We would also like to thank the organizations that have been involved with this project and who will continue to contribute to its implementation.

- Morgan Brickley
  Associate Director, Fraternity & Sorority Life
- Michelle Bringas
  Director of Asian American Resource Center
- Deanna Cada
  DeKalb County Community Action Department
- David Castro
  Planning and Zoning Commission Member
- Jamie Craven
  DeKalb School District Interim Superintendent
- Bill Finucane
  City Council Liaison
- Rudy Galvan
  Owner, Burritoville
- Joe Gastiger,
  Pastor, United Church of Christ
- Chad Glover
  Director of Jobs PLUS
- Rachel Jacob, President
  NIU Student Association
- Will Heinisch
  DARA President
- Derek Hiland
  DeKalb County Community Development Director
- Tiara Huggins
  University Village Tenants Association President
- Dan Kenney
  DeKalb County Community Gardens President
- David Jacobson
  City Council Liaison
- Andrew John Knox
  Student Member of Greek Community
- Christie Krupp
  Krupp and Krupp, LLP
- Mohammad Labadi
  President, Islamic Center of DeKalb
- Dr. Leroy Mitchell
  Retired Pastor, New Hope Missionary Baptist Church
- Michael Newman
  Hope Haven Coordinator
- Shelly Perkins
  DeKalb County Housing Authority
- Patti Perkins
  DeKalb Park District
- Mike Pittsley
  Owner, Pittsley Realty
- Valerie Redmond
  Children Home and Aide / Former UV Resident
- Glenn Roby
  Board Treasurer of Phi Sigma Kappa Alumni Association
- Herb Rubin
  Retired NIU Professor
- Ecila Scaife
  NIU Child Development Supervisor
- Gip Seaver
  Retired NIU Deputy Provost
- Kurt Thurmaier
  Chair of Public Administration Department
- Ellingsworth Webb
  Property Manager of Eden’s Garden
- Denise Weinmann
  RVG Commercial Developer
OTHER ORGANIZATIONS INVOLVED IN AGN REVITALIZATION EFFORTS

- 4-C: Community Coordinated Child Care
- DeKalb Businesses
- DeKalb County Health Department
- DeKalb Property Owners and Managers
- DeKalb Park District
- First United Methodist Church
- Immanuel Lutheran Church
- Kishwaukee United Way
- Northern Illinois University – All Departments
- Northwestern Medicine Kishwaukee Hospital
- Westminster Presbyterian Church
The Annie Glidden North Neighborhood will be attractive, walkable and bikeable, with abundant green amenities. It will include safe and clean blocks that are inviting and livable for a vibrant mix of businesses, students, and all residents alike.
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The area of Suburban Apartments is unincorporated and is not within the jurisdiction of the City of DeKalb. The plan recommends that the City, DeKalb County, property owners, and partner organizations collaborate to include unincorporated areas bordering the AGN neighborhood in initiatives whenever possible. It is the intent to increase the quality of life and living standards for all of the City and surrounding areas through the initiatives that take place as a result of this Plan.
EXECUTIVE SUMMARY

Many of the issues identified in studies conducted in prior years that gave cause to this planning effort, are ones that can only truly be addressed by focusing on systemic root causes rather than the symptoms they produce such as crime. The goal of the Annie Glidden North Revitalization Plan is to create a visionary guiding document that sets forth the strategic direction for revitalization of the AGN Neighborhood through addressing root causes of the issues that have led to its decline. This Plan provides guidance for initiatives that can transform the AGN Neighborhood into a desirable area to reside in or visit.

The issues that brought about the need for this Plan did not arise in a short span of time just as it will take significant time and effort to realize the positive change that is the hope of those invested in the community, who live in or near the neighborhood, and/or who are affected by its condition. The residents of the AGN Neighborhood make up 23% of the total population of the City of DeKalb. The wellbeing of this area is tantamount to the overall health of the entire City. If actions are organized and carried through in the short-term, long-term commitment is made, public-private partnerships are leveraged, and significant efforts are contributed by all community members and stakeholders invested in the success of this Plan, revitalization of the AGN Neighborhood can occur.

This Plan is a community led, collaborative effort that describes strategies to improve the quality of life for residents. The intent of this Plan is to chart a course for achieving the community vision for the AGN neighborhood while encouraging reinvestment. Successful implementation of Plan initiatives are dependent on strong commitments from and close collaboration among

PURPOSE

This Plan serves two main purposes:
1. Describes the AGN Revitalization Plan process to provide a historical background of the planning process underwent that led to the creation of this Plan, and the projects and recommendations included as a result.
2. Lists specific initiatives and goals that have been recommended by members of the community, the Task Force, the City and partner organizations, and the planning consulting tasked with leading the process and building the Plan, Camiros.
all partners. Stakeholders, including Northern Illinois University (NIU), property owners, developers, other units of government, and local residents have their own sets of interests and goals for community improvement that often align with each other. The Plan builds on these synergies.

Development of the Plan has been directed by several goals including improving safety and security, generating commercial redevelopment, developing high quality rental units for a mix of incomes, attracting greater investment toward improving existing properties, improving existing assets, and establishing better connections to jobs and services. The Plan has also been guided by comments received during the planning process, such as the need to address lifestyle conflicts between families and NIU students, lack of housing diversity and issues with current zoning regulations. In order to advance the vision of the community and address these issues, the Plan outlines and prioritizes a suite of proactive and reactive neighborhood initiatives and policy recommendations based on both local understanding and national best practice case studies, which are included within the **Recommended Projects and Initiatives** section.

This Plan includes project descriptions that are intended to be adopted by agencies and community partners who will then organize actions to take during the implementation stage after the final approval of this document. The many projects listed in this Plan vary widely in size and scope but all of them are strategic in their purpose to effect positive change through initiatives involving community services, safety and security, infrastructure improvements, beautification, redesign of parks and open space, and housing and commercial development. The **Core Transformational Projects** that are listed on page 4, were designed and selected as catalysts to create positive change through interconnection of new services and physical improvements for the AGN Neighborhood and all residents of DeKalb.
STRENGTHENING TOWN-GOWN RELATIONSHIPS

Surrounding the Northern Illinois University campus are neighborhoods of renters and homeowners, families and single professionals, students, and seniors. These residents are proud of the campus, just as they are proud and protective of their streets, yards, and homes. NIU, City of DeKalb, and local neighborhood organizations are encouraged to work together to promote a safe, sustainable and livable community. A primary issue facing town-gown communities such as the AGN Neighborhood is the ability for students, higher education professionals, and community members to establish healthy, “neighborly” relationships.

The AGN Plan establishes priorities for community service, volunteerism, and investments that will strengthen town-gown bonds and make the area a better place to live. By utilizing the AGN Plan as a roadmap for future changes, students, faculty, staff, property owners, and full-time residents can enjoy and look forward to the work they will do together and engage in making their community stronger as a whole.

DEVELOPMENT WITHOUT DISPLACEMENT

Displacement is defined as the involuntary relocation of current residents or businesses from their current location. This is a different phenomenon than when property owners voluntarily sell their interests to capture an increase in value. Physical displacement can be the result of eviction, acquisition, rehabilitation, or demolition of property or the expiration of covenants on rent- or income-restricted housing. Economic displacement occurs when residents and businesses can no longer afford escalating rents or property taxes.

The AGN Plan seeks to promote development without displacement by taking into account past history and current conditions to meet the needs of marginalized populations and to reduce disparities so that quality of life outcomes such as access to quality education, employment, a healthy environment, affordable housing and transportation, are equitably distributed for the people currently living and working in the neighborhood, as well as for potential new residents.
The Plan recommends that the community consider ten primary projects as the highest priorities for the implementation agenda. The Core Transformational Projects were designed and specifically selected as catalysts for creating positive activity through interconnection of new services and uses for the AGN Neighborhood and surrounding community. These are projects that have the potential to stimulate the revitalization of the AGN area and trigger positive momentum for quality improvements and renewal. The Core Transformational Projects reflect each of the four key initiatives of the Plan and should be initiated within the next one to four years in order to advance implementation. Project descriptions begin on page 17.

