtown streets lack trees, foliage and other streetscape amenities.

Verizon maintains a switching station on the northwest corner of 3rd and Locust Streets.

The DeKalb Park District manages the Nehring Center, home to several DeKalb civic organizations. The Nehring Center also hosts art exhibitions at its gallery located on the second floor.

The DeKalb Public Library is one of Downtown's most popular destinations for children and adults. The library was listed on the National Register of Historic Places in 1980.

Finance
Downtown DeKalb has had a history of partnering with the private sector on selective projects and may seek to do so again to ensure land use and design standards align with the objectives of the Downtown Revitalization Plan.

One of the most important implementation tasks will be to determine whether or not existing Tax Increment Finance (TIF) Districts should be extended, new ones created or alternative incentives created to support revitalization.

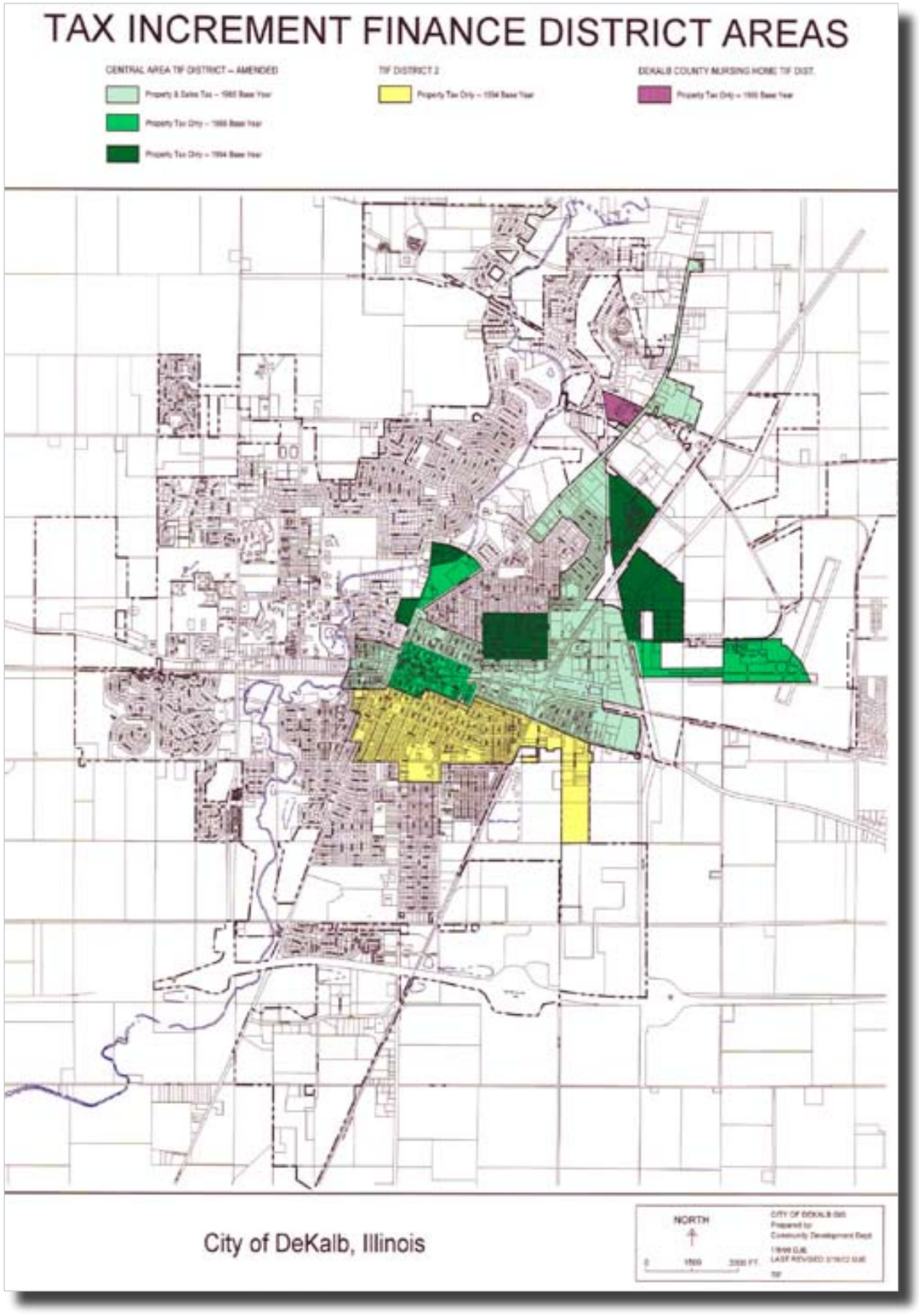
Almost the entire Downtown Revitalization Plan study area, including the portions between 1st Street and Kishwaukee River, is included in one of two Tax Increment Finance (TIF) Districts, as follows.

1) Parts of the Revitalization Plan study area lie within two of the three "Central Area TIF District–Amended" categories:

Property and Sales Tax–1985 Base Year
This is DeKalb's largest TIF district. The Downtown Revitalization Plan study area between 1st Street and the Kishwaukee River is included in this TIF District.

Property Tax Only–1985 Base Year
Most of the Downtown Revitalization Plan study area between 1st and 7th Streets are included in this TIF District.

2) "TIF District 2" includes the three blocks of the study area between 4th/7th Streets and Grove/Franklin Streets. Two of these blocks are entirely residential. City Hall is located in the third block.



Public Input
Stakeholder input was solicited early in the planning process.

The planning initiative was guided by the Downtown Revitalization Task Force, a group that included merchants, property owners and representatives from a variety of civic organizations and institutions such as Northern Illinois University, DeKalb Park District and DeKalb's public schools.

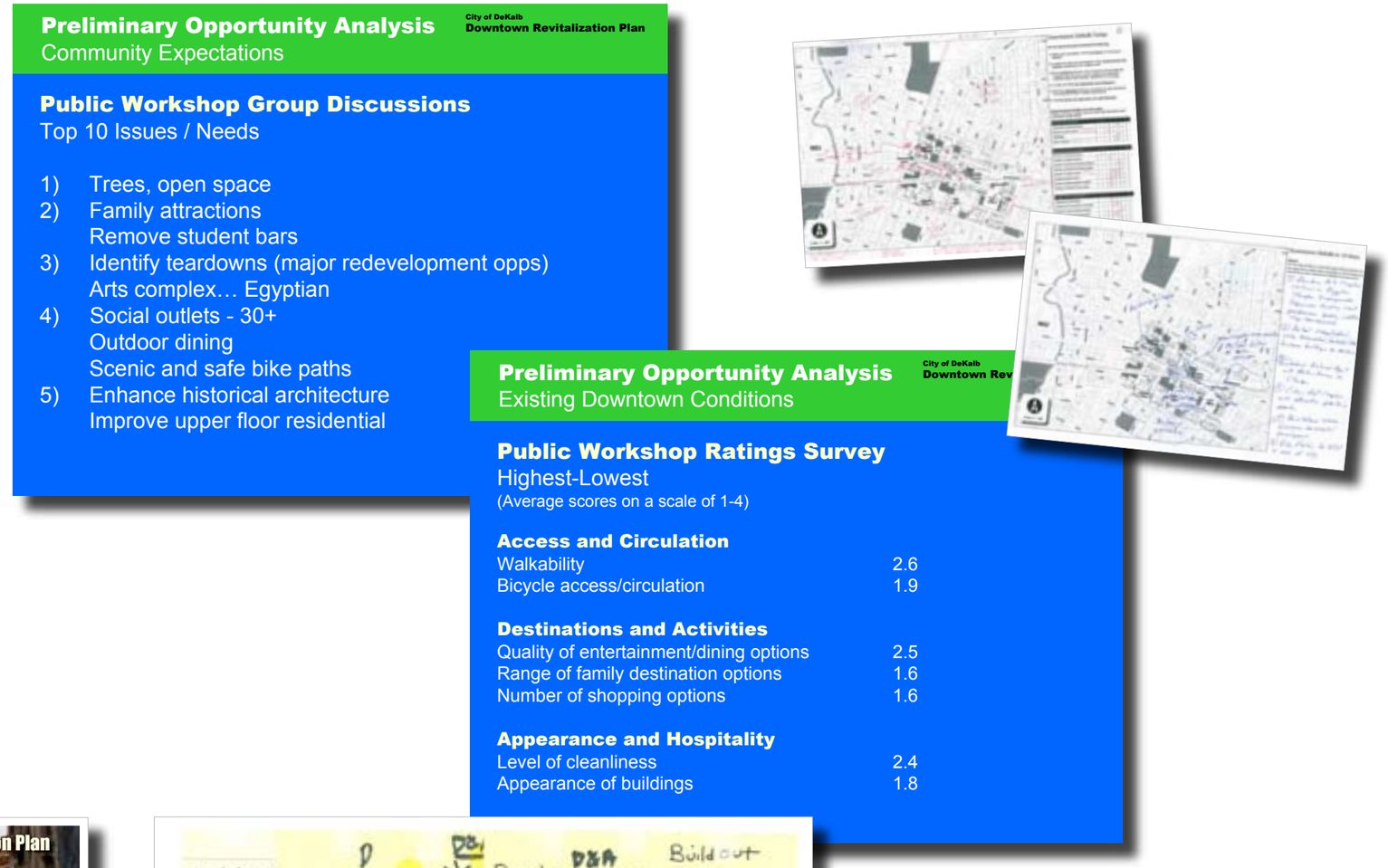
A kick-off meeting with Downtown merchants that included a question and answer session was facilitated by Main Street DeKalb.

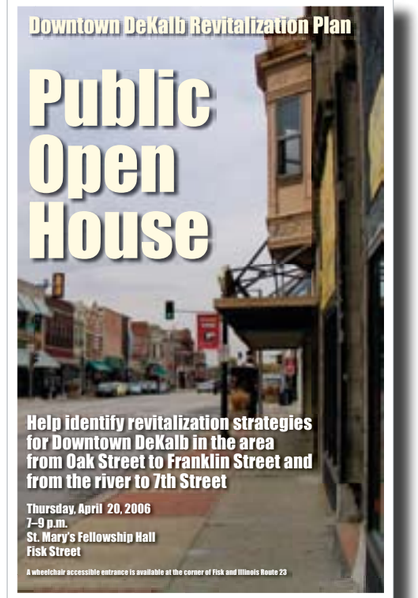
Nearly 40 stakeholders were interviewed individually during the Opportunity Analysis phase of the project.

A public visioning workshop that was attended by over 75 citizens included a presentation of background data, consensus-building sub-group discussions, a written survey to rate the quality of key existing Downtown characteristics and a question and answer session with the planning team.

Information about revitalization planning initiatives, including scheduling and presentation documents, was provided on a special web site and updated on a regular basis.

Refer to the Appendices B and C for survey results from the public sessions input sessions.





Public involvement was solicited early in the planning process. Participants in a public workshop generated and prioritized a number of concepts that covered a variety of topics (left). The workshop included a survey in which Downtown characteristics were rated and summarized (above right). The survey results were summarized and presented to the Downtown Revitalization Task Force (above left)

Marketplace Conditions

Downtown DeKalb's Commercial Legacy
Significant residential and commercial opportunity has always existed in Downtown DeKalb and the surrounding area. Early residential development occurred south of Lincoln Highway. As DeKalb prospered, the area north of Locust between First and Fourth Streets developed as the residential area for the city's most prominent merchants and citizens. The area between First and Fourth along Lincoln Highway served as the core retail area, housing dry goods stores, a meat market, a bakery, furniture stores and the famous Ellwood hardware store. Numerous three-story commercial buildings characterized this area. These buildings were truly mixed use, including retail on the ground floor with offices or institutional uses on the upper floors. Several extant buildings date from the 1870s. At approximately Fourth Street, the commercial and retail uses transitioned to industrial in character. Uses congregated in this area because of its proximity to the railroad, which provided the resources to transport materials and acquire finished goods. For the barbed wire producers, shipping and receiving were key, but the railroads were also major consumers of barbed wire. DeKalb, with its commercial prominence, was also a passenger hub. The passenger railroad depot remains, designed by Frost and Granger, prominent Chicago architects with strong connections to the railroad.

(Above) Looking east on Lincoln Highway. (Right) Downtown DeKalb was serviced by trolleys. (Left) The north side of Lincoln Highway

DeKalb's commercial past was remarkable in its national significance and its success. During the post-World War II era, DeKalb's downtown was generally successful into the 1970s. As happened in many communities, the study area has experienced progressive disinvestment since then. Subsequent decades of diminishing commercial activity have accentuated the physical decline and created negative perceptions. DeKalb faces both economic and social challenges to the future of the study area. The social challenge will be gaining community consensus and actively taking steps to implement the downtown strategy. The future economic challenge for DeKalb's downtown will be the integration of sympathetic new development and ever-varying retail, office, and residential market requirements into the study area, while recognizing and fostering the area's history that creates a "sense of place."

Looking east on Lincoln Highway from the 1st Street intersection.

Looking east along Lincoln Highway towards 7th Street. The large building on the left is one of Jacob Haish Company's barbed wire manufacturing facilities.

National Store and Restaurant Trends

Because Downtown DeKalb is a vintage Main Street, it is impacted less by national trends than recently developed shopping clusters. Consequently, these national trends guide development choices rather than dictate specific developments. By identifying opportunities to capitalize on trends that match DeKalb's historic character, the Downtown can modernize in ways most likely to improve its business environment.

Shopping Center Classifications

To understand retail development possibilities, one must recognize that consumers expect to visit different types of centers for different shopping needs. For example, when grocery shopping, consumers expect to park where they can conveniently load groceries while consumers shopping for apparel expect the opportunity to visit several stores of similar type to compare their offerings–the definition of "shopping." These underlying shopping behaviors support shopping clusters of different sizes and characters. The International Council of Shopping Centers, a shopping center executives' trade group, classifies shopping centers based on matching shopping behavior and the size, tenants and character of shopping centers. This chart reports the key characteristics of these classifications.

These classifications are important because sophisticated tenants design their operating and merchandising policies to fit a specific shopping center category. That process results in higher sales and higher customer satisfaction. For example, a neighborhood center restaurant needs to offer carry-out, a convenience, while regional center restaurants need to offer an unusual menu to be most successful. While the neighborhood restaurant can offer the unusual menu and the regional center offer carry-out, those approaches are not the keys to their success.

As Downtown DeKalb competes for customers in the future, it will benefit from positioning a mixture of stores and restaurants to compete effectively with specific types of centers. Currently, Downtown DeKalb functions as a community center anchored by its municipal services and its financial services. This project will seek to determine its future positioning.

International Council of Shopping Centers Categories

	Regional or Lifestyle Center	Community Center	Neighborhood Center
Total Site Acreage	30-100+	10-30	3-10
Total Retail Square Footage	400,000-2,000,000+	100,001-400,000	30,000-100,000+
Number of Stores	50-150+	15-25	5-15
Principle Tenants	Two or more full-line department stores (Lifestyle may have none)	Full-line discounter, specialty cluster or category killer	Supermarket or drug store
Goods and Services	Large assortment focusing on goods that require careful comparison shopping and services that enhance the shopping experience	Moderate assortment focusing on a mix of shopping and convenience-oriented goods and services	Small assortment focusing on convenience-oriented goods and services
Minimum Population to Support Center	100,000+	50,000-150,000	10,000-50,000
Trade Area Drive Time	Up to 30 minutes	Up to 15 minutes	Less than 10 minutes

As Downtown DeKalb competes for customers in the future, it will benefit from positioning a mixture of stores and restaurants to compete effectively with specific types of centers. Currently, Downtown DeKalb functions as a community center anchored by its municipal services and financial services.

Cross Shopping Channels

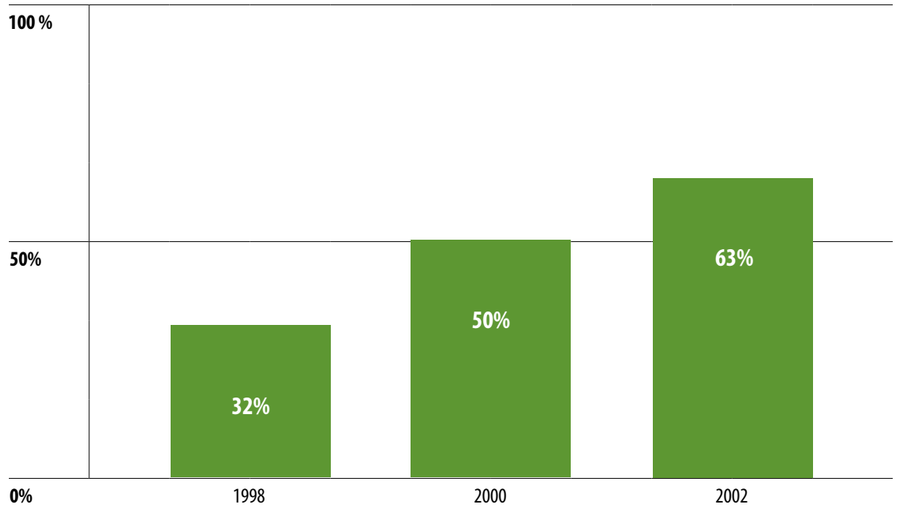
Related to value-consciousness, cross shopping is the practice of patronizing stores across the economic spectrum to best meet one's needs. For example, the same shopper who buys commodity goods at Costco may also buy expensive apparel at Nordstrom. This table lists the channels available to today's shoppers.