**Establish a Community Food and Education Center**

**Consider creation of a Community Development Corporation (CDC) to focus on implementation of revitalization efforts**

**Implementation of safety improvements focused on improved lighting and surveillance**

**Identification of local transportation improvements and direct integration with DSATS Study**

**Create a Community Center Program**

**Work with local health care providers, to establish a walk-in clinic or urgent care facility**

**Create a Hillcrest/Blackhawk Focus Area, prioritizing mixed-use development through a potential public/private partnership**

**Develop streetscape and gateway improvements for the Greek Row area in order to help improve its identity and perception**

**Create a Lucinda Focus Area, prioritizing redevelopment through a potential public/private partnership**

**Redesign Welsh Park as a local and regional destination**

These projects were chosen to change the status of the neighborhood from “Surviving to Thriving”
CORE GOALS

As part of the Listening and Learning phase of the Plan, Core Goals were developed by the project Task Force. These goals were used to develop the Project Reference Map and Implementation Projects and include:

• Developing a stronger sense of cohesion internally and with the rest of the City
• Reduce crime
• Ensuring that AGN is a “high choice” area for living that university and employers can use for recruitment
• Enhancing the overall college experience
• Making the area more pedestrian friendly
• Developing a deeper understanding of those who live in poverty and their challenges
• Growing the local tax base with new residents
• Create an environment that provides residents with a foundation to thrive economically as long-term members of the community
• Improving the return on investment for property owners
• Increasing access to healthy food as a tool for empowerment
• Addressing the deficiencies of the neighborhood in terms of social services in order to fill the gaps with viable solutions
• Ensuring that various stakeholders have ownership and pride in the AGN Revitalization Plan
• Changing the direction of AGN from surviving to thriving

DRAFT ALTERNATIVES

Prior to development of the Plan, Draft Alternatives were created in Spring 2018 to reflect community feedback on potential improvements to the AGN area. The Draft Alternatives, shown on the following pages, were intended to illustrate a vision for the future and incorporate feedback from Community Meeting 2, as well as additional comments received from the Task Force and other stakeholders. Elements of the Draft Alternatives were incorporated into the Plan.
DRAFT ALTERNATIVE - “CAMPUS COMMUNITY”

The “Campus Community” Alternative was oriented around the idea of strengthening the AGN neighborhood as a student-oriented community and creating stronger linkages with Northern Illinois University (NIU). The Alternative focused on public improvements including a new creek trail, pathways and improved pedestrian crossings, that would coincide with private mixed-use and commercial redevelopment at the Annie Glidden / Lucinda and Annie Glidden / Hillcrest intersections. A student-related service hub was suggested for the Blackhawk/Hillcrest area while a strong focus for residential reinvestment was on apartment areas west of Normal Road and immediately south of Varsity Boulevard.
DRAFT ALTERNATIVE “HEALTHY HOME”

The “Healthy Home” Alternative focuses on ensuring that the AGN Area becomes a more attractive and livable community for families. New lower-density redevelopment would help to fill in vacant property, along with a strong emphasis on the development of services and amenities that were oriented towards families. Commercial redevelopment was focused on the west side of the Annie Glidden / Hillcrest intersection, as well as at the corner of Annie Glidden / Lucinda. Parks and open spaces, including Welsh Park and Boardman Park would be redesigned to be more usable for children and teens. Community gardens would be incorporated on vacant or underutilized properties. Family services would be anchored at the the Blackhawk / Lucinda intersection, as well as at the 912 Edgebrook Property. Pedestrian and bicycle connections would be strengthened to the DeKalb County Health Services campus as well as to DeKalb High School.
Recommended Projects and Initiatives

AGN Neighborhood Plan

Higher and medium priority projects shown for illustrative purposes only.
PLAN PRIORITIES

The Plan outlines overall priorities for the AGN Neighborhood, reflecting stakeholder and Task Force comments and feedback generated through the community engagement process. The Plan is organized according to the following four priorities. These four priorities were initially determined through prior studies that eventually led to the inception of the AGN Revitalization Plan process. Each priority includes a range of public and private implementation projects. The descriptions listed below for each priority are summaries of the desired outcomes that the AGN Task Force working groups developed.

**TRANSPORTATION, INFRASTRUCTURE AND OPEN SPACE**

Ensure efficient transit service is available to neighborhood residents and Annie Glidden Road is safe for both motorists and pedestrians. Street trees should be plentiful, shading residents and beautifying the neighborhood. Efficient, safe, and well-located off-street parking should be provided. Improved lighting will allow residents to safely enjoy the neighborhood. Redesign Welsh Park and other available green space for all ages, to accommodate passive and active uses. Make AGN a desirable area for the entire community to visit or live in by providing quality living standards, adding useful park and recreation space, and creating interconnectivity between the neighborhood and the rest of the City.

**COMMUNITY SERVICES**

Foster increased civic participation by neighborhood residents. Increase local daycare services and alternatives to help current families and attract new families. Promote greater awareness of community-focused services already in place. Ensure AGN residents are able to access employment opportunities and resources. Build and link partnerships between organizations that are located and/or operate in the neighborhood.

**NEIGHBORHOOD SAFETY AND SECURITY**

Reduce crimes by ensuring greater incorporation of crime-free housing. Add cameras and lighting while ensuring improved property maintenance. Create better communication between property owners, City government, tenants, and NIU along with a network of neighborhood associations. Increase enforcement of minor quality of life infractions and the Safe Streets initiative. Continue to support cooperation between the City of DeKalb and NIU police.

**HOUSING AND COMMERCIAL DEVELOPMENT**

Create a neighborhood with a vibrant and managed mix of students, families, and Greeks. Create efficient and well-located off-street parking. Promote well-maintained and managed properties. Develop a blend of retail and entertainment / nightlife options attractive to students, local residents and visitors. Ensure that public and private investment are aligned and coordinated.

Project complexity is determined by evaluating the following foreseeable criteria: Project time and value, team size and composition, project urgency, schedule, cost and scope flexibility, clarity of the problem and solution, stability of requirements, strategic importance, stakeholder influence, level of organizational and commercial change, and external constraints and dependencies.
TRANSPORTATION INFRASTRUCTURE AND OPEN SPACE

INTRODUCTION
Transportation, infrastructure and open space elements of the Plan are intended to foster public investments that can improve the quality of life for local residents while also helping to incentivize improved private redevelopment. Projects in this section focus heavily on achieving the following Plan goals:

- Developing a stronger sense of cohesion internally and with the rest of the City
- Ensuring that AGN is a “high choice” area for living that university and employers can use for recruitment
- Making the area more pedestrian friendly
- Changing the direction of AGN from surviving to thriving

DESIRED OUTCOMES
Desired Outcomes were developed by the Transportation, Infrastructure and Open Space working group at the initial brainstorming session and include the following:

- Ensure efficient transit service is available to neighborhood residents and Annie Glidden Road is safe for both motorists and pedestrians.
- Street trees should be plentiful, shading residents and beautifying the neighborhood.
- Efficient, safe, and well-located off-street parking should be provided.
- Improved lighting will allow residents to safely enjoy the neighborhood.
- Redesign Welsh Park and other available green space for all ages, to accommodate passive and active uses.
- Make AGN a desirable area for the entire community to visit or live in by providing quality living standards, adding useful park and recreation space, and creating interconnectivity between the neighborhood and the rest of the City.
IDENTIFICATION OF LOCAL TRANSPORTATION IMPROVEMENTS AND DIRECT INTEGRATION WITH DSATS STUDY

Community and stakeholder feedback indicates a strong desire to ensure that area families are well-connected to essential services, shopping and employment centers. As redevelopment occurs, transportation improvements including transit routing may also need to be revised. The Plan recommends incorporation of these goals in future updates to the DeKalb Sycamore Area Transportation Study (DSATS). DSATS is the Metropolitan Planning Organization (MPO) for the DeKalb Illinois Metropolitan Area.

In 2017, DSATS completed the most recent update of its Transit Development Plan (TDP). The purpose of the update was to review and evaluate the existing operations of NIU Transit Services and TransVAC, the two primary transit services in the DeKalb-Sycamore region; investigate the costs and benefits of a more integrated intra-community transit service among the two primary transit services; and consider options for improving intercommunity transit connections. Major trip generators contribute to the feasibility of enhancing existing transit service and support new transit service. Some of the major trip generators identified by stakeholders and DSATS members that are located within the AGN Area include the NIU Campus, University Village Apartments, Eco Park Apartments, Suburban Apartments, Amber Manor Apartments, and DeKalb County Human Services. The DSATS Plan outlines the following service principles, which are based on stakeholder feedback and reflect fundamentals of effective transit service:

- Increase frequency
- Increase span of service
- Simplify routing to increase directness
- Reduce overlapping service
- Simplify schedules and standardize service periods organizations

The central element of the proposed service options, referred to as the Core Network, combines portions of existing routes to create a network of 30-minute service for much of the day, operating seven days per week. Under the proposed service options, the current Huskie Line routes that focus primarily on access to campus will continue with minor modifications; TransVAC deviated fixed routes, serving the community more broadly, are also modified. In terms of significant service expansion, a new flex route in Sycamore is proposed, and four new shorter community fixed routes are proposed, to be introduced in the mid- and long-term. Options for service to Elburn are also presented.

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Community residents strongly agreed that neighborhood parks and recreational facilities positively contribute to quality of life. As part of an integrated green space improvement and integration plan for the area, the redesign of Welsh Park has the potential to greatly improve the AGN neighborhood while creating a local and regional destination. Currently, the park is underutilized and provides limited value as an amenity to surrounding residents. A redesign could greatly improve access, activity and appearance of the space, while providing a public anchor for surrounding private residential redevelopment. By creating a park that is well-used and well-loved, potential residents will value proximity to this space. The Plan recommends close coordination, led by the DeKalb Park District, to evaluate and implement the following proposed changes that can appeal to both families, the surrounding student population, and all of DeKalb:

- Shaded seating near basketball area
- More open shelter areas
- Installation of a splash pad or other water feature
- Replacement of playground, consider locating closer to existing shelter
- Installation of free Wi-Fi in the Park
- Creation of pathways connecting directly to University Village apartments
- Amphitheater area for outdoor performances and movies
- Crosswalk and colored paving at Russell Road and Moraine Terrace to improve connections between northern and southern sections of the park
- Installation of landscaping, seating and pedestrian-scaled lighting along paths
- Planting additional trees along paths
- Decorative fencing along park perimeter
- Reimagining of enclosed hockey rink area to accommodate new uses including skateboarding or gaga ball
- Public art and sculpture through collaboration with NIU and local arts programs
- Additional park programs to help activate space during daytime and evenings
CASE STUDY: MARVIN GAYE PARK - WASHINGTON D.C.