Cross Shopping Channels

Channel		
Department Stores	Dillards Elder Beerman Gottschalks	May Stores Nordstrom Saks
National Chains	Kohl's J.C. Penney Sears	
Mass Merchants	Kmart Target Wal-Mart	
Discount/Dollar	Ames Big Lots Dollar General	Family Dollar Shopko Value City
Specialty Stores	Banana Republic Big 5 Circuit City	Gap Stein Mart Williams-Sonoma
Internet	Amazon.com Art.com Drugstore.com	Drsfostersmith.com Redenvelope.com Westelm.com

Today's consumers are seeking value and are not as brand conscious as previous eras. This recent trend promises to continue as stores like Target increasingly attract designer goods. The dramatic change is illustrated by this chart.

Consumer Shopping at Supercenters, within Last Three Months, 1998 to 2002*



*Based on telephone interviews with 659 consumers nationally
Source: "How American Shops," WSL Strategic Retail, 2003

Project Application

The direct impact of this trend has been experienced by DeKalb as Wal-Mart and other national chains opened on Sycamore Road. That center has the hours, prices, and one-stop convenience to increase cross shopping by DeKalb residents.

Core Site Selection Concepts
The decision to develop store and restaurant space is based on core concepts that underlie the expectation for acceptable sales at the development site.

1. Retail Follows Other Markets.
There must be a large enough, close enough residential population before the market will support construction of store and restaurant space. Although office workers are another important market that can upgrade a marginally successful retail district into a very successful one, local residents are the backbone of each community's commercial areas. The significance of office space is its connection to a strong food and beverage offering. A significant concentration of offices adds a lunch seating and "cocktail hour" that can increase restaurant business by up to one-third. Although the residents are reasons for the stores, office workers bring increased vitality and growth through reinvestment of profits.

2. Development is Tenant Driven
There must be enough similar tenants to allow consumers to comparison shop. In the abstract, it makes sense that the ideal retail development is a broad mix of businesses satisfying the "cradle-to-grave" needs of local residents. But that concept defies the very term "shopping" because there never could be sufficient space to meet the volume and variety of business to meet the desires of all residents. Today's auto-oriented retailing assumes that customers will travel for selection. Consequently, while today all successful shopping districts offer convenience shopping, drug stores and different shopping districts have evolved to satisfy varying niches for other items. Strong retailers like to cluster near competitors because they know that such an area gets a reputation as "the place to go to shop for…."

3. Visibility is Critical
Stores must be visible to a large enough pedestrian and/or "driver" population. Although repeat customers are the lifeblood of any business, there also must be a steady flow of new customers. Those customers are much easier to attract when a large population sees the business every day. Studies by national restaurateurs and retailers indicate that about 20,000 vehicles and/or pedestrians per day pass the most vital retail businesses.

4. Visual and Physical Access Must be Easy
Signalized intersections allow traffic to easily enter and exit parking lots. They also stop pedestrians and automobiles, causing people to see signs and advertising. For those reasons, signalized intersections are the key location for high traffic retail centers.

5. Anchors Hold the Position
The concept of modern shopping centers is that consumers are attracted by a high volume business (the anchor) and then notice and purchase the offering of adjacent smaller stores. Today that pattern has been modified by the concept of Lifestyle Centers where a cluster of well known smaller stores combine to fulfill the anchor function. When centers are anchorless, often due to the closing of a business, the property is less stable because tenants are constantly seeking anchored locations where they can achieve higher sales from the customers of adjacent anchors.

6. Operating Results Trump Development Costs
Rents–the ongoing measurement of a location's development cost–are typically targeted to be at most 10% of sales. However, it is apparent that other operating costs have more impact on a store or restaurant's success. As the table below reveals, the operation of a retail business is extremely sensitive to sales variation.

Impact of Sales Variation on Retail Operations

	20% Sales Decline	Expected Sales	20% Sales Increase	Location Change
Sales	**$400,000**	**$500,000**	**$600,000**	**$600,000**
Merchandise Cost	200,000	250,000	300,000	300,000
Rent	50,000	50,000	50,000	75,000
Salaries	100,000	100,000	100,000	100,000
Supplies	20,000	25,000	30,000	30,000
Reserve for Repair	12,500	12,500	12,500	12,500
Advertising	25,000	25,000	25,000	25,000
Return on Investment, Taxes and Profit	-7,500	**37,500**	**82,500**	**57,500**

A 20% decline in business, an impact which can occur from the closing of an anchor or a bad buying decision, results in a loss. A 20% sales increase, often the result of better co-tenants joining a center or smart buying, causes the return to more than double. The location change column shows that, if that sales increase results from relocating the business to a better district with 50% higher rent, there is a significant improvement in profitability. This analysis reveals the rationale for "moving boxes" when new development occurs. It also illustrates why it is so important for retail development to occur at superior locations.

7. A Few Retailers Provide the Majority of Sales Taxes
Successful auto dealerships, warehouse clubs, large format grocery stores, mass merchandisers, and home centers can each produce over $50 million in sales and $1.5 million in sales taxes. Consequently, these single businesses often have more impact on sales tax revenue than multi-tenant convenience centers, fashion centers, or suburban downtowns where sales are $10 million to $20 million for the whole center.

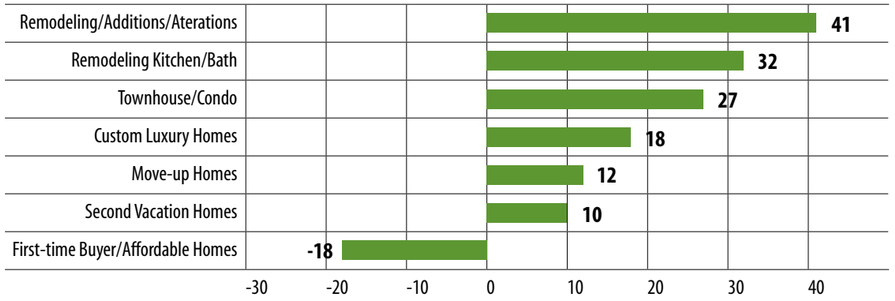
At its age, Downtown DeKalb would not be expected to meet these modern site selection standards. However, the marketing and design strategies must compensate for variations from these standards to create an environment that competes successfully with centers that do meet the standards.

National Residential Trends
The recent national residential construction surge has greatly expanded the development boundaries in many metropolitan areas. In an effort to find affordable building lots of sufficient size to appeal to home buyers, residential construction activities have moved to significantly further distances from core urban areas. This increasingly has isolated these new occupants from employment opportunities, commercial activities, public transportation options, and other critical services such as health care. In response, most communities are focusing on infill development, where smaller parcels closer to the urban core are targeted for development. DeKalb's desire to limit its suburbanization by promoting infill redevelopment is consistent with this trend.

Other than emphasizing infill development, community design trends are moving toward integrating more activities into new developments, providing for increased use of wireless technology and providing for energy conservation measures.

A national poll of residential architects[1] found increasing interest in townhouses and condominiums. This sector has benefited from the recent growth in homeownership rates, as these homes are often the most affordable in many markets. Additionally, they appeal to a broad population base because of the minimal maintenance obligations. The more traditional custom/luxury and move-up housing segments—as well as second and vacation homes—are showing some strength, although conditions in all three of these markets have eased from the beginning of 2005. The weakest segment, and the only segment that more residential architects rate as weakening than improving, is homes targeted for first-time buyers. These households often have the fewest resources to absorb the rising prices seen in the housing market in recent years. More than a third of respondents rate this segment as weakening, and only 16 percent rate it as strengthening.

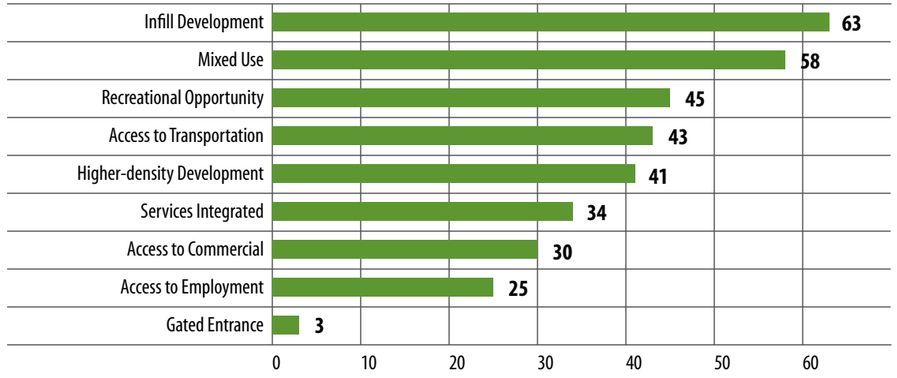
American Institute of Architects Housing Segments Report: Percentage of Architects Reporting Market Improving versus Percentage Reporting Market Weakening



Other than emphasizing infill development, community design trends are moving toward integrating more activities into new developments, providing for increased use of wireless technology and providing for energy conservation measures. Mixed-use projects, which include commercial and retail activities, are increasing in residential developments. Increasing the number of recreational opportunities (walking trails, exercise centers), higher-density development (smaller lots) and providing services on site (e.g., health care and convenience stores) are also strategies used to reduce the isolation of more distant residential development. In addition to providing more activities, accessibility to other opportunities is also increasing when considering community design and location. Access to public transportation and alternative transportation systems such as bikeways and walkways were seen by many poll respondents as strategies that are more popular. Likewise, proximity to commercial shopping and employment are more generally emphasized. With more concern for integration and accessibility, gated entrances and distinctive community entrances are now less popular.

[1] *Infill, Mixed-Use Development More Popular as Homebuilding Decentralizes*, Kermit Baker, PhD, Hon. AIA, Chief Economist

American Institute of Architects Integrated Uses Survey: Percentage of Architects Reporting Use in Each Category



The same study cited above also found that residential development interest is slightly higher in the west and south than in other regions of the United States.

National Office Trends

Nationally, office space is tracked by class:

Class A

This class includes large, newer properties in prime business districts. These buildings usually have at least five floors and are constructed of steel and concrete. They offer high quality finishes, special technology features, business amenities, and good access.

Class B

These properties are typically smaller, older and of wooden framed construction. They have usually been renovated and are in good locations. If the buildings are newer then they are typically smaller and not in a prime location.

Class C

Class C properties are older and have not been renovated. Their condition is typically fair but not considered good.

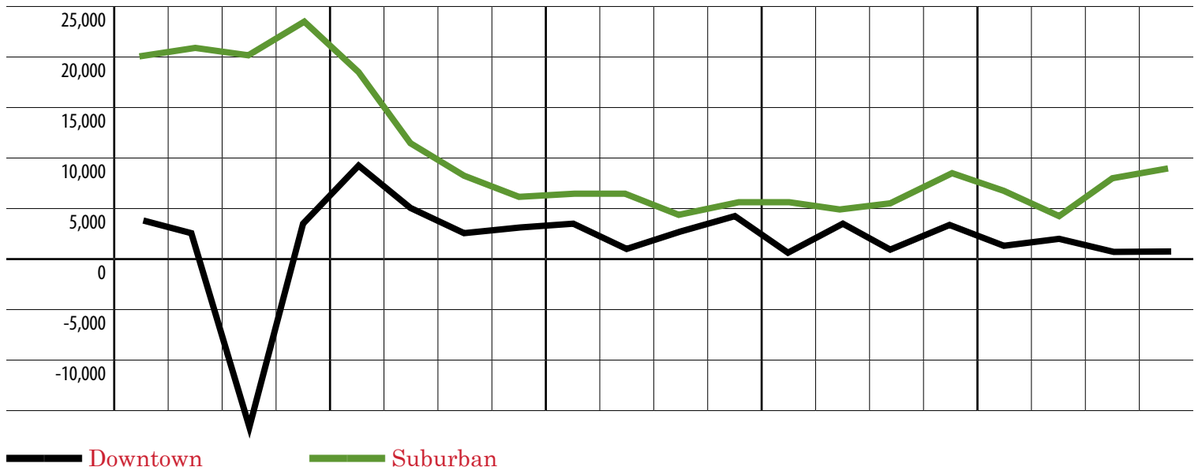
The performance of "Class A" properties determines market health because it is driven by new construction. After five years of very limited growth, the Class A office market is showing signs of a national recovery. CBRE, a national commercial real estate company, described the situation in its year end 2005 report:

Steady job growth and rising corporate profits are fueling the rebounding U.S. office market, which experienced dramatic improvement during 2005. The majority of the markets surveyed recorded higher rents at year-end 2005 than at mid-year, indicating a return of solid fundamentals and a growing demand for office space.

Downtown and suburban markets posted their seventh straight quarter of positive absorption, with a combined total of 24.3 million square feet absorbed during the 4th quarter of 2005. Washington, DC, Atlanta and Boston led the way with over 4.9 million square feet of combined absorption. Vacancies remained tighter downtown versus the suburbs. Nationally, downtown vacancy declined from 13% to 12.7% as suburban vacancy dropped from 15.1% to 14.6% in the third quarter of 2005.

These improving conditions have not yet lead to significant new construction. However, there are signs of an improving investment climate.

National Office Construction: Completions[2] (Millions of Square Feet)



The sales of existing, high quality office properties have been particularly strong as conservative investment capital sought higher returns than those projected from the stock market.

Downtown DeKalb has elements of a traditional mixed use district with close association between reuses and adjacent residential and offices that provide the denser land uses typical of modern mixed use development. However, there is a discontinuity caused by under-utilized parcels to the northeast of the Downtown core.

National Mixed-Use Trends

Beginning in the 1990s, communities began authorizing land uses in close proximity that had been separated since the concept of zoning was introduced. This change came from an understanding that without close association to residential development, urban commercial areas were eight-hour environments that could not support the stores and restaurants that commercial employees need as daily amenities. This trend solved two problems. First, it found a use–residential–for attractive, vintage buildings that no longer met the needs of modern office users and, second, it added a 24-hour population that could support a shopping and dining cluster that could be an amenity to both residents and the remaining employees. The concept is nothing new. This typology, with shops at street level and residential above, has been found in cities throughout history. The rediscovery of this building type is seen as a critical point in the recent urban revitalization experienced in cities throughout the United States.

Increasingly, new mixed use development means retail on the ground floor and residential or office upper floors or variation where separate commercial and residential buildings are mixed within a site. Mixed use, new urban projects are "hot" in the development industry, yet they require far more skill to pull off successfully than does the typical suburban shopping center, office park or residential complex. The first challenge is not overestimating the volume of retail supported by other uses on the site. Shops generally must draw from a wider area and consequently cars and regional access must be accommodated. Secondly, financing is much more challenging because mixed use projects often include short-term, equity housing and long-term, leased retail space. This challenge is often met by combining apartments with leased retail space or selling retail space as condominiums in equity residential projects.

Downtown DeKalb has elements of a traditional mixed use district with close association between reuses and adjacent residential and offices that provide the denser land uses typical of modern mixed use development. However, there is a discontinuity caused by under-utilized parcels to the northeast of the Downtown core.

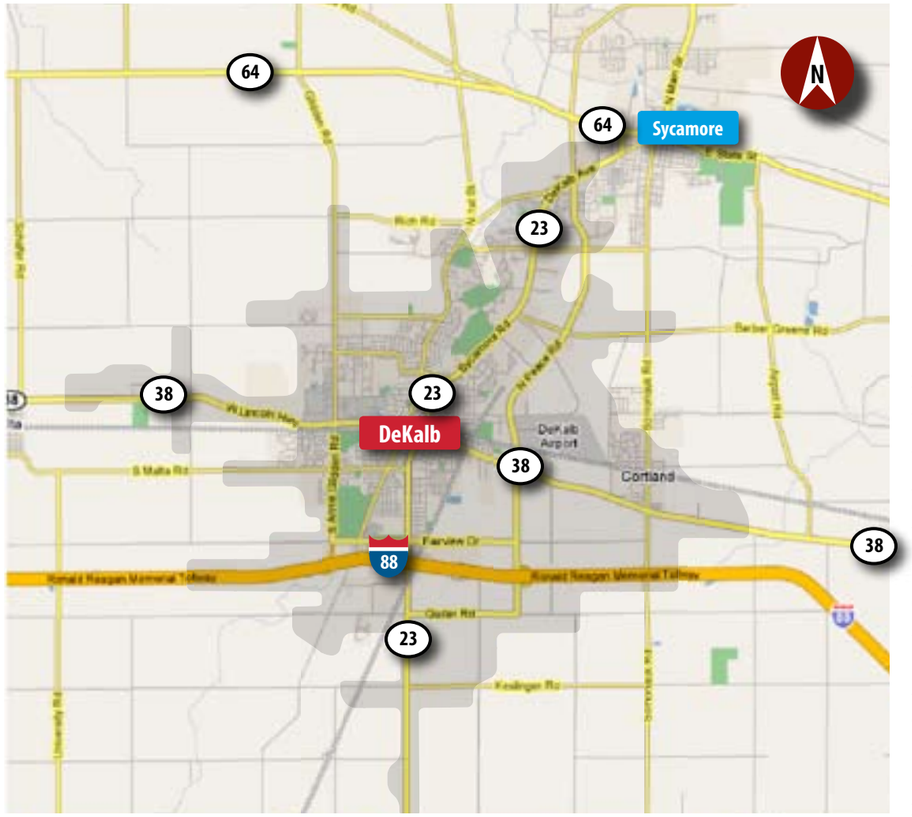
Community and Market Area Demographic Data

To understand Downtown DeKalb's potential as a commercial cluster, it is important to know the characteristics of the residents within logical markets. The table below looks at four populations at varying distances from the intersection of 2nd street and Lincoln Highway.