Marvin Gaye Park in Washington, D.C. illustrates the life cycle associated with many urban parks, because the conditions and subsequent use of the park follows the variations in the economy and the available funds for maintenance and improvements. It was Marvin Gaye Park where the National Recreation and Park Association (NRPA) launched its initial community revitalization initiative, Parks Build Community Phase I. In the 1970s, the District’s limited funds led to the gradual disrepair of the park: it fell victim to illegal dumping and criminal activity. It became known as "Needle Park," reflecting the drug sales and use within its boundaries. Renamed in honor of musician Marvin Gaye, who frequented the banks of the stream while writing his music, the park remained in disrepair and misuse. Enter Washington Parks & People, a nonprofit citizens’ organization that spearheaded an effort to clean up the land and restore the park. Over a five-year period beginning in 2001, this volunteer effort resulted in a multimillion dollar rejuvenation of the park, during which 24,000 volunteers removed more than 3.5 million pounds of trash. Beginning in 2007, as part of its first urban park project, NRPA partnered with Washington Parks & People and the DC Department of Parks and Recreation. This initial undertaking by NRPA resulted in improvements to Marvin Gaye Park—providing further evidence that the health of a park is directly connected to the health and beauty of its surrounding neighborhoods. Marvin Gaye Park, the former Watts Branch Stream Valley Park, was officially reopened in 2009 and featured state-of-the-art playground equipment, permanent mosaics honoring community heroes, and rebuilt hiking and biking trails.

The story of a park renovation project intended to revitalize a neighborhood does not stop with a successful dedication. More changes and improvements were on the horizon, due to continued involvement by Washington Parks & People and the strong community leadership developed as part of this effort. The renovated and reopened park led to positive changes in a newly revitalized neighborhood, including:

- The closing of a nearby methadone clinic that attracted drug users to the area
- More people, young and old, visiting the park
- Visitors staying longer in the park
- Youths being more active physically while visiting the park
- Adults recalling childhood memories they recaptured by spending time in the park
- People speaking about how the park has broken down barriers among residents

Source: Rejuvenating Neighborhoods and Communities Through Parks—A Guide To Success
These improvements should be coupled with a focus on development of new medium-density housing and parking at the vacant property on Crane Drive and Russell Road to take advantage of the enhanced amenity. The DeKalb Park District currently has limited funds to begin Welsh Park improvements. This funding should be leveraged with grants through organizations such as the National Recreation and Park Association, KaBOOM! - which provides funding for playground improvements, as well as the National Endowment for the Arts, which provides resources and grants for placemaking and neighborhood improvements.

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**DEVELOP BICYCLE ROUTE TO HIGH SCHOOL AND HEALTH DEPARTMENT UTILIZING NORMAL AND DRESSER ROADS**

DeKalb High School is a major destination that currently remains out of reach for recreational cyclists, including youth. The Plan recommends the evaluation and design of bicycle facilities on Normal and Dresser Roads to accommodate and promote active Transportation. These recommendations should be incorporated into the DSATS Active Transportation Plan, currently in development.

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DEVELOP SIDEWALK CONNECTION TO HEALTH DEPARTMENT UTILIZING ANNIE GLIDDEN AND DRESSER ROADS

The DeKalb County Health Department is a major destination that is currently disconnected from the pedestrian network of the community. The Plan recommends the evaluation and design of sidewalks and other streetscape amenities on Annie Glidden Road north of Dresser Road and west of Normal Road to promote walkability. These recommendations should be incorporated into the DSATS Active Transportation Plan, currently in development.

MEDIUM PRIORITY PROJECTS

DEVELOP STREETSCAPE AND GATEWAY IMPROVEMENTS FOR THE GREEK ROW AREA IN ORDER TO HELP IMPROVE ITS IDENTITY AND PERCEPTION

Greek Row is a unique location within the City of DeKalb that currently lacks a cohesive aesthetic or identity. This project proposes a set of comprehensive streetscape and gateway improvement features which will help improve the overall appearance of the Greek Row area. The distinctiveness of the Greek Row area is a result of a youthful vitality, proximity to Northern Illinois University, and uniformity of the neighborhood through its shared educational experience. Embedded in rich tradition, the Pan-Hellenic organizations located in the Greek Row area provide its name and the institutional framework. In addition to these organizations, scholarship-oriented societies, long-term residents, and representatives from various nationalities add to its vibrance. The Plan recommends the following physical improvements to the Blackhawk / Hillcrest area:

• Gateway signage at the northeast corner of Blackhawk / Hillcrest
• Pedestrian crosswalks across Hillcrest Drive from Blackhawk
• Landscaped medians along both Blackhawk Road and Hillcrest Drive
• Investigate a potential intersection reconstruction of Hillcrest Drive and Greenbrier Road, including a potential landscaped traffic circle
• Street trees on the west side of Blackhawk Drive, in conjunction with redevelopment of the vacant movie theater property.
• Increased pedestrian-scaled lighting along Blackhawk / Hillcrest

These improvements should coincide with additional housing and commercial development and safety and security projects as outlined in the Plan. Sources of funding for improvements could come from the establishment of a tax-increment financing district (TIF) or through other state and federal sources such as the Illinois Transportation Enhancement Program (ITEP). ITEP is a federally funded program that requires local matching funds from an eligible project sponsor. The purpose is to provide funding for community based projects that expand travel choices and enhance the transportation experience by improving the cultural, historic, aesthetic and environmental aspects of our transportation infrastructure. The program focuses on providing alternate modes of transportation where the scope of transportation projects goes beyond the traditional accommodations for cars, trucks and transit.

**REDESIGN NIU NURSING SCHOOL GREEN SPACE AS NEIGHBORHOOD PARK AND INTEGRATE INTO OPEN SPACE NETWORK**

The NIU School of Nursing is housed in the former Elementary School at the corner of Ridge Drive and Normal Road. The NIU Nursing School is a desirable tenant for this space and this project. NIU owns the open land that is south of the nursing school building. The Plan recommends stakeholders work with community partners such as the Park District and/or DeKalb County Community Gardens to develop proposals for utilizing the open space to improve the neighborhood. A project for this open space could be leveraged with the positive potential that this facility along with the NIU Nursing School program could provide. This project seeks to redesign and activate the school grounds as a small neighborhood park, which can serve residents from the surrounding apartment and single-family areas. In tandem with Welsh Park improvements, the school grounds can provide much-needed playground and athletic field space for local children and sports leagues. **Any improvements should be installed close to Normal Road to ensure a high degree of visibility.** Sources of funding for open space improvements could include NIU as well as state and federal sources such as KaBOOM! - which provides funding for playground improvements, MLB’s Baseball Tomorrow Fund and the Cal Ripken Sr. Foundation.

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<tr>
<td><strong>Potential Lead Partners</strong></td>
<td>NIU School of Nursing, DeKalb Park District, City of DeKalb</td>
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CREATE A DEDICATED PEDESTRIAN PATH FROM THE END OF HIGH TERRACE

Ensuring that a redesigned Welsh Park has full access from surrounding residential areas is a key goal of the Plan. This project proposes that the City acquire the right-of-way through a vacant parcel connecting Russell Road and High Terrace to create a pedestrian connection. This route is already used as an informal walking path by students and other residents. By creating a formal path with lighting and other features, safety can be improved and Welsh Park can become better utilized. In addition to the path, the site could also function as a community garden to provide an additional amenity for local residents. In addition, sidewalks should be installed along High Terrace where they are currently lacking. Funding for this improvement would likely come from the City of DeKalb’s general fund or other State and Federal sources such as the Illinois Transportation Enhancement Program (ITEP).

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IMPROVE AND ENHANCE PEDESTRIAN CROSSINGS AT ANNIE GLIDDEN ROAD AND LUCINDA AVENUE, HILLCREST DRIVE AND LINCOLN DRIVE

DSATS is currently updating its Active Transportation Plan. Active transportation includes any form of non-motorized transportation, such as walking, bicycling, or using a wheelchair. This project, to be integrated in the Active Transportation Plan, focuses on improving pedestrian safety at the key intersections of Annie Glidden Road and Lucinda Avenue, Hillcrest Avenue and Lincoln Drive. Improvements could include the following design features:

- Pedestrian crossing lights
- Handicap ramps
- Decorative paving patterns
- Bumpouts to shorten crossing distance

Funding for this improvement would likely come from the City of DeKalb’s general fund or other State and Federal sources such as the Illinois Transportation Enhancement Program (ITEP).

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<tr>
<td>Potential Lead Partners</td>
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REDUCE DENSITY WHEN OPPORTUNITIES ARISE AND ENSURE THAT PLANS FOR NEW OR REDEVELOPED PROPERTIES INCLUDE PROVISIONS FOR INCREASED PARKING AND OPEN SPACE

Project Task Force members have expressed a strong interest in having the City develop a policy that would help reduce density within portions of the AGN area while increasing open space and creating more well-located and efficient parking areas. The Plan recommends that the City evaluate the following policy approaches:

• Evaluation of vacant properties within the AGN area for future City purchase in order to create additional open space or trail connections.
• Development of shared parking standards to ensure that existing and future lots are better utilized, especially at different times of the day or week, an example would be church parking lots that are typically used only one or two days a week
• Potential rezoning of some MFR-2 (Multi Family Residential 2) areas to MFR-1 (Multi-Family Residential 1) or TFR (Two Family Residential).

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**CASE STUDY: HOCKHOCKING ADENA BIKEWAY – ATHENS, OH**

The Hockhocking Adena Bikeway stretches 18 miles from Nelsonville through downtown Athens past Ohio University. The City of Athens says the path is a well-utilized resource in the community. “Families love it. Like I said, tourists love it. It gets really well used by our university students. As much as we can, we contribute to projects that encourage walking and biking. That’s also a positive in the health spectrum,” says Athens County Planner Miranda Kridler. The bikeway has many points of interest along the way. There are also several places for users to rent a bike.

The City of Athens is set to begin construction on the third and final phase of a bike spur extending the Hockhocking Adena Bikeway from Armitage Road to University Estates housing development near Ohio Route 682. Ninety-five percent of the project (up to about $312,000) is funded by a grant from the Ohio Department of Transportation’s transportation alternatives program; the remaining 5 percent will come from City funds. Athens Mayor Steve Patterson said that extension of the bike path to University Estates was envisioned in the original development agreement the City entered into with University Estates in 2000. ODOT also announced about $1.5 million in grant funding for extension of the bikeway to Chauncey. City Engineer Andy Stone said that much of the design of the Athens bike spur extension project already has been completed, although he said he didn’t expect construction to get underway until mid-summer into late fall 2018, or possibly early spring 2019. “What this means is people who live up at University Estates will now be able to get onto this new spur and ride it all the way into the City of Athens without having to go onto Ohio Rt. 682,” the mayor said. Patterson noted that the City has been seeing more development taking place in and around University Estates in recent years, and said he hoped that the bike-path extension will help encourage further development in the area. In order to create connections to the Bikeway, the City is now looking at adding bike lanes “strategically” to certain roads in the city, including East State Street. The City is also looking at adding “sharrows,” or shared-lane markings reminding drivers that they must share the road with bikers, to certain roads.

DEVELOP HIKE / BIKE TRAIL ALONG CREEK FROM LUCINDA AVENUE TO LORUSSO LAGOON AND REGEN DRIVE

The Hike-Bike Trail project utilizes an existing creek and public right-of-way as an asset to begin to develop a recreational corridor and trail that can benefit current and future AGN residents. This project recognizes the need for facilities that encourage active transportation and support neighborhood beautification and restoration of the natural environment. The creek that primarily runs northwest to southeast from Lorosso Lagoon into the NIU campus offers a great opportunity to co-locate a Hike-Bike Trail along its course, providing a route that connects residential areas with local amenities. As part of this project, a “friends of the trail” volunteer team could be created to help clean, maintain, and promote the corridor. The friends of the trail should collaborate, promote, and educate the community on the purpose for the hike-bike trail while providing organizational and fundraising capacities to supplement and lessen the burden on the City. The City should acquire needed right-of-ways and develop a detailed design for the trail. The Illinois Department of Natural Resources (IDNR) administers grant programs that can provide funding assistance to acquire, develop and, in some cases, maintain trails for a variety of public recreation uses. The Illinois Bicycle Path Grant Program was created to financially assist eligible units of government to acquire, construct, and rehabilitate public, non-motorized bicycle paths and directly related support facilities. Grants are available to any local government agency having statutory authority to acquire and develop land for public bicycle path purposes. The federal Recreational Trails Program (RTP) provides funding assistance for acquisition, development, rehabilitation and maintenance of both motorized and non-motorized recreation trails. By law, 30% of each states’ RTP funding must be earmarked for motorized trail projects, 30% for non-motorized trail projects and the remaining 40% for multi-use (diversified) motorized and non-motorized trails or a combination of either.

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**A10**
RECOMMEND CONNECTIONS TO CITY PARKS OUTSIDE OF THE NEIGHBORHOOD THROUGH DSATS STUDY.

Through conversations with residents and stakeholders, it became clear that some families feel isolated from the recreational amenities that exist throughout the City and County including Prairie Park and the PA Nehring Forest Preserve. The Plan recommends incorporation of transit and bicycle connections to these regional amenities in future updates to the DeKalb Sycamore Area Transportation Study (DSATS).

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REDESIGN UNIVERSITY PLAZA PARKING LOT AS NEIGHBORHOOD SQUARE AND RELOCATE PARKING TO SHARED LOT ON CRANE DRIVE AND RUSSELL ROAD

The Plan recommends that the owner of University Plaza evaluate a redesign of their property to shift parking to Crane Drive and Russell Road. Doing so would open up a prime site on Annie Glidden Road for commercial or mixed-use redevelopment while providing the opportunity to create a semi-public open space amenity for University Plaza residents. The property owner should work directly with the City to evaluate the feasibility of this proposal and a potential public-private partnership. Funding for these improvements could come through the implementation of a tax-incenement financing district (TIF) as well as other sources. New parking at Crane Drive and Russell road could be utilized as a shared lot for Welsh Park activities through a partnership with the DeKalb Parks District.

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<td>Private (University Plaza ownership), City of DeKalb, DeKalb Park District</td>
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**Distribute and Post Transit Route Maps to Broaden Visibility of System**

In an effort to encourage greater use of local transit systems, NIU Transit Services/Huskie Line and TransVAC should post a single service map featuring routes of both systems. Service map should be posted at each bus stop, as well as in highly visible areas including local businesses, parks, schools and larger apartment complexes. In the future, when real-time arrival information is made available, stops should also include digital sign boards showing the arrival times of local buses.

- **Complexity**: Lower
- **Estimated Cost**: $0 - $50k
- **Potential Lead Partners**: DSATS, TransVAC, Huskie Line, City of DeKalb, Northern Illinois University.

**Improve Boardman and Pappas Parks with Running Paths Circling Detention Ponds, Creating More Usable Spaces for Residents**

On the west side of the AGN area, Boardman and Pappas Parks represent underutilized open spaces that could be greatly enhanced with walking and running paths, picnic areas, additional landscaping, lighting and seating. In addition, signage and wayfinding to the parks should be greatly improved, especially from Annie Glidden Road. Currently, the parks have very low visibility to those who live outside of the immediate area. These parks have the potential to anchor the surrounding residential uses, similar to how Welsh Park can become a desirable amenity on the east side of the neighborhood. The Dekalb Park District has a current Comprehensive Master Plan that calls for improvements to these parks. Future potential DeKalb Park District funding should be leveraged with grants through organizations such as the National Recreation and Park Association and other sources.

- **Complexity**: Medium
- **Estimated Cost**: $100k and above
- **Potential Lead Partners**: DeKalb Park District, City of DeKalb, NIU
DEVELOP COMMUNITY GARDENS ON VACANT PARCELS AT GREENBRIER AND RUSSELL ROADS

Vacant properties along Greenbrier and Russell Roads provide the opportunity to initiate community garden programs as interim or long-term uses of the sites. The establishment of community gardens can help bring neighbors and stakeholders together to beautify the neighborhood, while also potentially providing fresh fruit and vegetables for local residents. The City should work with local property owners to assess the availability of these sites, and promote the initiative with local partners including DeKalb County Community Gardens, and local Greek Organizations.

**Complexity**  
Lower

**Estimated Cost**  
$50k - $100k

**Potential Lead Partners**  
City of DeKalb, DeKalb Community Gardens, Greek Organizations

CREATE NEW STREET CONNECTION FROM TWOMBLY ROAD TO W HILLCREST DRIVE

The AGN neighborhood currently suffers from a lack of street connectivity. Planned in conjunction with project A12, this project would help create vehicular, bicycle and pedestrian access from the termination of Regent Drive north to Twombly Road. This corridor would help connect the isolated Eden’s Garden, Suburban Apartments and New Hope Missionary Baptist Church to Boardman Park and the Hillcrest Drive Area, enabling a north-south traffic route separate from Annie Glidden Road. Some right-of-way acquisition may be necessary in order to create this new street connection. Funding for the project would come primarily through the City’s general fund.