Population Characteristics

	Primary Market		Secondary Market	
	DeKalb	0.5 Miles	5 Minutes	20 Minutes
Population	43,695	5,145	48,056	108,539
Households	14,603	2,168	16,449	38,439
Population Density	3,463	6,551	1,713	176
Total Population Median Age	26.1	29.7	26.6	30.4

0.5 miles identifies the residents who can easily walk into Downtown DeKalb. Those living within 5 minutes can easily drive into downtown and the population within 20 minutes might choose to visit Downtown as a destination offering items not available closer to home. The community as a whole should feel an affiliation and ownership of "their" downtown and visit for municipal services, the library and community building events. For marketing purposes, the area encompassed within a five-minute drive of Downtown DeKalb (that is slightly larger than the city limits and includes all of the half-mile pedestrian market) is the primary market that should generate 80% of the businesses' sales. The balance of the sales would be to residents of the secondary market–the 20-minute drive time–and to visitors.



This map delineates the primary market. A key characteristic of this population is its balance of both permanent residents and students. Within the 0.5 mile population, there are no students in campus housing. However, within the 5 minute drive time, nearly 7,300 students live in dorms. University publications report that 75% of the undergraduates–approximately 12,000 students–live in DeKalb. That implies that approximately 4,700 students live independently in the neighborhoods near the University. In total, the students are approximately 20% of the residents of downtown DeKalb's primary market. Approximately 4,000 students commute daily to campus. The commuting students would impact the market as a daytime population that accesses Downtown similarly to employees.

Student populations are an important influence on the demographic character of DeKalb. Because the input information for national demographic projection services relies on census and IRS income reports, it misses the parental subsidies and savings depletion typical of spending in student occupied neighborhoods. Although those sources probably double or triple the actual household income, much of that money goes to housing costs not included in retail spending. Consequently, a conservative estimate of the retail spending power is probably 120% of this national demographic service projection for selected spending categories.

Expenditure Potential

	DeKalb	.05 Miles	5 Minutes
Total Retail Expenditure	$299,491,951	$44,507,786	$342,744,409
Full Service Restaurants	16,094,013	2,381,661	18,435,448
Limited Service Restaurants	16,163,011	2,392,225	18,522,947
Grocery Stores	53,299,245	7,946,637	60,964,318

That 20% boost in actual spending power would result in these revised calculations:

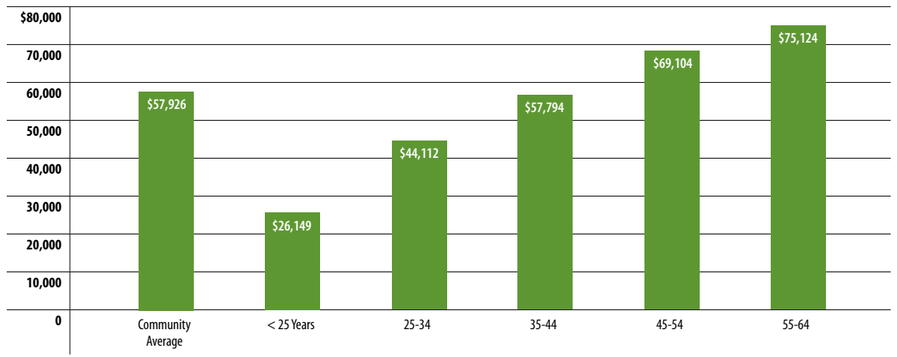
Adjusted Expenditure Potential

	DeKalb	.05 Miles	5 Minutes
Total Retail Expenditure	$359,390,341	$44,507,786	$411,293,290
Full Service Restaurants	19,312,816	2,381,661	22,122,538
Limited Service Restaurant	19,395,613	2,392,225	22,227,536
Grocery Stores	63,959,094	7,946,637	73,157,182

Those increases are important because they suggest that there could be five to seven more restaurants than the unadjusted spending power supports. The additional $12 million in grocery store spending would support another market.

Although students in dorms are included in the spending power calculation, they are removed from the household income calculation made for the census and by national demographics services. Still, if only 7,300 of the 12,000 resident undergraduates live in dorms, there are nearly 5,000 students included in the calculation of the primary market's average household income. Current projections place those students into just under 3,000 households with an average total household income of $26,149. This chart illustrates the impact of those households on DeKalb's average household income.

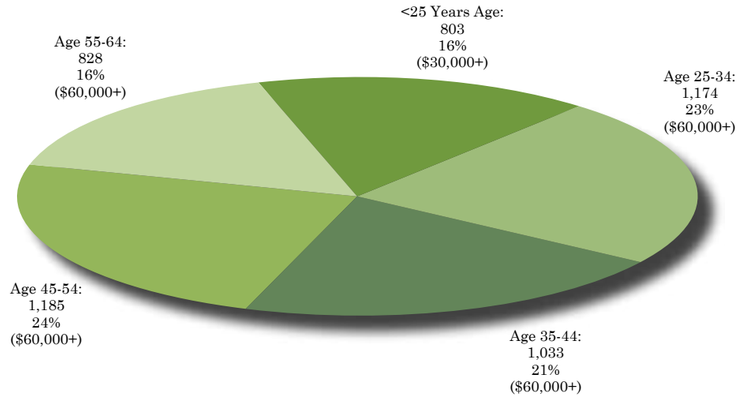
Average Household Income by Age



Again, although those familiar with the local market understand how the students impact national data base reports, higher volume businesses need additional information to recognize the potential in the Downtown DeKalb market.

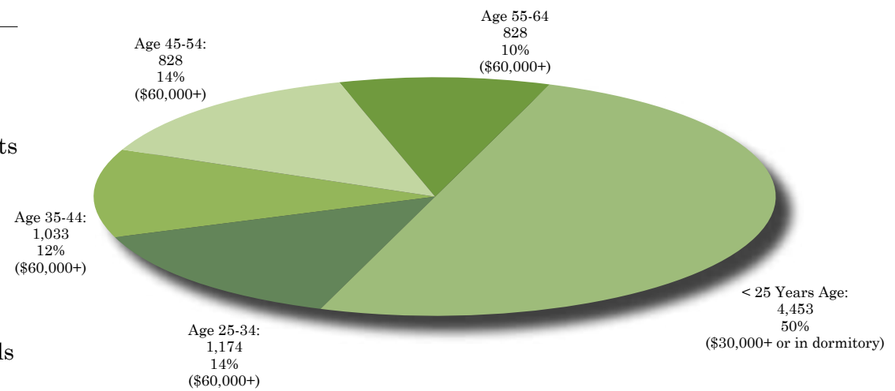
Because the spaces in attractive, vintage downtowns like DeKalb's include relatively small store and restaurant spaces, they typically are composed of the boutiques and specialty restaurants that appeal to residents with significant disposable income. The chart at the top of the next column reveals how those households are distributed by age within the five-minute drive time primary market. Note that it assumes that households headed by residents under 25 years old have significant disposable income if there is access to at least $30,000.

Households with High Disposable Income



This is a total of 3,300 households with 84% assumed to be non-student. This spending does not include the previously mentioned student savings depletion and parental support. The chart below adds the 7,300 dorm occupying students as households of two to the under 25 population with high disposable income.

Adjusted Households with High Disposable Income



This analysis suggests there may be a stronger student market than national demographic reporting firms suggest.

The future challenge for Downtown DeKalb is retaining its existing strong businesses while adding stores and restaurants that expand downtown's draw. With the 5-minute drive time restaurant spending power at nearly $40 million, there could be additional restaurants Downtown. The growing population would support expanding the decorative accessories and home furnishings markets. Recent retailing trends point to younger customers avoiding malls and actively seeking apparel in independent stores.

Employees are also an important market for Downtown DeKalb. They provide the daytime sales that add significantly to the profitability of study area stores and restaurants. With today's two income families, the national average is 1.2 jobs per household. The primary market for Downtown DeKalb has 0.86 jobs per household. This calculation suggests that the number of employees in Downtown DeKalb should increase by 500 or more to improve the daytime market. That increase combined with the resident students and 4,000 commuting students would provide a significant daytime market.

Growth is another positive characteristic of Downtown DeKalb's primary market. From 1990 to 2000, this area experienced a 20% increase in the number of households. The future promises even more growth as Chicago's suburban edge reaches DeKalb.

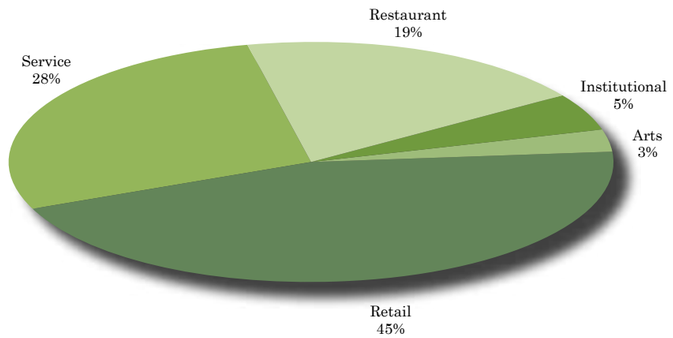
Opportunity Summary
The primary market associated with Downtown DeKalb has the demographic strength to support a vital downtown. The coming population growth and the association with the University also support the opportunity for a vital commercial environment.

Current Business Mix

DeKalb's downtown business mix currently includes 108 businesses, representing five key sectors—retail, restaurants and bars, service, arts entities and institutional users.

Despite concerns about Downtown DeKalb's retail offering, at 45 percent it represents the largest component of downtown's overall mix. Downtown's current retailer numbers include a strong core group of businesses. This core group, including stores such as Cracker Jax and Megan Morrison, attracts consumers from throughout the region. Many of these businesses also share customers. DeKalb's current retail group includes ten businesses identified as selling antiques, gifts and collectables. With this one exception, there is minimal opportunity for consumer comparisons. Complementing this retail group are three additional businesses selling home accessories or decoration. These two clusters of businesses comprise 26.5% of downtown's retailers and present both marketing and recruitment opportunities as DeKalb's population grows.

Downtown DeKalb Current Business Mix



Service businesses sell primarily nontaxable services to consumers. Those businesses comprise the second largest portion of Downtown's mix, representing 28%. This significant service cluster is typical of downtowns meeting the needs of local residents. These businesses generate traffic and are located downtown primarily for either owner or customer convenience. Within this sector are two large clusters–automotive and salon/personal care. These two sub-sectors represent 57% of Downtown DeKalb's service businesses. Having this substantial automotive cluster is atypical in a traditional downtown but reflects the history of uses east of 4th Street.

The total restaurant number (21) encompasses all eateries, clubs and taverns. This group, like the retail segment, includes several strong businesses. Downtown also includes important institutions and arts organizations. Their presence and commitment supports Downtown's role as the core of the DeKalb community.

Business Mix Summary
Although the relative mix is well balanced, Downtown DeKalb's 108 businesses are below the numbers generally expected to draw from a wide geographic area. This small size is further reduced because there are only 49 retail stores and 21 restaurants/bars. Specialty shopping locations like suburban downtowns, malls, and lifestyle centers more typically contain approximately 150 stores and restaurants. With the 5-minute drive time restaurant spending power at nearly $40 million, there could be additional restaurants Downtown. The growing population would support expanding the decorative accessories and home furnishings markets. Recent retailing trends point to younger customers avoiding malls and actively seeking apparel in independent stores. The future challenge for Downtown DeKalb is retaining its existing strong businesses while adding stores and restaurants that expand Downtown's draw.

Conceptual Framework

Based on findings from the Opportunity Analysis, the Task Force established principles to guide the development of alternative revitalization strategies. Collectively, these principles provided a framework that led to a number of key recommendations, including:

Enhance Core Retail District
Consolidating retail and public parking into more tightly-focused, mixed use districts along Lincoln Highway makes Downtown a more accessible and more walkable place. Rehabbing existing historic buildings and recruiting new boutique businesses enhances the main street character of the core retail districts. Adding new public space and new mixed use residential/retail/commercial along Locust and Lincoln creates new retail destinations, high-quality store/office space that conforms to the contemporary needs of tenants and merchants and puts new residents and new office workers within easy walking distance of jobs, shops, restaurants and entertainment venues.

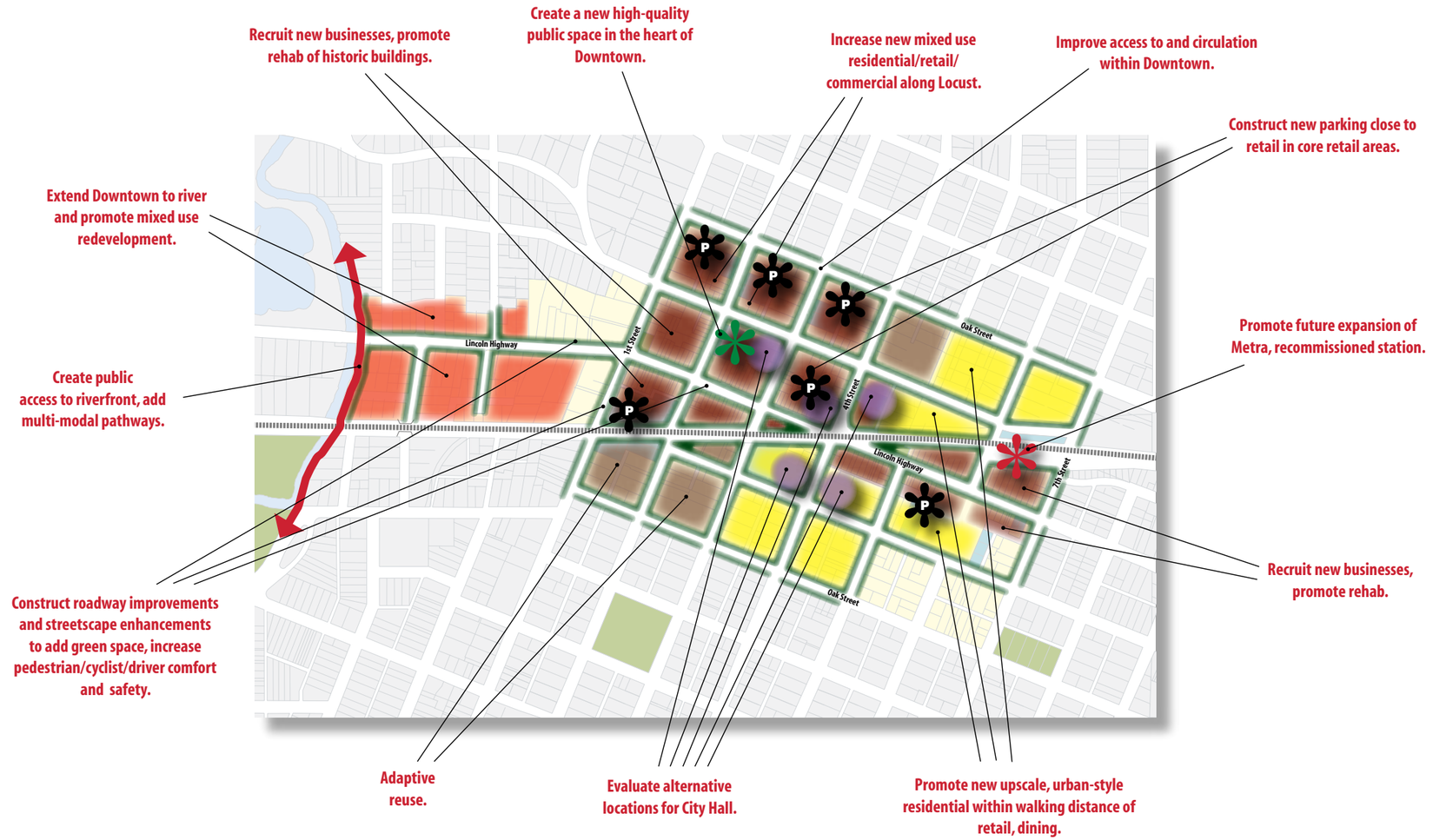
Improve Lincoln Highway and Other Streets
Roadway improvements and premium streetscape enhancements will create a greener, more environmentally-sustainable Downtown. These improvements will also increase the comfort, accessibility and safety of pedestrians, cyclists and drivers–and, reducing roadway widths may discourage truck traffic on Lincoln Highway.

Expand Downtown to the Kishwaukee River
Creating new mixed use residential/retail along the Lincoln Highway west of Downtown will make this key gateway corridor more attractive, increase the number of residents living within walking distance of Downtown businesses, bring Downtown closer to the NIU campus and also link Downtown to one of the community's most compelling natural feature, the Kishwaukee River.

Promote New Upscale Residential
New high-end, medium scale residential will help to define the Downtown retail district's edges, and put new residents within easy walking distance of retail, restaurants and entertainment venues.

Encourage Adaptive Reuse
The City should promote the preservation, restoration and/or adaptive reuse of existing commercial structures within the study area to the extent that it is economically feasible to do so.

Principles
- Create a compact, walkable retail core.
- Create distinctive amenities into the plan that reflect DeKalb's unique character.
- Create a Downtown that is comfortable, easy to access and easy to circulate within.
- Create a Downtown that is sustainable environmentally, socially, economically and culturally.



Long-term Vision and Short-term Opportunities

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. Downtown is the image of DeKalb, the backdrop for thousands of impressions that are imprinted on shoppers, commuters, students, employees, merchants, property owners and other visitors on a daily basis. 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* in the heart of the core retail area 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 by 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.

Restoring two-way traffic flow on Oak Street improves access to future retail locations on the north side of the downtown and planned parking opportunities in this area.