**Complexity**  
Higher

**Estimated Cost**  
$100k and above

**Potential Lead Partners**  
City of DeKalb
DEVELOP NEW STREET NETWORK BETWEEN W DRESSER ROAD AND RIDGE DRIVE TO FACILITATE INFILL DEVELOPMENT

In order to provide a framework for new development, a new street network should be planned between Dresser Road and Ridge Drive. This network should be segmented to create a walkable grid of streets, and should connect to Annie Glidden Road and Blackhawk Road. The City should consider connecting the design of the public street environment (complete streets) to zoning approvals through the zoning ordinance and subdivision regulations. This would facilitate the establishment of regulations to coordinate on-site design requirements addressing vehicular and bicycle parking; and bicycle, pedestrian and vehicular access. It will also facilitate coordination of site-based signage and landscape requirements with public way signage and landscaping. This would enable a site plan review process to consider both on-site and off-site aspects affecting the relationship of new development to the public way.

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INTRODUCTION
The Community Services initiative of the Plan is intended to connect residents to existing resources, and to identify new services where needed in order to enhance opportunity. This initiative focuses on health, economic development, and education projects. Each of these areas address critical gaps and needs identified throughout our planning process. Projects in this section focus heavily on achieving the following Plan goals:

- Developing a stronger sense of cohesion internally and with the rest of the City
- Developing a deeper understanding of those who live in poverty and their challenges
- Increasing access to healthy food as a tool for empowerment
- Addressing the deficiencies of the neighborhood in terms of social services to fill gaps with viable solutions
- Ensuring that various stakeholders have ownership and pride in the Plan
- Changing the direction of AGN from surviving to thriving

DESIRED OUTCOMES
Desired Outcomes were developed by the Community Services working group at the initial brainstorming session and include the following:

- Foster increased civic participation by neighborhood residents
- Increase local daycare services and alternatives to help current families and attract new families
- Promote greater awareness of community-focused services already in place
- Ensure AGN residents are able to access employment opportunities and resources
- Build and link partnerships between organizations that are located and/or operate in the neighborhood
## ESTABLISH A COMMUNITY FOOD AND EDUCATION CENTER

DeKalb County Community Gardens has presented a proposal of a large coalition that has the potential to address several of the AGN Neighborhood needs in one project. The Community Food and Education Center project has the potential to impact hundreds of lives in and outside the neighborhood. Few projects offer such a strong possibility for ending the marginalization of the residents of AGN. There are many opportunities in this project for members of the neighborhood to feel welcomed and engaged in the wider community as residents from outside the neighborhood and City come into the neighborhood to experience food, beauty, and experiences they cannot have anywhere else. The Community Food and Education Center is the type of neighborhood service location that will displace negative activity by attracting positive activity.

The Community Food and Education Center could also stimulate additional commercial development. As part of the project, a farm-to-table restaurant with a focus on delicious, creatively presented local food, wine, beer, and spirits will be especially attractive to young professionals as the local food movement continues to gain in interest. The Center could also provide a variety of jobs and job training opportunities for local residents. By combining a grocery store and restaurant with a strong local focus along with a community shared use kitchen, food hub, greenhouse, and urban farm, there will be a variety of training experiences. Classrooms, shared workspaces, and offices will benefit from counselors, financial literacy courses, GED classes, prenatal instruction, and much more within a bright, clean, and welcoming environment in the middle of a lush soothing greenspace.

Combining many services and needs with multiple revenue streams, establishes a path toward sustainability for the project. At a time when federal and state funding is often constrained, it is important for nonprofits to have a variety of revenue generating programs to advance their mission. The center will serve needs of different nonprofit organizations in one location, thereby saving capital costs and increasing services offered. Also a collaborative effort addressing many needs in one central location will appeal to local funders and attract more capital to make it financially viable. This project should be aligned with project D3, Create a Hillcrest/Blackhawk Focus Area.

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**Potential Lead Partners**
CASE STUDY: ARTHOUSE: A SOCIAL KITCHEN - GARY, IN

In 2016, ArtHouse: A Social Kitchen opened a culinary incubator/art gallery in downtown Gary in hope of creating more food-related entrepreneurs. Gary, IN is a city of 76,000 with just 30 restaurants, many of which are fast-food joints that line Broadway and Grant Street. City officials credit the center, which has already hosted more than 100 programs, with sparking new life along the Fifth Avenue corridor. Now it’s expanding to a vacant lot across the street in what’s being heralded as a “major milestone.”

ArtHouse: A Social Kitchen unveiled the new ArtHouse Patio, an outdoor area that includes a public sculpture by acclaimed South Side Chicago artist Theaster Gates, ArtHouse’s founder. The sculpture consists of three shingled walls that resemble gabled roofs, with a mulch floor on a newly sodded lot. The patio addition is meant to be a public gathering spot that will be incorporated into ArtHouse’s outdoor programing, which have included festivals, grilling sessions and movie screenings. ArtHouse also plans to plant gardens and add more public sculptures.

ArtHouse has clearly brought residents from across the city together and energized downtown. ArtHouse has also provided business and professional development training to more than 30 entrepreneurs. Legacy Foundation President Carolyn Saxton said ArtHouse has been a catalyst for change in downtown Gary, where the sponsor, the John L. and James S. Knight Foundation, has also funded the City Methodist Church Ruins Garden and Steel City Salvage’s reclaimed building material warehouse.

“We see this as a first step to the redevelopment of Gary, Indiana,” she said. “We want to be a major partner to help it flourish and grow in the future.” Gary Mayor Karen Freeman-Wilson said some questioned private foundations pumping $1 million into an arts center downtown when the city has many other needs, but contends it has helped bring Fifth Avenue back to life with new investments at 504 Broadway, the U.S. Steel Yard and the former Calumet Township site.

“It was the result of the catalyst created by ArtHouse: A Social Kitchen,” Mayor Freeman-Wilson said. “That’s what development is all about. If you are able to get someone to be the first in, you find others who are willing to get involved, and to invest their money or time.”

Gates, who had the vision for the community center to regularly host business seminars, cooking classes, yoga and visual art exhibits, said he wanted to ensure that the resources that came into the Steel City would have an impact, proclaiming “I’m proud to say the investments that have come have touched lives in Gary.”

Sources: http://arthousegary.com/
CREATE A COMMUNITY CENTER PROGRAM
Community Center Programming should be investigated and planned to propose services that could be offered in the neighborhood if a building or site for a community center is identified. Plans for the Community Center program should include participating agencies, funding sources, staffing requirements, volunteer recruitment options, and other imminent resources that would need to be identified in order to pursue development. Planning efforts should be conducted in cooperation with social service agencies such as those already engaged with University Village.

EVALUATION OF 912 EDGEBROOK
912 Edgebrook is one potential location for a new Community Center. The 47-unit building was condemned in 2014 because of multiple safety violations and was later purchased by the City. Due to its central location, the property provides an opportunity to create a mixture of uses including community services, neighborhood gathering space, and shared parking for surrounding residents. The Plan recommends that the City work directly with potential partners to evaluate the viability of the site as a Community Center. This evaluation should include the development of a program of uses, size requirements and parking needs for a new building. If the City decides to retain the building (following a structural analysis), partners should be identified to provide funding and management. More likely, the City will look to clear the site and encourage community uses through the Planned Development process, as the Zoning Ordinance does not currently have a designation for community facilities. New development should reflect the neighborhood character by orienting the building towards Blackhawk Road with landscaping and screened parking along the eastern portion of the site.

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Potential Lead Partners
City of DeKalb, DARA, DeKalb Park District, NIU, University Village Tenants Association, Hope Haven, NIU Child Development NIU Administration, Family Services Agency, Illinois Work Net, Kishwaukee College, DeKalb County, Northwestern Medicine Kishwaukee Hospital
CASE STUDY: Fowler Center - Bethlehem, PA

Located in the heart of Southside Bethlehem, near Lehigh University, the Fowler Center is a community hub offering a wide range of educational opportunities for 30,000 people every year. Northampton Community College (NCC) purchased the building, formerly housing offices for Bethlehem Steel, in 2005. At the time, NCC was taking a big gamble on the distressed Third Street corridor.

Over the years, the building's uses have morphed as the community's needs have evolved. Featured programs currently include the Hospitality Career and Leadership and Executive Development Institutes, and programs in public safety, healthcare, adult literacy and workforce training. The Fowler Center is home to numerous non-credit classes that can be taken for enrichment and pleasure. The Center boasts art studios equipped for jewelry and glass-making, dance studios, and a theatre-style demonstration kitchen. Designers and entrepreneurs can take advantage of the 3-D fabrication studio (known as The Fab Lab) to develop prototypes and push the limits of their creativity. The Center also offers clinical services and community programs including dental care, literacy training, and learning how to plan a fundraiser.

A $5 million renovation of the 30,000-square-foot center is slated to open in the fall of 2018. Modeled after tech companies, the design of the center seeks to maximize collaboration with open concept work spaces, incubation areas for brainstorming, private meeting rooms, and a prototyping facility.

"Having a community college make a commitment to the revitalization, as the first entity, was a very big deal. It's easy now, 10 years later, not to think much of it, but it was the first institution or company to take a leap of faith and was a catalyst to make things happen in South Bethlehem," said Don Cunningham, president and CEO of the Lehigh Valley Economic Development Corp.