Among the community stakeholders there was nearly unanimous consensus that Downtown streetscapes needed improving. *"Green" enhancements*–adding trees, planters, parkways and other landscaping features–were viewed as especially desirable.

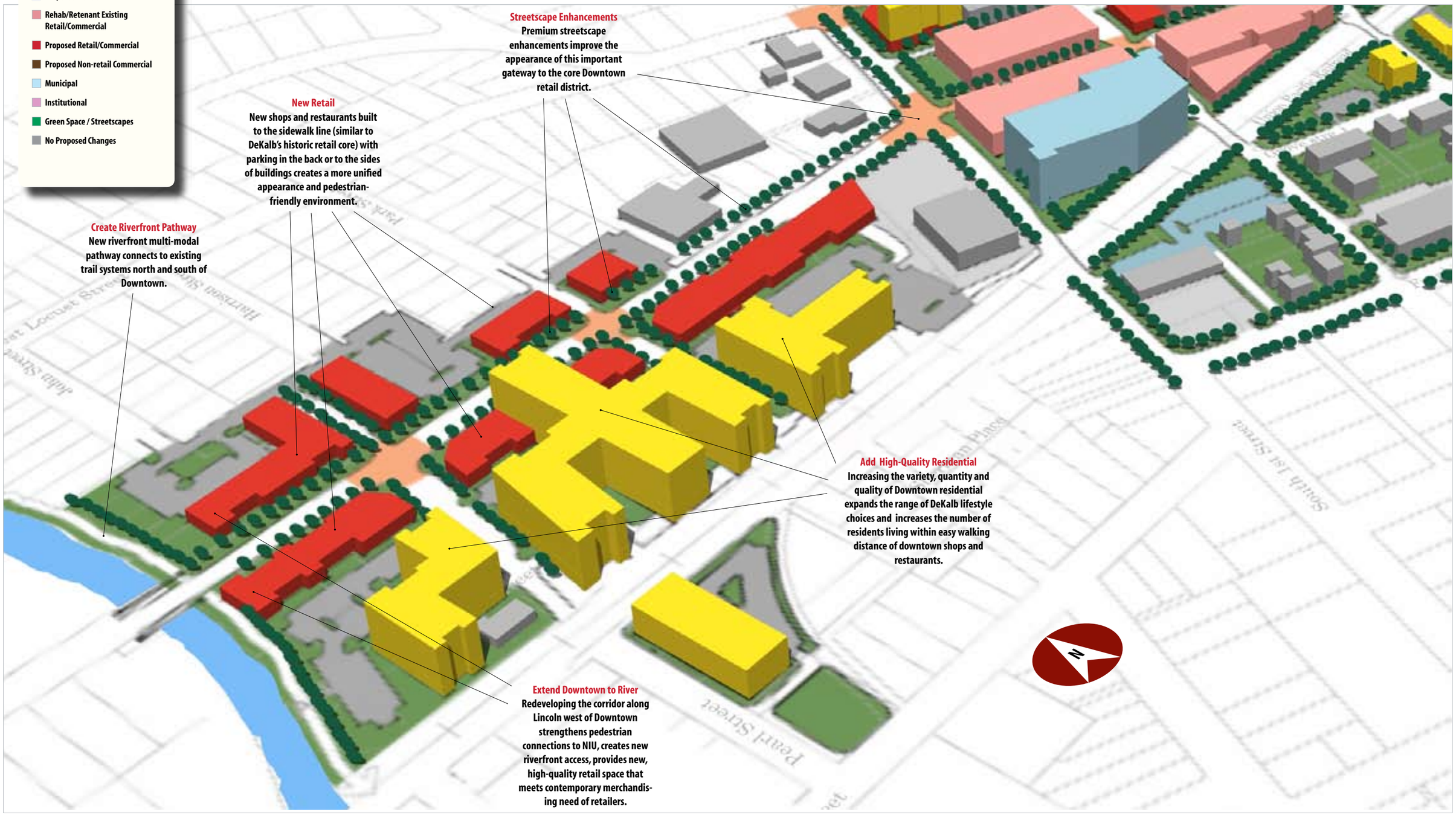
Over the past decade, a number of innovative transportation strategies have been utilized to increase pedestrian safety and comfort. The Long-term vision recommends several of these strategies for Downtown DeKalb, including:

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.



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.

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

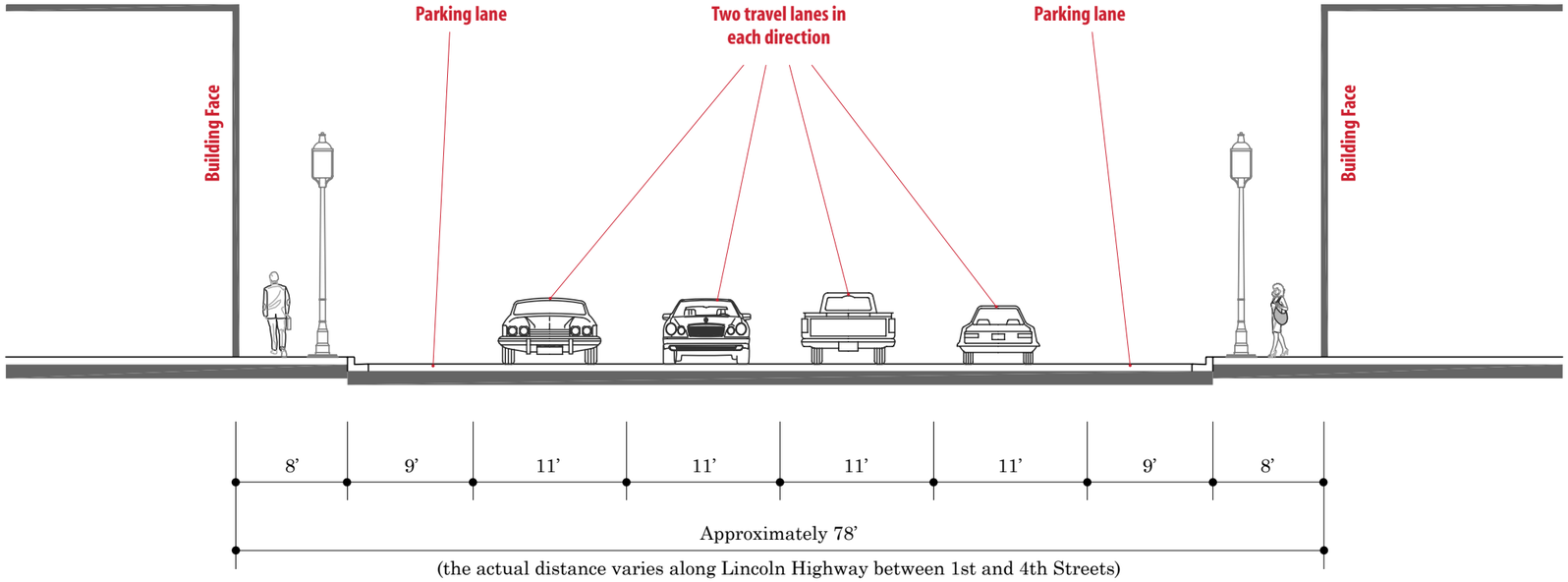
Economic Impacts
In addition to increasing shopping, dining and entertainment options and enhancing DeKalb's community image, the Downtown provides a number of economic benefits for the community:

- 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 than $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

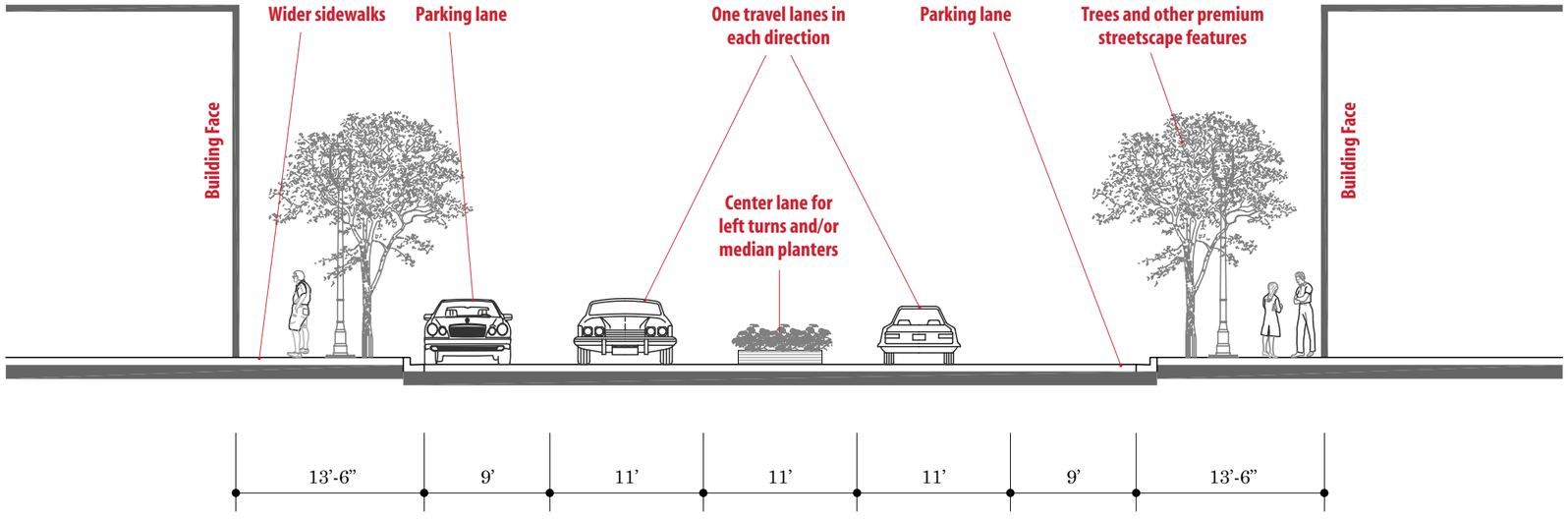
Lincoln Highway between 1st and 4th Streets has four traffic lanes and two parking lanes. The lack of left turn lanes explains at least in part why the majority of accidents are sideswipes and rear-end collisions. Four traffic lanes combined with low traffic volumes allows vehicles to move at higher 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.

Existing conditions.

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 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.

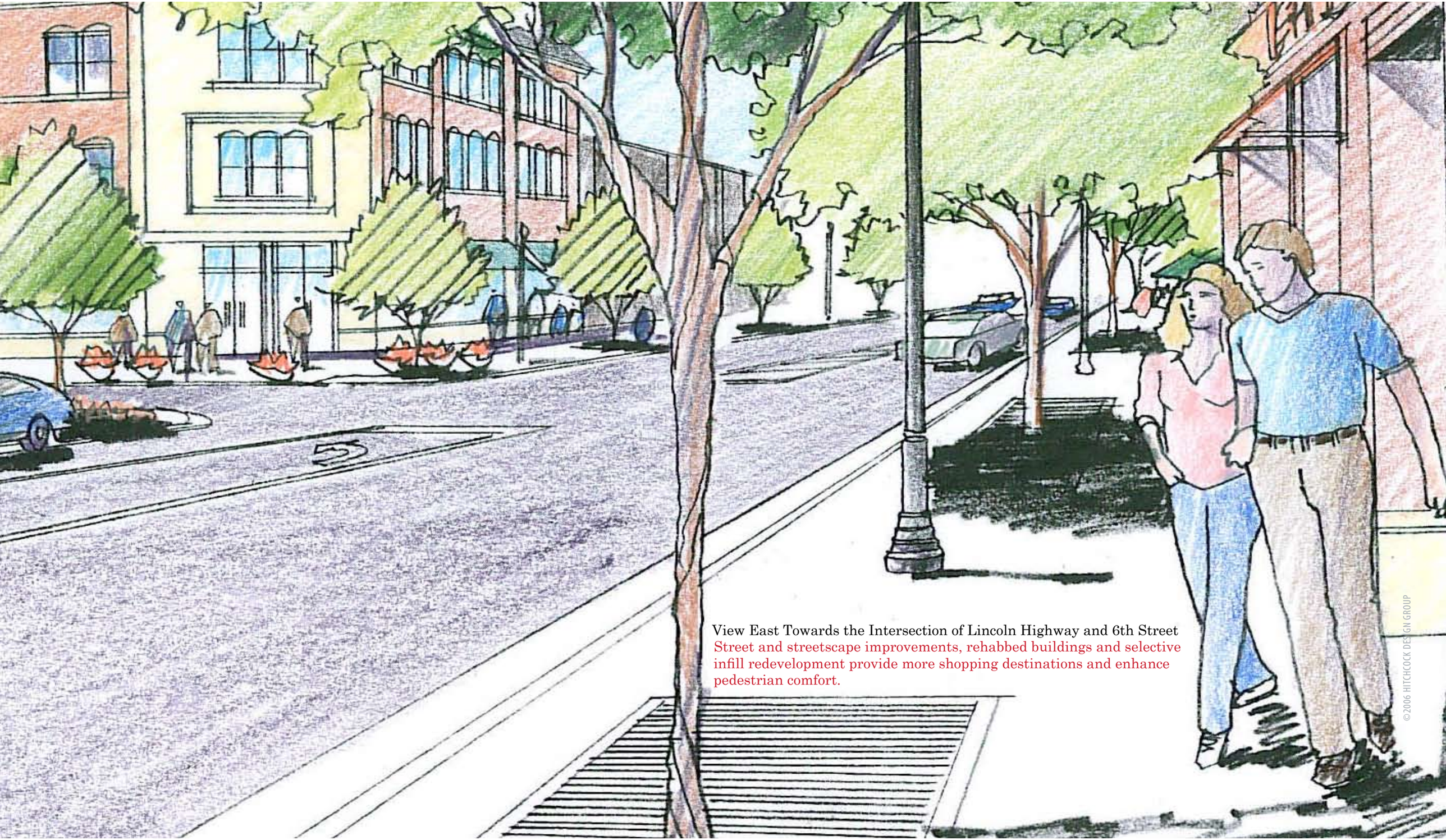
Sustainable Development
The environmental, economic and social benefits of sustainable design have been widely acknowledged by cities throughout the country. Creating municipal programs that facilitate the community-wide application of sustainable design principles is increasingly regarded as a best 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.

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.

Existing conditions.

Existing conditions.

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 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

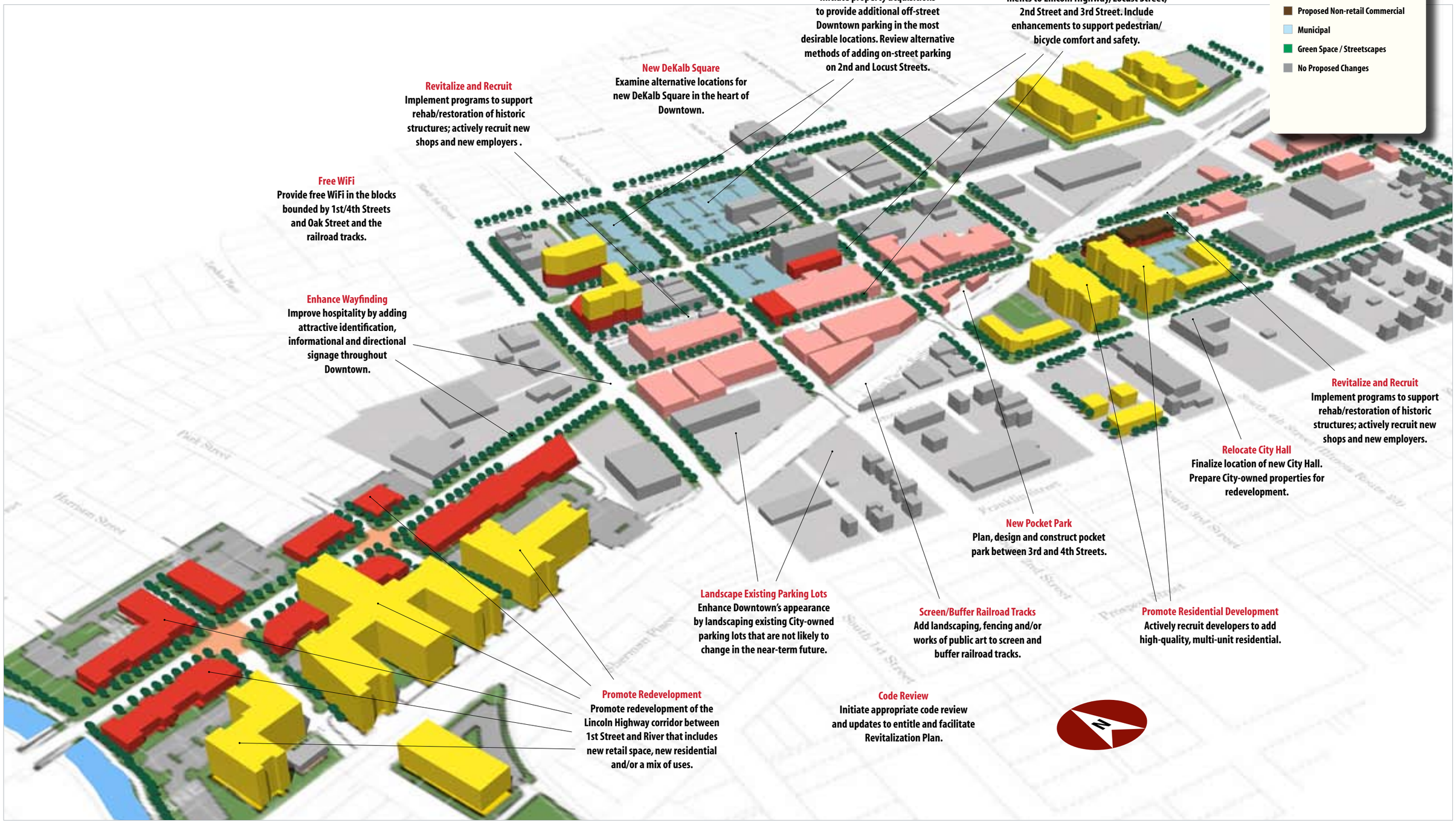
- *Enhance Streets and Streetscapes* Street and streetscape enhancements to Downtown's busiest and most visible streets, including Lincoln Highway, Locust Street and 2nd/3rd Streets between the railroad tracks and Oak Street, are strongly recommended. These improvements might include a "road diet" on 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 core retail area 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 site 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.
- *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.