The Center has spurred reinvestment in surrounding properties, including Five10Flats — a $20 million residential and retail building. Under construction directly across the street. The five-story Five10Flats is the first of three mixed-use buildings envisioned by the builder, Peron Development and includes 95 one- and two-bedroom units and commercial space.

northampton.edu/admissions/campus-locations/fowler-center.htm
WORK WITH LOCAL HEALTH CARE PROVIDERS TO ENSURE A WALK-IN CLINIC OR URGENT CARE FACILITY WITHIN THE NEIGHBORHOOD

Residents and Task Force members expressed a strong desire to increase health care offerings within the AGN area. As a recommendation, the City may wish to stimulate the opening of a health clinic within the project area by offering a small start-up subsidy to an organization that meets the following criteria:

- The operator is establishing or expanding a Federally Qualified Health Center (FQHC). Existing health centers in the AGN area may become a FQHC to meet this requirement.
- The health clinic operates on a full-time basis (a minimum of 35 hours per week), in perpetuity. Existing health centers in the AGN area operating less than 35 hours per week may expand their operational hours to a minimum of 35 hours per week to meet this requirement.
- The new or expanded health clinic is licensed by the State of Illinois.
- The new or expanded health clinic is operating in compliance with all applicable local, State and Federal regulations.

- The new or expanded health clinic has met all aforementioned requirements on or before December 31, 2019.

Ideal locations for a health clinic could include the City-owned property at 912 Edgebrook, the NIU School of Nursing, or other central, walkable areas of the neighborhood. Clinic operators can potentially receive funding through charities, fundraising, federal or state grants and local events. Clinics should determine eligibility for funding from sources like the Bureau of Primary Health Care (BPHC) or the National Association of Community Health Centers (NACHC).

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MEDIUM PRIORITY PROJECTS

**PROMOTE ENROLLMENT IN TENANTS ASSOCIATIONS THROUGHOUT THE NEIGHBORHOOD**

This project is intended to improve communication between residents, tenants, and local landlords by promoting enrollment in the local Tenants Associations. Often times it takes the action of an organized group of tenants to make their voices heard. If organized, tenants can use collective political, economic, and social pressures to overcome recurring problems. A Tenants Association can collectively exert more pressure for their views than an individual tenant can on their own. Tenants can work together for a common goal, to make their lives and living situations better. Some common rental housing issues that can be addressed through the Association include:

- Shared repairs issues among neighbors
- Emergency repairs: loss of essential services such as running water, hot water, electricity, or sanitary facilities
- Loss of heat or inadequate heating
- Utility shutoffs due to landlord nonpayment
- Poor management; bad record-keeping, abusive and retaliatory behavior by management, privacy violations
- Threat of loss of affordable housing

By first making the role of the Association clear to residents, they can be encouraged to attend meetings and participate in community events. In addition, the Association can also take a proactive role in advocating for, planning and implementing smaller projects that can improve the quality of life for tenants and nearby residents. Projects with greater visibility will encourage greater participation and enrollment in the Association.

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INVENTORY WORKFORCE TRAINING PROGRAMS AND EMPLOYERS LINKED TO THOSE PROGRAMS. SURVEY RESIDENTS TO GENERATE A FEEDBACK LOOP ON PROGRAMS’ EFFECTIVENESS

Linking residents to potential job opportunities in the City and County is seen as an important goal by the AGN Task Force. This project would identify partners and create an updated inventory of workforce training programs and local employers with job openings in the area. This inventory could then be used to identify needed skills and gaps in existing training programs. AGN residents that are already participating in local training programs should be identified and surveyed to help gauge overall effectiveness and participation rates. NIU students could help lead the initial inventory effort as part of related academic work.

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Potential Lead Partners

NIU Jobs PLUS, DeKalb County Community Development, Illinois Worknet, local staffing agencies, Kishwaukee Career Planning

WORK WITH NIU, LOCAL CHURCHES AND OTHER PARTNERS TO IDENTIFY PROGRAMS THAT PROVIDE DAYCARE, HEALTH CARE, AND OTHER COMMUNITY SERVICES. DEVELOP A PACKET OF RESOURCES, SERVICES, AND TOOLS, AND DESIGN A PROGRAM TO MARKET SERVICES

Connecting the dots between residents and available daycare, health care and other community services will help create greater utilization of existing resources while preventing overlap between providers. This inventory should be summarized in a packet or brochure that can be distributed to residents at community events, churches and other gathering places in order to promote services. NIU students could help lead the initial inventory effort as part of related academic work.

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Potential Lead Partners

NIU, local churches, DeKalb County Health Department, DeKalb Park District, City of DeKalb, Voluntary Action Center
REACH OUT TO NON-PROFIT GROUPS TO OFFER AFTER-SCHOOL ACTIVITIES FOR NEIGHBORHOOD KIDS

An after-school activity is any organized program that youth can participate in outside of the traditional school day. Some programs are run by a primary or secondary school, while others are run by externally funded non-profit or commercial organizations. After-school youth programs can occur inside a school building or elsewhere in the community, such as a community center, church, library, or park. Benefits of after-school activities can include:

- Positive use of time
- Academic growth
- Behavioral growth
- Closing the achievement gap

The Plan recommends developing an inventory of local programs and activities for kids and utilizing the inventory to help promote available programs. NIU students could help to lead the initial inventory effort as part of related academic work.

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LOWER PRIORITY PROJECTS

HOLD A JOB FAIR WITHIN ANNIE GLIDDEN NORTH TO PROMOTE LOCAL HIRING.

A job fair, also referred commonly as a career fair or career expo, is an event in which employers, recruiters, and schools give information to potential employees. Job seekers attend these while trying to make a good impression to potential coworkers by speaking face-to-face with one another, filling out résumés, and asking questions in attempt to get a good feel for the work needed. In order to provide additional exposure for local employers and to connect residents to job opportunities, the Plan recommends quarterly job fairs at a convenient location within the AGN area.

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INSTALL KIOSKS AND/OR COMMUNITY BULLETIN BOARDS TO ADVERTISE SOCIAL EVENTS

The lack of neighborhood communication is seen as an issue in the AGN area. Different groups communicate and take in public information in different ways, with students most likely to use online tools and older residents used to more traditional means. Bulletin boards serve an important community building function. Posted fliers advertise services, events and people’s interests, and invite community members to communicate, participate, interact and transact. The Plan recommends the strategic installation of digital kiosks or bulletin boards to help improve neighborhood communication. These displays should be unobtrusive and located in areas with a high volume of local pedestrian traffic. Funding for these installations can potentially be derived from discreet advertising, catered to local businesses.

B9

**Complexity**  Medium

**Estimated Cost**  $0k - $50k

**Potential Lead Partners**  City of DeKalb

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PROVIDE VOTER REGISTRATION SERVICES IN THE AGN NEIGHBORHOOD AND LINK RESIDENTS TO CLOSEST POLLING PLACES. ENSURE THE 2020 US CENSUS INCLUDES A FULL COUNT OF ALL STUDENTS AND OTHER RESIDENTS

Civic engagement—best exemplified by voting—is dependent upon an engaged and informed citizenry. Too often, the voting process undermines lower income community of color, affecting proper representation at all levels of government. Another factor is that individuals living below the poverty line are more likely to move requiring an extra step of paperwork to register, before even arriving to the polls. This Plan recommends assisting AGN tenants with registration and guidance to the nearest polling places, so that registered and non-registered voters can have a better opportunity for civic engagement. In addition the Leadership Conference on Civil Rights has produced a series of fact sheets and data tables to encourage an accurate record of people most often missed by the decennial count which includes communities of color, residents of rural areas, immigrants and young children. These tools are designed to help advocates and communities understand and bring attention to the factors that create persistent underrepresentation of certain groups in the census.

B10

**Complexity**  Lower

**Estimated Cost**  $0k - $50k

**Potential Lead Partners**  DeKalb County Clerk and Recorder
**ESTABLISH A LEGAL AID OFFICE IN THE NEIGHBORHOOD**

Legal aid is the provision of assistance to people otherwise unable to afford legal representation and access to the court system. Legal aid is regarded as central in providing access to justice by ensuring equality before the law, the right to counsel and the right to a fair trial. A legal aid office is often a law school program providing hands-on-legal experience to law school students and services to various clients. Legal aid offices typically do pro bono work in a particular area, providing free legal services to clients. The Plan recommends the establishment of a legal aid office within the AGN area, in partnership with NIU.

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INTRODUCTION
Concerns over safety and security potential solutions were discussed in community meetings, youth meetings and working group sessions. Residents proposed strategies and projects to create a safer environment including: reducing crime, promoting community policing, building trust between residents and the Dekalb Police Department, discussing code enforcement to address vacant lots and buildings, and improving lighting. Projects in this section focus heavily on achieving the following Plan goals:

- Developing a stronger sense of cohesion internally and with the rest of the City
- Reducing crime
- Ensuring that AGN is a “high choice” area for living that university and employers can use for recruitment
- Enhancing the overall college experience
- Changing the direction of AGN from surviving to thriving

DESIRED OUTCOMES
Desired Outcomes were developed by the Neighborhood Safety and Security working group at the initial brainstorming session and include the following:

- Reduce crimes by ensuring greater incorporation of crime-free housing.
- Add cameras and lighting while ensuring improved property maintenance.
- Improve communication between property owners, City government, tenants, NIU, and network of neighborhood associations.
- Increase enforcement of minor quality of life infractions and build upon the Safe Streets initiative.
- Continue to support cooperation between the City of DeKalb and NIU police.