Key
Proposed Residential
Rehab/Retenant Existing Retail/Commercial
Proposed Retail/Commercial
Proposed Non-retail Commercial
Municipal
Green Space / Streetscapes
No Proposed Changes
Expand Parking
Initiate property acquisitions to provide additional off-street Downtown parking in the most desirable locations. Review alternative methods of adding on-street parking on 2nd and Locust Streets.
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 heart of Downtown.
Revitalize and Recruit
Implement programs to support rehab/restoration of historic structures; actively recruit new shops and new employers .
Free WiFi
Provide free WiFi in the blocks bounded by 1st/4th Streets and Oak Street and the railroad tracks.
Enhance Wayfinding
Improve hospitality by adding attractive identification, informational and directional signage throughout Downtown.
Revitalize and Recruit
Implement programs to support rehab/restoration of historic structures; actively recruit new shops and new employers.
Relocate City Hall
Finalize location of new City Hall. Prepare City-owned properties for redevelopment.
New Pocket Park
Plan, design and construct pocket park between 3rd and 4th Streets.
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.
Promote Residential Development
Actively recruit developers to add high-quality, multi-unit residential.
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.
Code Review
Initiate appropriate code review and updates to entitle and facilitate Revitalization Plan.
N

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 that were 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 locations are recommended to guide plan implementation. Many of these actions can be accomplished within the next six months.

Public Policy
1) Adopt the Downtown Revitalization Plan as public policy by February 2007.

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/managment, 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 facilitate change without compromising character. Part of this challenge is recognizing that while market forces greatly influence business owner and real estate developer successes, the qualities of business appearances and operations are 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 help 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 brand 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.

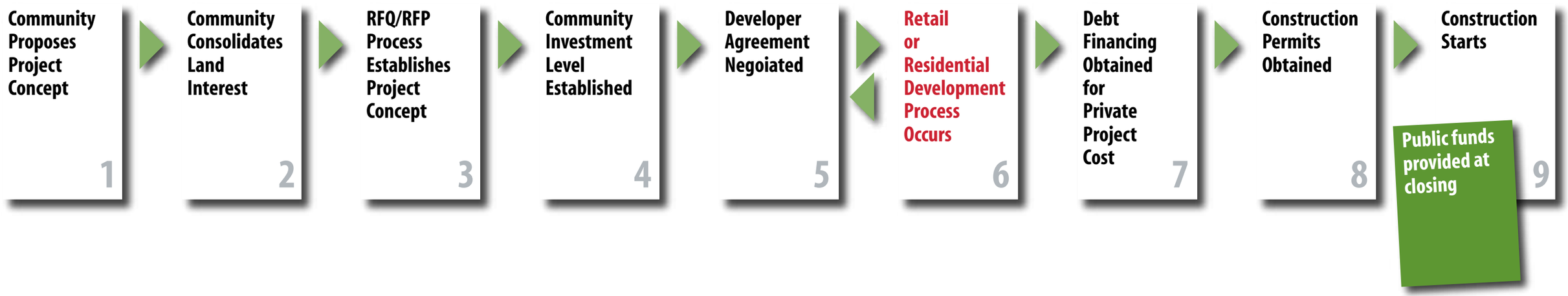
2) The following hierarchy of media expenditure is recommended:
   – Public relations placements in media throughout the Chicago region.
   – Direct contact with existing customers through email and direct mail.
   – Paid newspaper advertising.

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.

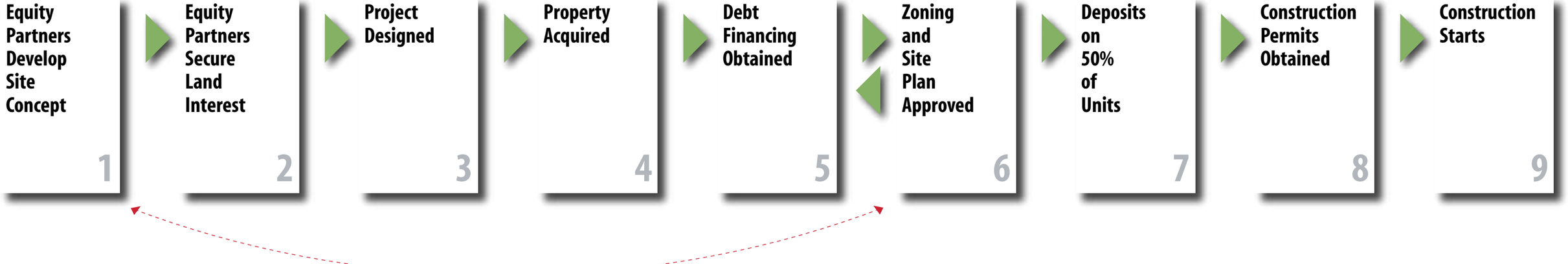
5) Annually evaluate and update the work plan and report to appropriate constituencies.

Publicly-led Development Process

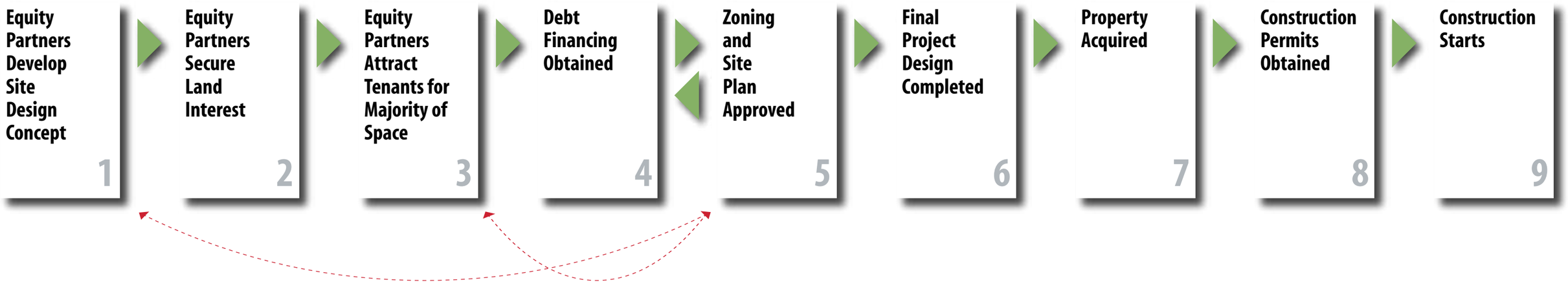


Privately-led Development Process

Residential Development Process



Retail Development Process



Development Guidelines

Private Improvements

Mixed use (retail/office/condominium).

Mixed use (retail/office)

Rowhouse setbacks provide space for landscape features.

Corner buildings should have distinctive architectural detailing.

Provide convenient pedestrian access.

Five-story midrise.

Condominiums.

Large building with subdivided facade.

Buildings maintaining continuous street frontage.

Pedestrian access markings at a vehicular crossing.

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 facades should exhibit a base, middle and top.

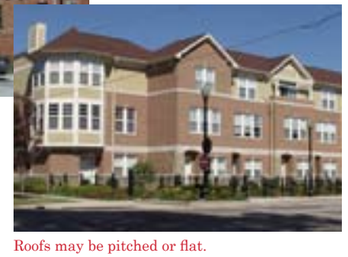
Ornamentation should be limited and characteristic of the local architectural style. Accent features such as columns, bays and dormers are encouraged.

Subdivide large facades vertically with windows, columns and other architectural features.

Masonry, architectural precast, natural stone, glass or a combination of these materials is recommended.

Front facades should utilize brick and/or stone as the primary material.

Extensive use of the same material utilizing changes in texture, shape or color is preferred to a larger palette of different materials.



Roofs may be pitched or flat.

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 materials 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.

Development Guidelines, *continued*

Private Improvements, *continued*

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.

Sidewalks should be attractive and provide comfortable, continuous access.

Include foundation and accent plantings in front yards and open spaces.

Reduce service and loading hours to non-peak times of day.

Provide safe, well-lit areas.

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 (6' minimum) width.
- Outdoor living space shall be provided in the form of open space at-grade, structured plazas, terraces or balconies.
- Provide front yard areas adjacent to roadway rights-of-way (R.O.W.). This area should distinguish the units from public areas with landscape and hardscape materials.

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.

Public Improvements

Integrate open spaces with Downtown businesses (above). Locate open spaces throughout Downtown for gatherings, events and pedestrian comfort (right).

Business signage should not dominate a building's architecture (above). High-quality wayfinding signage should be provided a key locations throughout Downtown (top).

Expand publicly-owned parking in central locations.

Break large expanses of parking with planing islands.

Screen parking with high-quality landscaping.

An attractive and unified signage system should identify parking.

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.

Public Improvements, *continued*

On-street parking allows quick, convenient access to businesses.

Streets in front of residences should be designed to allow parallel parking.

(Top) Major intersections should have wide, well-marked pedestrian crosswalks. (Above) Pedestrian-scaled ornamental lighting should be used.

(Top) Small-scale, non-slip paving should be used in accent areas. (Middle) Sidewalks should provide comfortable, continuous access throughout the Downtown. (Bottom). Restuarants should be encouraged to provide sidewalk dining.

Promote the use of sustainable design practices such as bioswales and planting strips.

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).

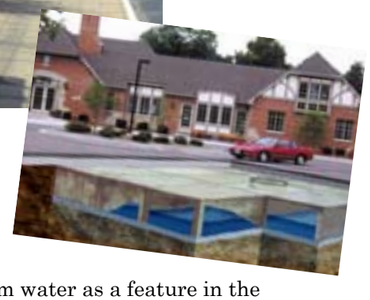
- Width of roadways should be minimized to slow traffic and reduce the lengths of pedestrian crosswalks. Through lanes should have a maximum 11' width.
- Major intersections should be designed with wide, well marked pedestrian crosswalks.
- Sidewalks should provide for comfortable, continuous access 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.
- Create gateways either in conjunction with private developments or as part of a coordinated public improvements program at key entrances to Downtown.
- Each streetscape should provide a uniform appearance based on the area in which it is located.
- Seating areas should be provided.
- Pedestrian scale ornamental lighting should be used to replace taller, vehicular lighting while still maintaining safe roadway lighting levels.
- In certain accent areas, a small scale, non-slip paver unit should be used, such as brick, granite, concrete paver or stamped concrete.

The City should develop streetscape standards to be applied in the various parts of Downtown. As the first phase streetscape is being designed, allow that process to set standards for finishes, materials, signage and plants so that decisions are based on real world situations instead of as a 'package' which then needs to be applied to various parcels without regard for site conditions.

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.

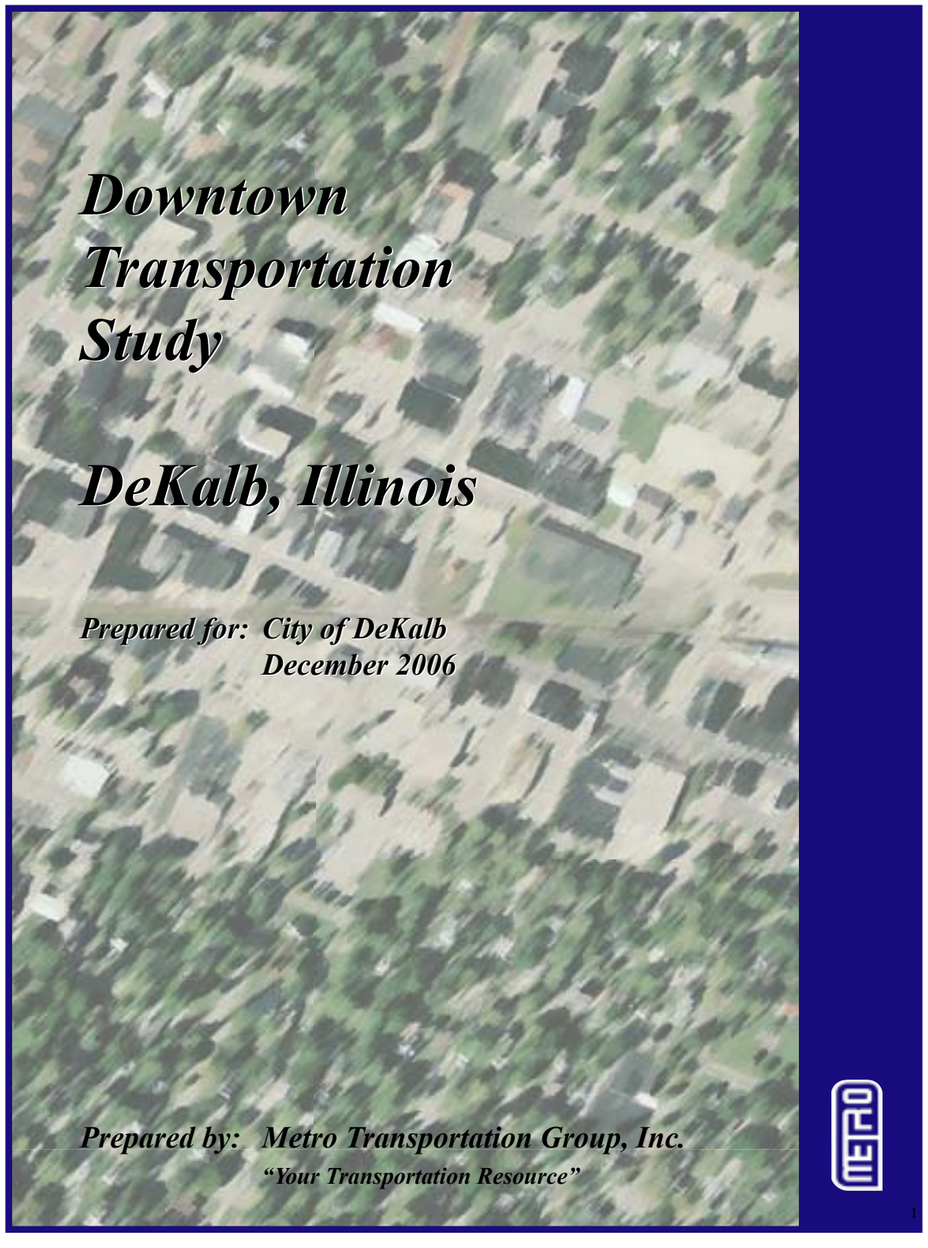
- Seek alternative methods for storm water entrapment and release, such as underground detention to allow for dense, compact buildings to be constructed without the need for open retention/detention ponds.
- Utilize, where applicable, bioswales and filtration systems in larger parking areas, allowing the water to be treated and temporarily stored on-site in smaller detention basins.



(Above) Green roofs are recommended to help reduce water runoff. (Right) Underground storm water management system iks appropriate for urban areas.

- 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.

Appendix A:
Transportation Analysis / Metro Transportation Group, Inc.



1

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 1*** 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

2

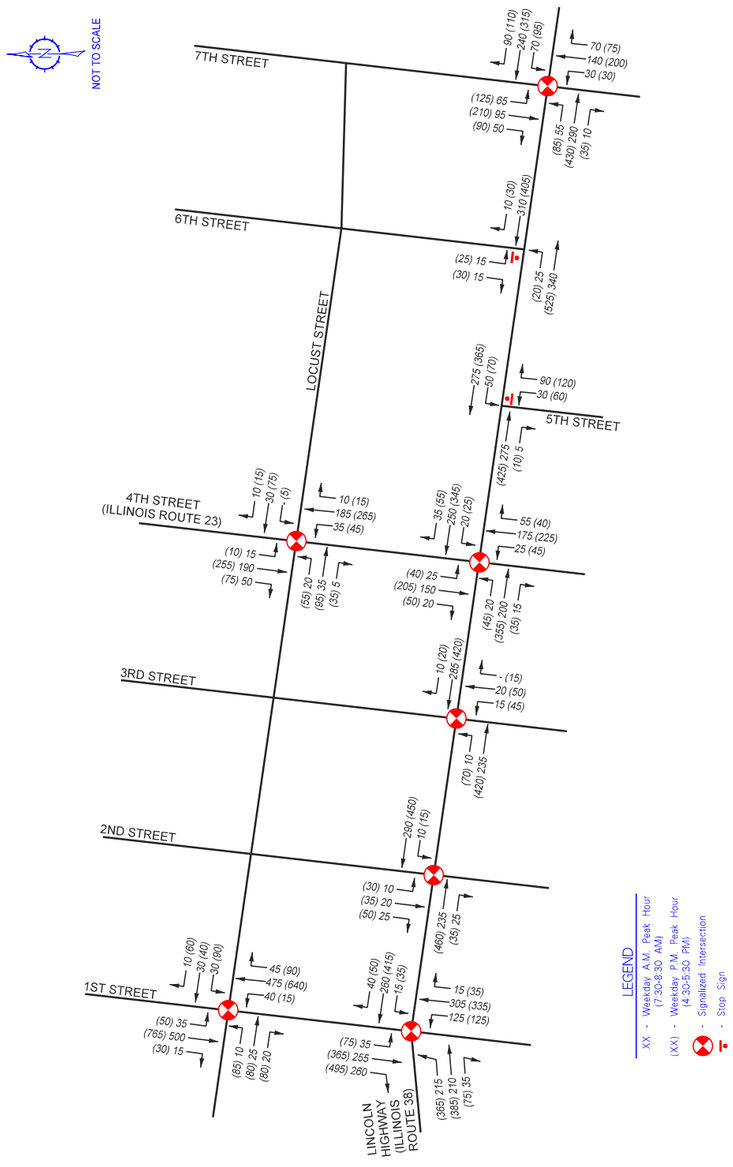


FIGURE: 1

EXISTING TRAFFIC VOLUMES

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

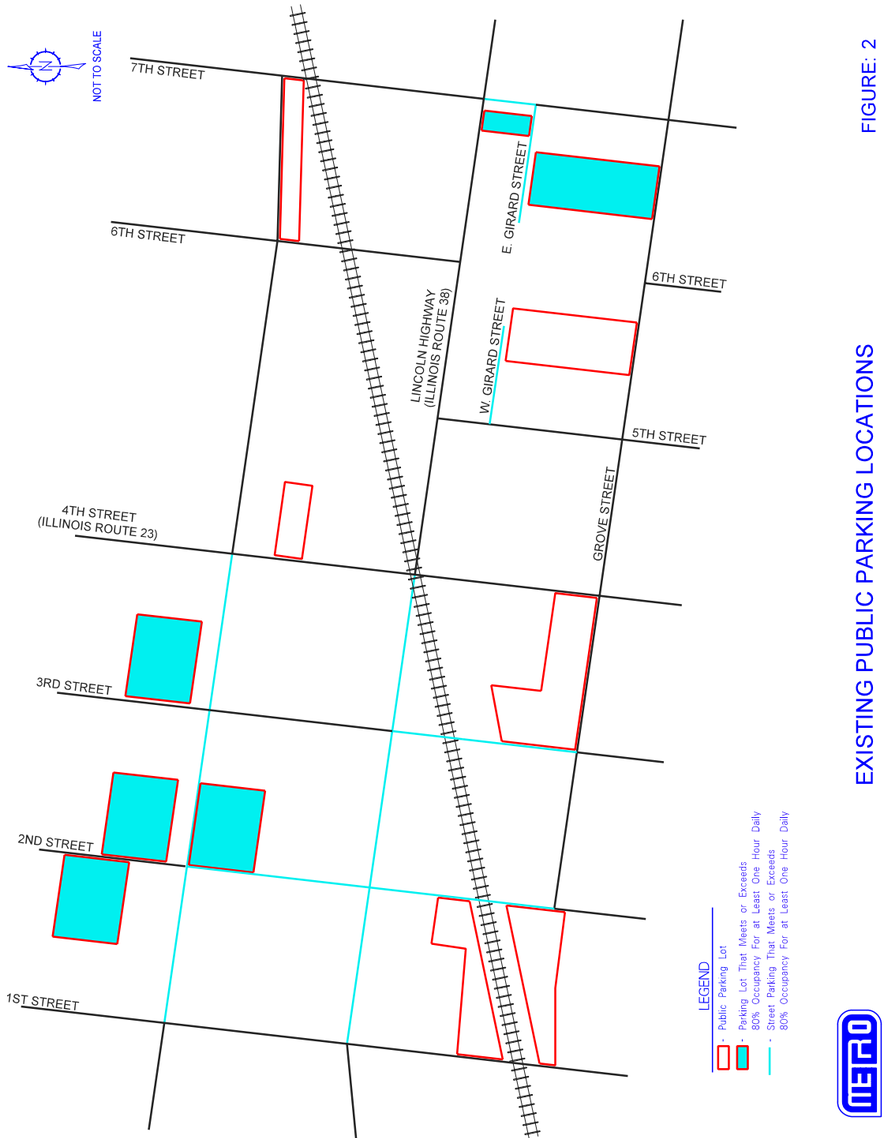


FIGURE: 2

EXISTING PUBLIC PARKING LOCATIONS

(including the one that exceeded nine minutes), traffic flow resumed standard operation after two to three traffic signal cycles at most.

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 west 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[1]

Level-of-Service	Description
A	Minimal control delay; traffic operates at primarily free-flow conditions; unimpeded movement within traffic stream.
B	Minor control delay at signalized intersections; traffic operates at a fairly unimpeded level with slightly restricted movement within traffic stream.
C	Moderate control delay; movement within traffic stream more restricted than at LOS B; formation of queues contributes to lower average travel speeds.
D	Considerable control delay that may be substantially increased by small increases in flow; average travel speeds continue to decrease.
E	High control delay; average travel speed at most 33 percent of free flow speed.
F	Extremely high control delay; extensive queuing and high volumes create exceedingly restricted traffic flow.

[1]Highway Capacity Manual 2000

TABLE 2. LEVEL OF SERVICE CRITERIA[1]

Level-of-Service	Control Delay Per Vehicle (s/veh) at:	
	Two-Way Stop-Controlled Intersection	Signalized Intersection
A	0 – 10	0 – 10
B	> 10 – 15	> 10 – 20
C	> 15 – 25	> 20 – 35
D	> 25 – 35	> 35 – 55
E	> 35 – 50	> 55 – 80
F	> 50	> 80

[1]Highway 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

	Morning Peak Hour		Evening Peak Hour	
	Delay (sec)	LOS	Delay (sec)	LOS
Lincoln Highway & 1st Street				
Northbound	25	C	27	C
Southbound	24	C	26	C
Eastbound	9	A	16	B
Westbound	15	B	20	C
Intersection	*19*	*B*	*22*	*C*
Lincoln Highway & 2nd Street				
Southbound	26	C	27	C
Eastbound	4	A	4	A
Westbound	4	A	5	A
Intersection	*6*	*A*	*7*	*A*
Lincoln Highway & 3rd Street				
Northbound	29	C	30	C
Eastbound	5	A	6	A
Westbound	5	A	5	A
Intersection	*7*	*A*	*8*	*A*
Lincoln Highway & 4th Street				
Northbound	11	B	12	B
Southbound	11	B	12	B
Eastbound	14	B	16	B
Westbound	15	B	16	B
Intersection	*13*	*B*	*14*	*B*
Lincoln Highway & 5th Street				
Northbound	12	B	18	C
Westbound (Left)	8	A	9	A
Lincoln Highway & 6th Street				
Southbound	13	B	15	B
Eastbound (Left)	8	A	9	A
Lincoln Highway & 7th Street				
Northbound	14	B	15	B
Southbound	9	A	11	B
Eastbound	12	B	13	B
Westbound	12	B	14	B
Intersection	*12*	*B*	*13*	*B*
Locust Street & 1st Street				
Northbound	2	A	4	A
Southbound	2	A	5	A
Eastbound	32	C	23	C
Westbound	32	C	24	C
Intersection	*5*	*A*	*8*	*A*
Locust Street & 4th Street				
Northbound	8	A	8	A
Southbound	8	A	8	A
Eastbound	19	B	20+	C
Westbound	19	B	20-	B
Intersection	*10-*	*A*	*12*	*B*

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

The issues discussed below reflect current conditions within the downtown study area.

- *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 the perceived pedestrian boundaries at the state routes and railroad tracks, 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/or 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 (as may or may not be compatible with angled parking).

- 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 (by removing left-turn lanes at 2nd and 3rd 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.

TABLE 4. SHORT-TERM FUTURE DEVELOPMENT PROJECTIONS

	Proposed Development[1]	Less 50% Loss of Existing Development	*New Development Subtotal*	Less 20% for Alternate Travel Behaviors	**Development Total**
Zone A					
First Floor Commercial[2]	58,900 SF	-42,057 SF	*16,843 SF*	-3,369 SF	**13,474 SF**
Upper Floor Commercial[2]	107,700 SF	-22,933 SF	*84,767 SF*	-16,954 SF	**67,813 SF**
Residential[3]	–	–	–	–	–
Zone B					
First Floor Commercial	–	–	–	–	–
Upper Floor Commercial	–	–	–	–	–
Residential	128 units	–	*128 units*	–	**128 units**
Zone C					
First Floor Commercial	–	–	–	–	–
Upper Floor Commercial	–	–	–	–	–
Residential	69 units	–	*69 units*	–	**69 units**
Zone D					
First Floor Commercial	14,100 SF	-7,725 SF	*6,375 SF*	-1,275 SF	**5,100 SF**
Upper Floor Commercial	14,100 SF	-10,022 SF	*4,078 SF*	-816 SF	**3,262 SF**
Residential	78 units	–	*78 units*	–	**78 units**
Zone E					
First Floor Commercial	94,660 SF	-29,543 SF	*65,117 SF*	-13,023 SF	**52,094 SF**
Upper Floor Commercial	–	–	–	–	–
Residential	356 units	–	*356 units*	–	**356 units**

[1]Land use projections provided by Hitchcock Design Group (8/30/2006).
[2]All commercial development (first floor specialty retail, upper floor office use) is presented in square feet (SF).
[3]Residential development is presented as a unit count.

Based on data provided in the Institute of Transportation Engineers' (ITE) Trip Generation Manual, Seventh Edition, trip generation data was referenced for each land use in order to yield site traffic projections for each. These rates are applied according to square footage or residential unit count and are shown in Table 5 below. Due to the conceptual nature of the current plan, all first-floor commercial uses were assumed to be specialty retail, while all upper-floor commercial was assigned as office use for the purposes of trip generation. In addition, all residential uses in Zone E are projected to serve senior residents, while the remainders were treated as typical condominiums and townhouses.

TABLE 5. TRIP GENERATION DATA

	Daily	AM Peak Hour		PM Peak Hour	
		In	Out	In	Out
Residential Condo/Townhouse (LUC 230)	5.86	0.075	0.365	0.348	0.172
Senior Housing – Attached (LUC 252)	3.48	0.036	0.044	0.067	0.043
Office (LUC 710)	11.01	1.364	0.186	0.253	1.237
Specialty Retail (LUC 814)	44.32	–	–	1.192	1.518

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

	Size	Daily		AM Peak Hour			PM Peak Hour		
		In	Out	In	Out	*Total*	In	Out	*Total*
Zone A									
Specialty Retail	13,474 SF	300	300	–	–	–	15	20	*35*
Office	67,813 SF	375	375	90	15	*105*	15	85	*100*
Zone B									
Condo/Townhouse	128 units	375	375	10	45	*55*	45	20	*65*
Zone C									
Condo/Townhouse	69 units	200	200	5	25	*30*	25	10	*35*
Zone D									
Specialty Retail	5,100 SF	70	70	–	–	–	5	5	*10*
Office	3,262 SF	30	30	10	–	*10*	–	10	*10*
Condo/Townhouse	78 units	230	230	5	30	*35*	25	15	*40*
Zone E									
Specialty Retail	52,094 SF	1,155	1,155	–	–	–	60	80	*140*
Senior Housing	356 units	620	620	15	15	*30*	25	15	*40*
Total Study Area	–	**3,355**	**3,355**	**135**	**130**	***265***	**215**	**260**	***475***

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

Traveling to/from the…	Percent Distribution for:	
	Residential Traffic	Commercial Traffic
North	30%	20%
South	35%	35%
East	10%	10%
West	25%	35%

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 12,000 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

	Morning Peak Hour		Evening Peak Hour	
	Delay (sec)	LOS	Delay (sec)	LOS
Lincoln Highway & 1st Street				
Northbound	25	C	29	C
Southbound	24	C	27	C
Eastbound	9	A	19	B
Westbound	16	B	21	C
Intersection	*19*	*B*	*24*	*C*
Lincoln Highway & 2nd Street				
Southbound	28	C	26	C
Eastbound	4	A	5	A
Westbound	4	A	5	A
Intersection	*6*	*A*	*7*	*A*
Lincoln Highway & 3rd Street				
Northbound	29	C	30	C
Eastbound	5	A	6	A
Westbound	5	A	5	A
Intersection	*7*	*A*	*8*	*A*
Lincoln Highway & 4th Street				
Northbound	12	B	12	B
Southbound	11	B	12	B
Eastbound	15	B	17	B
Westbound	15	B	16	B
Intersection	*13*	*B*	*15*	*B*
Lincoln Highway & 5th Street				
Northbound	12	B	20	C
Westbound (Left)	8	A	9	A
Lincoln Highway & 6th Street				
Southbound	13	B	17	C
Eastbound (Left)	8	A	9	A
Lincoln Highway & 7th Street				
Northbound	14	B	15	B
Southbound	9	A	12	B
Eastbound	12	B	13	B
Westbound	12	B	14	B
Intersection	*12*	*B*	*13*	*B*

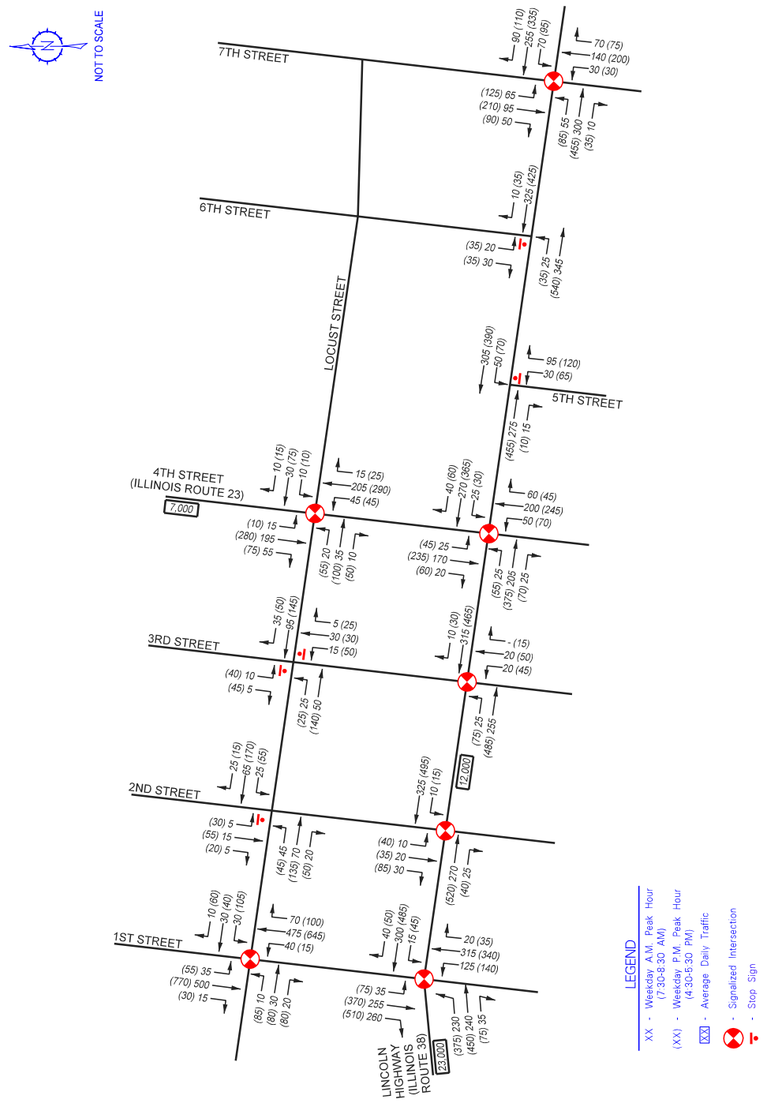


FIGURE: 3
SHORT-TERM FUTURE TRAFFIC VOLUMES

TABLE 8. LEVELS OF SERVICE FOR SHORT-TERM FUTURE NETWORK (CONTINUED)

	Morning Peak Hour		Evening Peak Hour	
	Delay (sec)	LOS	Delay (sec)	LOS
Locust Street & 1st Street				
Northbound	2	A	4	A
Southbound	2	A	5	A
Eastbound	31	C	22	C
Westbound	32	C	24	C
Intersection	*5*	*A*	*9*	*A*
Locust Street & 2nd Street[1]				
Southbound	11	B	16	C
Eastbound (Left)	3	A	2	A
Westbound (Left)	2	A	2	A
Locust Street & 3rd Street[2]				
Northbound	11	B	13	B
Southbound	10-	A	12	B
Eastbound (Left)	3	A	1	A
Locust Street & 4th Street				
Northbound	8	A	9	A
Southbound	8	A	8	A
Eastbound	19	B	21	C
Westbound	19	B	20-	B
Intersection	*10+*	*B*	*12*	*B*

[1]Modifications include removal of westbound left-turn lane and provision of northbound receiving lanes on north leg.
[2]Modifications include removal of eastbound left-turn lane and provision of southbound travel lanes on north leg.

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 1,0000 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

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 9. SHORT-TERM FUTURE PARKING DEMAND BY ZONE

	Total Future Parking Demand	Less Existing Street Parking	Future Off-Street Parking Needs
Zone A	755	-183	572
Zone B	43	-94	0
Zone C	106	-53	53
Zone D	146	-109	37
Total	*1,050*	*-439*	*662*

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.

Long-term development data was utilized as described for the short-term condition to determine total new traffic that will traverse the study network. Development projections for the long-term future are as shown in Table 10. Although new commercial development is proposed in Zone B, the reduction in existing commercial development would technically yield a cumulative reduction in traffic. Instead of subtracting traffic volumes from the existing network, the volumes for this zone were conservatively held constant for the long-term future.