Safety and security were identified by residents as one of the highest priorities for neighborhood improvement.

Many of the other Plan strategies outlined in this document are intended to increase economic opportunity, which will have a direct effect on reducing future crime rates.
HIGHER PRIORITY PROJECT

IMPLEMENTATION OF SAFETY IMPROVEMENTS FOCUSED ON IMPROVED LIGHTING AND SURVEILLANCE.

Security cameras—when actively monitored—can be effective at cutting down crime. Research shows that the savings and benefits of fewer crimes generally outweigh the costs of the surveillance system. Police, policymakers, and others involved in criminal justice largely viewed the cameras as a useful tool for preventing crimes, aiding in arrests, and supporting investigations and prosecutions. Guidelines for positive application of security cameras include:

- **Balance utility with privacy** - When deciding how to monitor the cameras, the Police Department must balance privacy and utility—guidelines that are too restrictive can limit what the system can do, but residents must be protected against invasion of privacy.

- **Involve the community at the onset** - Developing and disseminating written policies on how the footage will be used and secured can go a long way toward building public support.

- **Don’t underestimate costs** - The cost of installation, maintenance, and monitoring is typically much higher than the cost of the cameras themselves.

- **Anticipate technology upgrades** - Camera technology is constantly evolving, offering greater resolution and more useful features with each new version. Plan and budget for such upgrades.

- **Start small** - Installing cameras in one or two areas first lets police figure out how best to place cameras and monitor them before going to scale.

- **Consider location** - While camera locations should be guided by high-crime hot spots, practical concerns will also play a role—such as how close the camera needs to be to a power source and what natural and manmade barriers will have to be accommodated.

- **Consider investing in live monitoring** - Actively monitoring allows police to zoom into a scene to capture important details of a crime that may be missed if the camera is simply programmed on an automated tour, panning back and forth.

- **Prioritize training** - Detectives and prosecutors need to be trained on how to use camera footage and how to retrieve it.

A variety of grants are available to help Police Departments with technology needs. Many of the major law enforcement grant funding opportunities come from either the Department of Homeland Security (DHS) or the Department of Justice (DOJ).

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CASE STUDY: SECURITY CAMERA INSTALLATION IN HUMBOLDT PARK - CHICAGO, IL

Chicago leveraged federal and state funds and committed their own resources to support a multimillion-dollar surveillance program with more than 8,000 cameras, including police, transit, and public school cameras. The Justice Policy Center of the Urban Institute focused on a subset of the 2,000-some cameras (called police observation devices, or PODs) operated by the Chicago Police Department in the Humboldt Park neighborhood. In August 2003, when the cameras were installed in Humboldt Park, the area experienced a brief spike in crime, with nearly 500 reported incidents in a single month. The crime rate dropped 20 percent the next month and stayed low on average. To weed out other factors that affect crime trends, the Justice Policy Center compared Humboldt Park with a similar neighborhood (matched on historical crime rates, demographics, and land use) and determined that the cameras alone were likely responsible for a nearly 12 percent drop in the crime rate. Average monthly crime counts for drug-related offenses and robberies fell by nearly a third (or over 30 fewer drug-related offenses and three fewer robberies per month). Violent crime was down 20 percent, with six fewer incidents per month on average. The numbers suggest that the cameras did their job in controlling crime, with no signs that criminals moved elsewhere as a result.

Humboldt Park had a high concentration of cameras (about 53 per square mile), which could have influenced officers’ ability to interrupt crimes in progress, intervene, make arrests, and deter potential offenders. The crimes prevented in Humboldt Park saved the city $4.30 for every dollar spent on the surveillance system. Even taking the victims’ costs out of the calculation, the benefits of the cameras far outweighed the costs, with $2.81 in savings for every dollar spent.

Two particular lessons from Chicago’s experience stand out. First, get public input. Officials involved in setting up the surveillance system said they could have benefited from early input from the mayor, law enforcement, and the community. Second, train prosecutors and defense attorneys on how to use and present camera footage as evidence in court.

CREATE A GRADING SYSTEM AND DATABASE FOR RENTAL PROPERTIES, ASSESSING SAFETY AND SECURITY OF APARTMENTS

The City’s Crime Free Housing and Inspections Program is designed to form a partnership between law enforcement and the residents and owners/managers of rental properties in an effort to keep drugs and other illegal activity off their property. This is an honest, direct, solution-oriented program that has proven to be an effective way to reduce crime in residential rental properties in other communities. The City currently requires every landlord to register its rental property annually. The Plan recommends that these programs be evaluated as a potential starting point in creating a grading system for the condition and security of rental properties. The City may wish to investigate such a system in an effort to entice or provide an incentive to landlords to achieve highest level of maintenance in their rental properties. By grading buildings and associating re-inspection times based on these grades, landlords would have an incentive to maintain their buildings to a superior level. By awarding high ratings for well-maintained properties, the City could extend inspection time frames to as long as five (5) years. This could reduce inspection costs for well-maintained properties and allow inspectors to focus on problem properties. Additionally, properties with higher grades could be used in the landlords’ marketing plans to hopefully entice better tenants. The Plan also supports the implementation of the Police2Citizen Software Program, which is intended to provide up to date public access to Police Records of reported incidents. Training or educational aspects of existing or restructured programs, should be focused on informing tenants of their rights and City codes regarding rental properties.

**Complexity:** Medium  
**Estimated Cost:** $50k - $100k  
**Potential Lead Partners:** City of DeKalb, DARA

ARRANGE MEETINGS FOR SAFETY EXPERTS TO ADDRESS RESIDENTS OF ANNIE GLIDDEN NORTH

Officers from the DeKalb Police Department have made a particular effort to reach out to Annie Glidden North residents at community events and maintaining a high visibility in the neighborhood. This project is designed to continue to strengthen these connections by educating residents on current safety initiatives and gathering feedback and comments.

**Complexity:** Lower  
**Estimated Cost:** $0k - $50k  
**Potential Lead Partners:** City of DeKalb Police Department, City of DeKalb, NIU, University Village, Tenants Association
RESEARCH AND, IF POSSIBLE, IMPLEMENT COST-EFFECTIVE BACKGROUND SEARCHES FOR PROSPECTIVE RENTAL TENANTS

Several online tools are available to help landlords provide background searches for prospective rental tenants. Background searches can help landlords secure their investment and prevent evictions while identifying responsible tenants who will pay rent consistently on time, not break their lease and not damage property.

A background check will show a tenant’s criminal record, if they’re a registered sex offender, if they’ve ever damaged any property, and whether if they paid rent on time. Under the FCRA, landlords must use an approved Consumer Reporting Agency to obtain a background check on a potential tenant. The Consumer Finance Protection Bureau has compiled a list of approved CRAs for tenant screening. Tenant background checks can run anywhere from $20 to $50, depending on the items selected. Landlords can request tenants to pay an application fee that will cover the cost of the background and credit checks. This project would promote online tools for use by local landlords and help to advocate for their use. A list of approved Consumer Reporting Agencies is available at: files.consumerfinance.gov/f/201604_cfpb_list-of-consumer-reporting-companies.pdf

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ENCOURAGE PROPERTY OWNERS WITH CAMERAS TO MAKE LIVE FEEDS AVAILABLE TO THE DEKALB POLICE DEPARTMENT

In order to augment project C1, the Plan recommends connecting local property and business owners to the DeKalb Police Department in order to potentially make live feeds of private security cameras available to law enforcement. In addition, it is recommended that the City create a Camera Registry Program (CRP) to allow residents and business owners to register the locations of their video surveillance systems with the City. When a crime occurs, police will be able to identify the locations of nearby video cameras and enlist the assistance of the community to help officers collect video evidence and follow up on leads.

Through the program, DeKalb Police will be able to directly contact CRP registrants who are using video in an area where a crime occurred. Police would ask CRP registrants to check their video surveillance system for a specific date and time for video that may show activity involved with a crime, and identify getaway cars or the direction that a person of interest was headed.

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ASSIGN DEKALB STAFF TO MONITOR NEIGHBORHOOD SAFETY AND SECURITY, AND SERVE AS LIAISON BETWEEN NEIGHBORHOOD ASSOCIATIONS

To help create and strengthen community connections, the Plan recommends that a City staff member be assigned as a liaison between local neighborhood groups and tenants associations. This individual would have the responsibility of disseminating important information to residents while also receiving feedback from residents and connecting local partners with one another. The role of the liaison would be to:

- Report environmental safety issues like lighting, landscaping, and property design to the City and landlords.
- Make contact with residents to educate, promote neighborhood safety, and available community resources.
- Work on a camera campaign with the City, landlords, and NIU.
- Help with neighborhood watch groups.
- Visit and support businesses in the neighborhood.