TABLE 10. LONG-TERM FUTURE DEVELOPMENT PROJECTIONS

	Proposed Development[1]	Less 50% Loss of Existing Development	*New Development Subtotal*	Less 20% for Alternate Travel Behaviors	**Development Total**
Zone A					
First Floor Commercial[2]	161,950 SF	-101,343 SF	*60,607 SF*	-12,121 SF	**48,486 SF**
Upper Floor Commercial[2]	200,900 SF	-57,563 SF	*143,337 SF*	-28,667 SF	**114,670 SF**
Residential[3]	126 units	–	*126 units*	–	**126 units**
Zone B					
First Floor Commercial	–	–	–	–	–
Upper Floor Commercial	–	–	–	–	–
Residential	155 units	–	*155 units*	–	**155 units**
Zone C					
First Floor Commercial	–	–	–	–	–
Upper Floor Commercial	–	–	–	–	–
Residential	139 units	–	*139 units*	–	**139 units**
Zone D					
First Floor Commercial	47,200 SF	-39,099 SF	*8,101 SF*	-1,620 SF	**6,481 SF**
Upper Floor Commercial	47,290 SF	-26,403 SF	*20,887 SF*	4,177 SF	**16,710 SF**
Residential	127 units	–	*127 units*	–	**127 units**
Zone E					
First Floor Commercial	94,660 SF	-29,543 SF	*65,117 SF*	-13,023 SF	**52,094 SF**
Upper Floor Commercial	–	–	–	–	–
Residential	356 units	–	*356 units*	–	**356 units**

[1]Land use projections provided by Hitchcock Design Group (8/30/2006).
[2]All commercial development (first floor specialty retail, upper floor office use) is presented in square feet (SF).
[3]Residential 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

	Size	Daily		AM Peak Hour			PM Peak Hour		
		In	Out	In	Out	*Total*	In	Out	*Total*
Zone A									
Specialty Retail	48,486 SF	1,075	1,075	–	–	–	60	75	*135*
Office	114,670 SF	630	630	160	20	*180*	30	140	*170*
Condo/Townhouse	126	370	370	10	45	*55*	45	20	*65*
Zone B									
Condo/Townhouse	155 units	455	455	10	60	*70*	55	25	*80*
Zone C									
Condo/Townhouse	139 units	405	405	10	50	*60*	50	25	*75*
Zone D									
Specialty Retail	6,481 SF	145	145	–	–	–	10	10	*20*
Office	16,710 SF	85	85	20	5	*25*	5	20	*25*
Condo/Townhouse	127 units	370	370	10	45	*55*	45	20	*65*
Zone E									
Specialty Retail	52,094 SF	1,155	1,155	–	–	–	60	80	*140*
Senior Housing	356 units	620	620	15	15	*30*	25	15	*40*
Total Study Area	–	**5,310**	**5,310**	**235**	**240**	***475***	**385**	**430**	***815***

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

	Morning Peak Hour		Evening Peak Hour	
	Delay (sec)	LOS	Delay (sec)	LOS
Lincoln Highway & 1st Street[1]				
Northbound	22	C	38	D
Southbound	15	B	23	C
Eastbound	11	B	31	C
Westbound	21	C	37	D
Intersection	*17*	*C*	*31*	*C*
Lincoln Highway & 2nd Street[2]				
Southbound	30	C	28	C
Eastbound	5	A	6	A
Westbound	5	A	5	A
Intersection	*8*	*A*	*9*	*A*
Lincoln Highway & 3rd Street[2]				
Northbound	31	C	26	C
Eastbound	6	A	8	A
Westbound	6	A	9	A
Intersection	*8*	*A*	*10+*	*B*

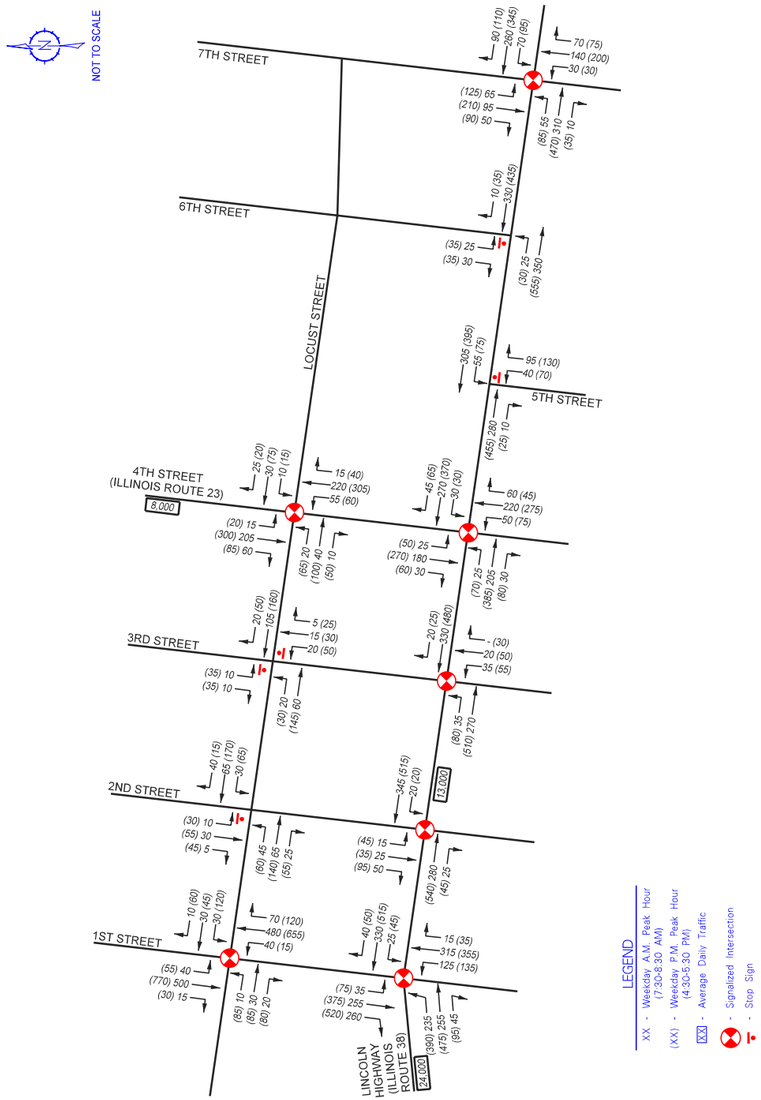


FIGURE: 4

LONG-TERM FUTURE TRAFFIC VOLUMES

TABLE 12. LEVELS OF SERVICE FOR LONG-TERM FUTURE NETWORK (CONTINUED)

	Morning Peak Hour		Evening Peak Hour	
	Delay (sec)	LOS	Delay (sec)	LOS
Lincoln Highway & 4th Street[3]				
Northbound	13	B	23	C
Southbound	12	B	24	C
Eastbound	16	B	15	B
Westbound	17	B	17	B
Intersection	*15*	*B*	*19*	*B*
Lincoln Highway & 5th Street				
Northbound	12	B	22	C
Westbound (Left)	8	A	9	A
Lincoln Highway & 6th Street				
Southbound	13	B	17	C
Eastbound (Left)	8	A	9	A
Lincoln Highway & 7th Street[4]				
Northbound	15	B	21	C
Southbound	10+	B	16	B
Eastbound	13	B	18	B
Westbound	12	B	12	B
Intersection	*12*	*B*	*17*	*B*
Locust Street & 1st Street				
Northbound	2	A	5	A
Southbound	2	A	5	A
Eastbound	31	C	25	C
Westbound	32	C	29	C
Intersection	*5*	*A*	*10-*	*A*
Locust Street & 2nd Street				
Southbound	12	B	17	C
Eastbound (Left)	3	A	2	A
Westbound (Left)	2	A	2	A
Locust Street & 3rd Street				
Northbound	10+	B	13	B
Southbound	10-	A	12	B
Eastbound (Left)	2	A	2	A
Locust Street & 4th Street[5]				
Northbound	9	A	15	B
Southbound	9	A	15	B
Eastbound	20-	B	17	B
Westbound	19	B	15	B
Intersection	*11*	*B*	*15*	*B*

[1]Modifications include: provide dual eastbound left-turn lanes (one without storage bay) and single eastbound through/right-turn lane; remove curbside westbound through/right-turn lane.
[2]Modifications include reduction of east-west cross-section from four lanes to three lanes with dedicated left-turn lanes at intersection and reduction of north-south cross-section from two lanes to one lane.
[3]Modifications include reduction of both north-south and east-west cross-section from four lanes to three lanes with dedicated left-turn lanes at intersection.
[4]Modifications include reduction of eastbound cross-section from four lanes to three lanes with dedicated left-turn lane at intersection.
[5]Modifications include reduction of north-south cross-section from four lanes to three lanes with dedicated left-turn lanes at intersection.

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 overall for the given conditions with all approaches at LOS D or better. Reduced speed due to congestion should yield benefits that outweigh the additional delay, such as a more comfortable setting for pedestrian and discouraging heavy vehicles from traveling through the downtown, helping to create an improved downtown environment.

Per City staff direction, dual left-turn lanes and a shared through/right-turn lane were included on the eastbound approach of Lincoln Highway at 1st Street in order to maximize capacity for heavy left-turning movements. With planned roadway improvements on the City's north side to provide increased connectivity to the Sycamore road corridor, however, these movements may actually decrease over time. As such, the future Phase I study should also consider several alternative configurations at this intersection. For one, the potential exists to provide a single eastbound left-turn lane with one through lane and a dedicated right-turn lane with continuous storage, while providing a left-turn lane and shared through/right-turn lane on the westbound leg. It may also be possible to provide this configuration with a short de facto right-turn lane on the westbound approach following curbside parallel parking. Updated traffic counts performed during the future Phase I study, as well as monitoring of historical growth trends and the implementation of the downtown plan, should be useful in determining which configuration is most appropriate.

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 13. LONG-TERM FUTURE PARKING DEMAND BY ZONE

	Total Future Parking Demand	Less Existing Street Parking	Future Off-Street Parking Needs
Zone A	1,158	-183	975
Zone B	117	-94	23
Zone C	44	-53	0
Zone D	276	-109	167
Total	*1,595*	*-440*	*1,165*

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 ***Figures 5 and 6***) 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/or 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. 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.

Per request of City staff, dual left-turn lanes and a shared through/right-turn lane are recommended on the eastbound approach of the Lincoln Highway/1st Street intersection to manage the heavy eastbound-to-northbound movement. It is anticipated, however, that these movements may decrease over time due to planned roadway improvements that will improve connectivity to the Sycamore Road retail corridor. The future Phase I study may therefore consider alternate configurations at this intersection. It is recommended that this study explore the potential for an eastbound configuration with a left-turn lane, a through lane, and a right-turn lane with continuous storage and westbound geometry with a dedicated left-turn lane and shared through/right-turn lane. This configuration should also be evaluated with a short de facto right-turn lane on the westbound approach following curbside parallel parking. The most fitting geometry should be selected according to updated traffic counts, historical growth trends, and implementation of the downtown plan.

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

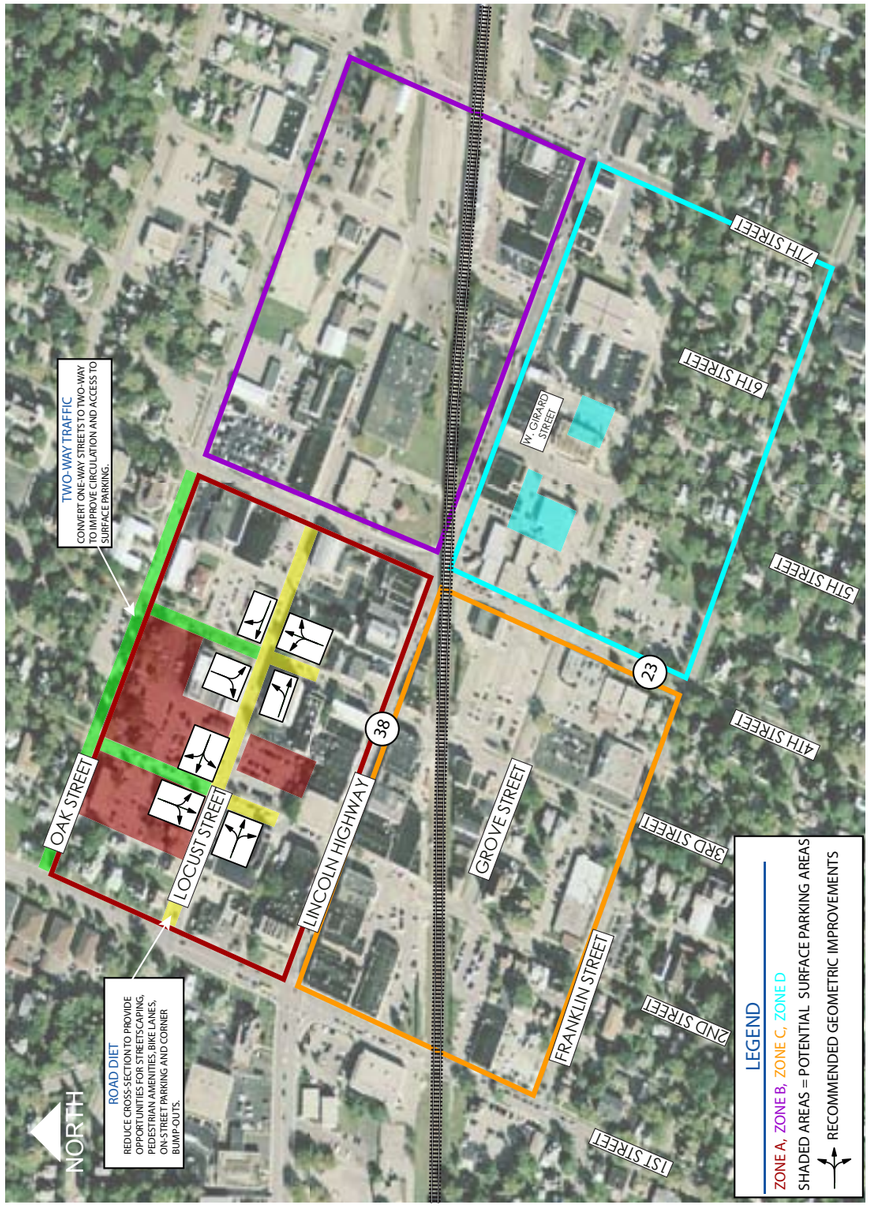


FIGURE 5

SHORT-TERM ROADWAY AND PARKING RECOMMENDATIONS

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 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.

Hitchcock Design Group
Creating Better Places

Memorandum

Date: April 27, 2006
To: Paul Rasmussen, City of DeKalb
From: Carl Wohlt, Hitchcock Design Group (HDG)
RE: **Downtown DeKalb Revitalization Plan**
Public Workshop Concepts Summary
Project No.: 03-0726-001-01-01

Here is the list of concepts produced by the groups of tables at the April 20 Public Workshop. The number of votes each item received is in parenthesis. The first ranking is by category. The second is an overall ranking of all concepts.

Ranking by Category (44 total concepts)

Note: Categories are ranked by total vote count for each category

1 Destinations and Activities

1) Family attractions (10)
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) Better retail destinations (4)
7) John Street development and riverwalk (3)
8) Expanded library space and services (3)
9) More community events (3)
10) Plaza/courtyard (2)
11) Museum in old train depot (1)
12) Movie theater complex (0)
13) Close 6th Street and train underpass at 7th Street (0)
14) Train hobbyist facility (0)
15) Specialty grocery (0)

53 total votes cast

2 Appearance and Hospitality

16) Trees, open green space, additional foliage (26)
17) Preserve and restore significant architecture and structures (5)
18) More façade work (4)
19) More light/standard light fixtures (2)
20) Wayfinding signs to destinations/parking/NIU (2)
21) Fountains (1)
22) Public restrooms (1)
23) Tear down buildings (1)
24) Brick/cobblestone streets (1)
25) Entrance gateway incorporating public art/music (0)

43 total votes cast

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) Revise 2nd floor fire codes (5)
31) Build vertically (2)

38 total votes cast

4 Access and Circulation

32) Scenic and safe bike path/lanes (7)
33) Truck bypass (5)
34) Pedestrian overpass/underpass (4)
35) Multi-level parking with retail – 1st floor shops, 3 levels parking (4)
36) Trolley between NIU and Downtown (2)
37) New daytime connectivity to NIU East Campus (1)
38) One-way eastbound travel on Lincoln Highway (1)
39) Metra (0)
40) Sight lines between parking and door fronts (0)

24 total votes cast

5 NIU Connection

41) Integrate NIU and Downtown (5)

5 total votes cast

6 Management and Promotion

42) Market Downtown destinations (2)
43) Involve all merchants (2)

4 total votes cast

7 Resources

44) Use TIF money (2)

2 total votes cast

169 total votes cast in all categories combined

221 West Jefferson Avenue Naperville, Illinois 60540 T 630.961.1787 F 630.961.9925 www.hitchcockdesigngroup.com

Overall Ranking (Top 10)

1) Trees, open green space, additional foliage (26)
2) Family attractions (10)
   Remove "student bars" from Downtown (10)
4) Identify teardowns (9)
   Downtown arts complex… an improved Egyptian (9)
6) Social outlet for those aged 30+ (7)
   Outdoor dining options (7)
   Scenic and safe bike path/lanes (7)
9) Enhance historical architecture (6)
   Improved Downtown residential on upper floors (6)

Overall Ranking (The Rest)

11) Revise 2nd floor fire codes (5)
    Truck bypass (5)
    Preserve and restore significant architecture and structures (5)
    Integrate NIU and Downtown (5)
15) Better utilized theater space (4)
    Better retail destinations (4)
    Pedestrian overpass/underpass (4)
    Multi-level parking with retail – 1st floor shops, 3 levels parking (4)
    More façade work (4)
20) John Street development and riverwalk (3)
    Expanded library space and services (3)
    More community events (3)
23) Plaza/courtyard (2)
    Build vertically (2)
    Use TIF money (2)
    Market Downtown destinations (2)
    Involve all merchants (2)
    Trolley between NIU and Downtown (2)
    More light/standard light fixtures (2)
    Wayfinding signs to destinations/parking/NIU (2)
31) Museum in old train depot (1)
    New daytime connectivity to NIU East Campus (1)
    One-way eastbound travel on Lincoln Highway (1)
    Fountains (1)
    Public restrooms (1)
    Tear down buildings (1)
    Brick/cobblestone streets (1)

Received No Votes at All

Movie theater complex (0)
Close 6th Street and train underpass at 7th Street (0)
Train hobbyist facility (0)
Specialty grocery (0)
Sight lines between parking and door fronts (0)
Metra (0)
Entrance gateway incorporating public art/music (0)

Preliminary Opportunity Analysis
Community Expectations

City of DeKalb
Downtown Revitalization Plan

Public Workshop Group Discussions
Top 10 Issues / Needs

1) Trees, open space
2) Family attractions
   Remove student bars
3) Identify teardowns (major redevelopment opps)
   Arts complex… Egyptian
4) Social outlets - 30+
   Outdoor dining
   Scenic and safe bike paths
5) Enhance historical architecture
   Improve upper floor residential

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.

Respondent Number

	Average Score	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Access and Circulation	**2.4**																						
Automobile Access/Circulation	**2.5**	2.5	3.0		3.0	3.0	2.0	3.0		3.0	2.0	3.0	3.0	2.5	2.0		4.0	3.0	2.0	2.0	2.5	2.0	
Bicycle Access/Circulation	**1.9**	2.0	3.0		2.0	2.0	2.0	3.0		2.0	1.0	2.0	1.0	2.0	2.0			1.0	2.0	2.0	1.0	1.0	
Walkability	**2.6**	1.0	2.0		2.0	3.0	3.0	3.0		3.0	3.0	4.0	2.0	3.0	4.0		2.0	3.0	3.0	4.0	3.0	2.0	
Ease of Parking	**2.5**	3.0	3.0		3.0	2.0	3.0	3.0		3.0	4.0	3.0	3.0	2.0	2.0		3.0	3.0	2.0	3.0	2.5	2.0	
Destinations and Activities	**2.0**																						
Number of Shopping Options	**1.6**		2.0		1.0	2.0	2.0	1.0		2.0	3.0	2.0	1.0	2.0	1.0		2.0	3.0	1.0	2.0	1.0	1.0	
Quality of Shopping Options	**2.0**	3.0	3.0		2.0	3.0	2.0	3.0		2.0	4.0	2.0	1.0		2.0		3.0	2.0	1.0	2.0	3.0	1.0	
Number of Entertainment/Dining Options	**2.3**	4.0	2.0		2.0	3.0	1.0	2.0		3.0	2.0	3.0	1.0	3.0	3.0		1.0	2.0	2.0	2.0	1.0	3.0	
Quality of Entertainment/Dining Options	**2.5**	3.5	3.0		2.5	3.0	2.0	2.0		2.0	4.0	3.0	2.0	3.0	3.0		1.0	2.0		1.0		3.0	
Number of Special Events	**2.0**	2.0	3.0		2.0	3.0	2.0	2.0		2.0		2.0	1.0	2.0	2.0		3.0	1.0	2.0	3.0	2.0	3.0	
Quality of Special Events	**2.2**	3.0	3.0		3.0	3.0	4.0	1.0		2.0	3.90	3.0	1.0	2.0	3.0		1.0	1.0	2.0	2.0	2.0	3.0	
Range of Family Destinations	**1.6**	2.0			2.0	2.0	1.0	1.0		2.0	2.0	2.0	1.0		2.0			2.0	2.0	1.0	1.0	3.0	
Range of Residential Living Options	**1.6**	2.0	4.0		2.0	2.0		1.0		2.0	1.0	3.0	2.0	1.0	1.0		1.0	2.0	2.0	3.0	1.0	4.0	
Appearance and Hospitality	**2.1**																						
Appearance of Buildings	**1.8**	1.5	1.0		2.0	1.0	2.0	1.0		2.0	3.0	1.0	1.0	2.0	2.0		1.0	2.0	1.5	2.0	1.0	2.0	
Appearance of Streets and Sidewalks	**2.1**	1.5	3.0		2.0	2.0	2.0	1.0		2.0		2.0	2.0	2.0	2.0		2.0	2.0	3.0	2.0	1.0	2.0	
Number of Public Gathering Places	**1.9**	1.5	2..0		3.0	2.0	1.0	3.0		1.0	2.0	2.0	1.0	2.0	2.0		3.0	1.0	2.0	3.0	1.0	2.0	
Quality of Public Gathering Places	**1.9**	1.0	1.0		2.0	2.0	2.0	3.0		1.0	2.0	2.0	1.0	2.0	2.0		3.0	1.0	3.0	2.0	1.0	1.0	
Pedestrian Comfort	**2.0**	1.0	3.0		2.0	2.0	2.0	2.0		3.0	3.0	3.0	2.0	2.0	2.0		2.0	2.0	2.0	3.0	1.0	1.0	
Levels of Cleanliness	**2.4**	2.5	3.0		2.0	2.0	2.0	3.0		2.0	4.0	2.0	3.0	2.0	1.0		3.0	2.0	3.0	2.0	1.0	3.0	
Clarity of Information/Signage	**2.3**	1.5	2.0		2.0	1.0	1.0	3.0		3.0	2.0	3.0	2.0	3.0	2.0		4.0	2.0	3.0	3.0	1.0	2.0	

	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44
Access and Circulation																						
Automobile Access/Circulation	3.0	2.0	2.0	2.0	1.0	3.0	3.0	1.0	2.0	4.0		2.0	3.0	1.0	1.0		2.0	2.0	3.0		2.0	3.0
Bicycle Access/Circulation	1.0	1.0	2.0	2.0	1.0	2.0	4.0		2.0	2.0		3.0	3.0	1.0	1.0			1.0	2.0		1.0	3.0
Walkability	2.0	2.0	2.0	2.0	1.0	3.0	4.0	3.0	3.0	4.0		2.0	3.0	2.0	1.0			1.0	3.0		2.0	3.0
Ease of Parking	3.0	3.0	1.0	1.0	2.0	3.0	3.0	2.0	1.0	3.0		2.0	2.0	4.0	1.0		3.0	2.0	3.0		2.0	3.0
Destinations and Activities																						
Number of Shopping Options	2.0	1.0	2.0	1.0	1.0	2.0	2.0	1.0	1.0	4.0		2.0	2.0	2.0	2.0		1.0	1.0	1.0		1.0	1.0
Quality of Shopping Options	3.0	1.0	2.0	1.0	1.0	2.0	3.0	1.0	3.0	4.0		2.0	3.0	2.0	2.0		1.0	1.0	2.0		1.0	2.0
Number of Entertainment/Dining Options	3.0	3.0	2.0	2.0	1.0	2.0	2.0	2.0	3.0	4.0		2.0	3.0	2.0	2.0		3.0	1.0	3.0		2.0	1.0
Quality of Entertainment/Dining Options	2.0	3.0	2.0	2.0	2.0	2.0	2.0		2.0	4.0		2.0	3.0	3.0	2.0		2.0	1.0	3.0		1.0	2.0
Number of Special Events	4.0	1.0	2.0	3.0	1.0	2.0	3.0		1.0	2.0		1.0		1.0	2.0		2.0	1.0	2.5		1.0	2.0
Quality of Special Events	4.0	2.0	2.0	2.0	1.0	3.0	3.0		2.0	3.0		1.0		1.0	2.0		3.0	1.0	2.5		1.0	2.0
Range of Family Destinations	3.0		1.0	2.0	1.0	2.0	3.0		1.0	2.0		1.0		1.0	1.0			1.0	2.0		1.0	1.0
Range of Residential Living Options	1.0	1.0	2.0	2.0	1.0	2.0	2.0	2.0	1.0	2.0		1.0		1.0	1.0			1.0	2.0		2.0	1.0
Appearance and Hospitality																						
Appearance of Buildings	3.0	1.0	1.0	1.0	1.0	1.0	3.0	2.0	2.0	3.0		2.0		2.0	1.0		2.0	1.0	2.0		1.0	1.0
Appearance of Streets and Sidewalks	3.0	1.0	1.0	3.0	2.0	1.0	3.0	1.0	3.0	3.0		2.0		3.0	1.0		3.0	1.0	2.5		1.0	2.0
Number of Public Gathering Places	2.0	2.0	2.0	2.0	1.0	2.0	2.0		1.0	3.0		2.0		1.0	1.0		3.0	2.0	3.0		1.0	2.0
Quality of Public Gathering Places	2.0	2.0	2.0	3.0	1.0	2.0	2.0	2.0	1.0	3.0		2.0		1.0	1.0		3.0	1.0	2.0		1.0	2.0
Pedestrian Comfort	2.0	2.0	2.0	2.0	1.0	2.0	2.0		2.0	3.0		1.0		1.0	1.0		3.0	1.0	3.0		1.0	2.0
Levels of Cleanliness	3.0	1.0	1.0	4.0	2.0	2.0	2.0	1.0	3.0	3.0		2.0		2.0	2.0		3.0	2.0	2.0		2.0	3.0
Clarity of Information/Signage	3.0	1.0	2.0	2.0	2.0	2.0	2.0	3.0	3.0	3.0		2.0		1.0	2.0		3.0	3.0	2.0		2.0	2.0

	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67
Access and Circulation																							
Automobile Access/Circulation	2.0	2.0	2.0	2.0	2.0	4.0	2.1		3.0	3.0	3.0		1.0	2.5	2.0	4.0	3.0	3.0	3.0	3.0	4.0	1.0	2.0
Bicycle Access/Circulation		2.0	2.0	2.0		2.0	1.0		3.0	2.0	2.0		2.0	2.5	1.0	4.0	3.0	2.0	1.0	2.0	1.0	2.0	3.0
Walkability	2.0	2.0	3.0	4.0		3.0	2.0		3.0	4.0	3.0		3.0	1.0	2.0	4.0	3.0	3.0	2.0	2.0	2.5	3.0	2.0
Ease of Parking	3.0	2.0	2.0	2.0	1.0	3.0	2.0		3.0	3.0	3.0		2.0	3.0	3.0	1.0	1.0	3.0	3.0	3.0	3.0	1.0	2.0
Destinations and Activities																							
Number of Shopping Options	1.0	2.0	1.0	1.0	2.0	1.0	1.0			2.0	2.0		1.0		1.0	2.0	2.0	2.0	2.0	1.0	1.0	2.0	2.0
Quality of Shopping Options	1.0	2.0	1.0	2.0	1.0	2.0	1.0			2.0	2.0		4.0	3.0	2.0	2.0	1.0	2.0	2.0	1.0	2.5	2.0	2.0
Number of Entertainment/Dining Options	2.0	3.0	1.0	3.0	3.0	1.0	2.0		3.0	3.0	1.0		3.0	4.0	3.0	4.0	1.0	1.0	3.0	2.0	1.0	2.0	3.0
Quality of Entertainment/Dining Options	2.0	4.0	1.0	3.0	3.0	2.0	2.0		3.0	3.0	3.0		4.0	3.0	3.0	4.0	2.0	2.0	4.0	2.0	3.0	3.0	3.0
Number of Special Events		2.0	1.0	2.0	2.0	2.0	2.0		3.0	1.0	1.0		1.0	3.0	3.0	2.0	2.0	2.0	2.0	1.0		2.0	4.0
Quality of Special Events		2.0	2.0	2.0	2.0	4.0	2.0		3.0	1.0	1.0		3.0	2.5	3.0	1.0	2.0	2.0	2.0	1.0		3.0	3.0
Range of Family Destinations		2.0	2.0	1.0		1.01	2.0		2.0		1.0		2.0	2.0	3.0	2.0	1.0	2.0	1.0	1.0	2.0	2.0	2.0
Range of Residential Living Options		2.0	2.0	3.0		.0	3.0			1.0	1.0		2.0	2.5	1.0	2.0	2.0	1.0	1.0	2.0	2.0	3.0	2.0
Appearance and Hospitality																							
Appearance of Buildings	2.0	2.0	3.0	1.0	2.0	2.0	2.0		3.0	1.5	2.0		2.0	1.75	2.0	2.0	2.0	2.0	2.0	1.0	2.5	2.0	3.0
Appearance of Streets and Sidewalks	2.0	3.0	3.0	2.0	2.0	3.0	2.0		2.0	1.0	3.0		3.0	1.5	1.0	3.0	2.0	3.0	1.0	1.0	2.5	4.0	3.0
Number of Public Gathering Places	1.0	2.0	2.0	2.0	1.0		2.0		3.0	1.0	2.0		2.0	1.5	2.0	3.0	2.0	2.0	2.0	1.0	2.0	3.0	2.0
Quality of Public Gathering Places		2.0	3.0	2.0	1.0	2.0	2.0		3.0	1.0	2.0		2.0	1.5	3.0	3.0		2.0	2.0	1.0	2.0	2.0	2.0
Pedestrian Comfort	1.0	2.0	3.0	3.0		2.0	2.0		2.0	2.0	3.0		1.0	1.5	2.0	3.0		1.0	2.0	1.0	3.0	4.0	1.0
Levels of Cleanliness	2.0	3.0	3.0	2.0	2.0	2.0	3.0		2.0	1.0	3.0		3.0	1.5	3.0	3.0	3.0	3.0	3.0	1.0	3.0	2.0	2.0
Clarity of Information/Signage	2.0	3.0	3.0	2.0	2.0	4.0	2.0		2.0	2.0	2.0		2.0	1.5	2.0	3.0	3.0	3.0	2.0	1.0	3.0	4.0	2.0

Preliminary Opportunity Analysis
Existing Downtown Conditions

City of DeKalb
Downtown Revitalization Plan

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

Downtown DeKalb Today

On the map at left, please indicate the following:

1) Define your perception of the boundaries of "Downtown DeKalb."

2) Locate and label your perception of the neighborhoods and districts contained in the mapped area.

3) Show pathways that you use to travel to and through the mapped area. Be sure to note whether the pathway is oriented toward automobiles, pedestrians or bicycles.

4) Locate and label key destinations and attractions.

5) Note the landmarks that you use when you give directions for finding Downtown DeKalb destinations.

6) Indicate where you park when you visit Downtown.

Rate Downtown DeKalb as it exists today
Please circle the number that you think best describes each Downtown quality listed.

Access & Circulation	Poor			Good
Automobile access/circulation	1	2	(3)	4
Bicycle access/circulation	1	(2)	3	4
Walkability	1	2	(3)	4
Ease of parking	1	2	(3)	4

Destinations & Activities	Poor			Good
Number of shopping options	(1)	2	3	4
Quality of shopping options	1	(2)	3	4
Number of entertainment/dining options	1	2	(3)	4
Quality of entertainment/dining options	1	2	(3)	4
Number of special events	1	(2)	3	4
Quality of special events	1	(2)	(3)	4
Range of family destination options	1	(2)	3	4
Range of residential living options	1	(2)	3	4

Appearance & Hospitality	Poor			Good
Appearance of buildings	1	(2)	3	4
Appearance of streets and sidewalks	1	(2)	(3)	4
Number of public gathering places	1	2	(3)	4
Quality of public gathering places	1	(2)	3	4
Pedestrian comfort	1	2	(3)	4
Level of cleanliness	1	(2)	3	4
Clarity of information/signage	1	(2)	3	4

Appendix D:
Public Improvement Budgeting Cost Estimates

Public Improvement Systems 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.

$1,600,000
Approximately 1,260 linear feet @ $1,200/linear foot
Does not include major utility infrastructure reconstruction

Lincoln Highway
High Impact Streetscape Improvements
(4th Street–7th Street)
Typically includes specialty paving (brick pavers, textured, colored concrete), stylized lighting, upgraded street furniture, larger trees, information kiosks and informational/directional signage.

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

$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.

$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 36' width back-of-curb to back-or-curb, asphalt paving, concrete curb and gutter, storm sewer, sanitary sewer, water and street lighting.

$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.

$350,000
Approximately 1,090 linear feet @ $300/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.

$300,000
960 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.

$800,000
Approximately1,090 linear feet @ $700/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.

$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)
$1,000,000
Approximately 19,500 square feet @ $50/square foot

Landscape Existing Parking Lots
Fully plant existing municipal lots.

$1,500,000–$3,000,000
Approximately 300,000 total square feet @ $5–$8/square foot

Landscaping with scattered tree plantings
$450,000–$900,000
Approximately 300,000 total square feet @ $1.50–$2/square foot

Screening/Buffering Train Tracks
Budgeting estimate incudes 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.

$1,000,000
Approximately 4,200 linear feet

Wayfinding Signage
Budgeting estimate incudes 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.

$150,000–$200,000

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)

Artist's depiction of new mixed use development at the intersection of Lincoln Highway and Pearl Street