As part of recommendation D1, this Liaison may also serve as part of a Community Development Corporation Steering Committee.

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SUPPORT DEKALB AREA RENTAL ASSOCIATION (DARA) BY ENCOURAGING ETHICAL BEHAVIOR BY MEMBER PROPERTY OWNERS

DARA is a nonprofit, educational organization representing rental housing units in DeKalb and its immediate area, striving to provide the rental housing public with quality service based upon high standards of honesty and integrity. DARA Members agree to:

- Promote, employ and maintain a high standard of integrity
- Maintain and operate rental properties with fair and honorable standards of competition
- Promote education
- Provide better values
- Establish a high ethical standard of conduct
- Maintain properties in accordance with the appropriate governmental authorities
- Provide the public with a convenient means of contacting landlords
- Ensure full compliance with Fair Housing Laws

The City of DeKalb and other local partners should support DARA in encouraging positive and ethical behaviour by member property owners, and also promote the organization to other landlords that are not currently members.

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INTRODUCTION
Housing and Commercial Development elements of the Plan are intended to identify areas and actions related to physical reinvestment of private property within the neighborhood. Projects in this section focus heavily on achieving the following Plan goals:

- Developing a stronger sense of cohesion internally and with the rest of the City
- Ensuring that AGN is a “high choice” area for living that university and employers can use for recruitment
- Enhancing the overall college experience
- Making the area more pedestrian friendly
- Growing the local tax base with new residents
- Creating an environment that provides residents with a foundation to thrive economically as long-term members of the community
- Improving the return on investment for property owners
- Changing the direction of AGN from surviving to thriving

DESIRED OUTCOMES
Desired Outcomes were developed by the Housing and Commercial Development working group at the initial brainstorming session and include the following:

- Create a neighborhood with a vibrant and managed mix of students, families, and Greeks
- Create efficient and well-located off-street parking
- Promote well-maintained and managed properties
- Develop a blend of retail and entertainment / nightlife options attractive to students, local residents and visitors
- Ensure that public and private investment are aligned and coordinated.
HIGHER PRIORITY PROJECTS

CONSIDER CREATION OF A COMMUNITY DEVELOPMENT CORPORATION (CDC) TO FOCUS ON IMPLEMENTATION OF REVITALIZATION EFFORTS

The likelihood for success of Plan initiatives depends on setting up an organization or agency that will be responsible for the long term implementation of projects. The Plan recommends consideration for a Community Development Corporation (CDC), which could serve as a mechanism to provide programs, offer services, and engage in other activities that promote and support redevelopment of AGN.

CDCs in Illinois have empowered communities to take local action to generate economic opportunities and improve the quality of life in underserved neighborhoods. These non-profits provide a wide range of programs that have revitalized and stabilized disadvantaged communities throughout the state. These initiatives include:

- **Affordable Housing** - CDCs revitalize distressed communities by building, rehabilitating and preserving affordable, safe homes and rentals for Illinois families, senior citizens and veterans. Housing development and counseling help families and communities become more stable and attract new jobs and businesses to allow the neighborhoods to thrive.

- **Economic Development** - CDCs create jobs and entrepreneurship opportunities, build individual and community wealth, and attract capital to disinvested communities.

- **Community Engagement** - Through local engagement, residents can take ownership of their community and make lasting changes through grass roots efforts.

- **Financial Empowerment** - CDCs provide education and asset building tools so low- and moderate-income families can become financially independent, improve credit, reduce debt and foreclosure risk, and contribute to community stability.

- **Food Access** - CDCs strengthen local food systems to improve access to healthy foods--benefiting the community, the local economy, and the environment.

To initiate a CDC, the following steps should be taken:

1. Form a steering committee that includes key neighborhood stakeholders. This steering committee could include various representatives of the AGN Task Force and help identify specific such as marketing, communications, real estate development, advocacy, legal and financial assistance, etc.

2. Define the community need, geographic boundaries, and initial focus areas envisioned to be
addressed by the new CDC. Create a working name for the CDC.

3. Discuss and refine a “statement of need” and preferred focus areas.

4. Identify any existing organizations working on similar issues in the region and consider joining efforts or expanding their services, geography or focus areas. If this is not a viable option, continue with efforts to create a new CDC.

5. Contact the National Alliance of Community Economic Development Associations (www.naceda.org) or the Community Law Project (www.clcru.org) for potential technical assistance in setting up the organization. The Law Project specifically offers training in Chicago for new nonprofit startups.

6. Share the CDC vision informally with key community-wide stakeholders and incorporate their comments and priorities.

7. Provide a forum in which interested individuals are invited to learn the vision of the steering committee.

8. Estimate the funds needed to complete one or two early projects. By investing in local CDC projects, local supporters can have a voice in community development decisions, keep their funds close to home, and share in the positive results.

9. Utilize the City Attorney to do some early work establishing the CDC.

10. Recruit and name an initial board of directors.

Guiding AGN renewal will require a full time, focused effort. If implemented, the proposed CDC should coordinate directly with the City and NIU, and should include representation from both entities on the Steering Committee, but for administrative and financial reasons, should be separate from either entity.

Local banks have obligations for community reinvestment under the Community Reinvestment Act and could help jump start the creation of a CDC. Local foundations could also be heavily involved in funding this effort.

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CASE STUDY: CITYWIDE DEVELOPMENT CORPORATION AND THE GENESIS PROJECT - DAYTON, OH

For over 40 years, the CityWide Development Corporation has served as a non-profit Community Development Corporation (CDC) with a mission to strengthen Dayton through strategic economic and community development. The Genesis Project is a cooperative effort of public and private organizations with a common goal of rebuilding and enhancing Dayton’s Fairgrounds Neighborhood and the adjacent Brown-Warren Business District. Deteriorating physical conditions in the Fairgrounds Neighborhood surrounding the University of Dayton had led to the perception that the community was not safe. Residents, Miami Valley Hospital, the University and the City all shared the common concern that, without a stabilization plan, continued disinvestment would occur. This common concern led these major stakeholders to come together to form the Genesis Project. With leadership and management provided by CityWide, a vision for rebuilding and enhancing the Fairgrounds Neighborhood was launched.

To effectively develop a strategy to improve the neighborhood’s civic and social environment the stakeholders developed a Neighborhood Life Team. Led by CityWide, the neighborhood life team included two community based police officers, a social worker employed by Miami Valley Hospital, a city housing inspector, a credit counselor to assist people in financially preparing for homeownership, and two community organizers from the Family Service Association’s Neighborhood Development program. One of the signature achievements of this effort was the formation of a formal neighborhood organization, which helped shape the long-range plans for the neighborhood.

Since the mid 1990’s over $14M has been invested in the neighborhood. In the first phase of the project, 68 residential and commercial properties were acquired and 41 demolished, 11 single-family homes were rehabilitated, and 23 new single-family units were constructed. Additionally, to spur interest in the housing that was planned, Miami Valley Hospital launched an employee benefit program called “homestead assistance,” which encouraged their employees to buy homes in the Fairgrounds Neighborhood by providing them with a $7,500 down payment assistance grant. This package proved very appealing and 14 Miami Valley Hospital employees purchased homes in the Fairgrounds neighborhood during the Genesis Project and many more joined a waiting list for future opportunities. The growth and success of the Fairgrounds neighborhood also led to significant private investment along the Brown-Warren Street corridor, as private sector developers were willing to risk their own capital in business development. Seven new townhouses were completed in 2012 and an 100,000 square feet of commercial space was added. The area is now a lively retail destination with a mix of both locally-owned retail shops and restaurants, and national chains such as Panera Bread, Chipotle, and Starbucks.

Source: www.citywidedev.com/projects/community-development/genesis/
CREATE A LUCINDA FOCUS AREA, PRIORITIZING REDEVELOPMENT THROUGH A POTENTIAL PUBLIC/PRIVATE PARTNERSHIP.

Investment in the area of Lucinda and Annie Glidden North adjacent to the NIU campus could greatly improve neighborhood vitality and walkability, while providing a model for contemporary mixed-use development that may be applicable in other parts of the neighborhood. Near-term reinvestment within the Focus Area should be dedicated to redevelopment of the commercial area in order to strengthen this key node as a campus gateway and to provide a center for student retail, housing and services.

The Lucinda Focus Area is currently zoned LC (Light Commercial) and MFR-2 (High Density, High Bulk Multiple Family Residential District). Existing uses on Lucinda include two-story commercial structures, two to three-story multi-family residential structures, and parking. Current zoning regulations allow for a maximum build-out of three-story commercial/mixed use developments, or three-story multi-family residential developments. Compared to existing built structures, this is not a significant departure from what currently exists.

The Plan recommends the creation of a public plaza or square at the center of the redevelopment, serving as a unique gathering place and gateway to the proposed creek walk heading north along the existing stream. Framing the plaza would be three to four-story mixed use buildings to the west and east. These buildings should include flexible first-floor spaces that can be utilized for a variety of active retail, restaurant, service or community functions. Upper stories could include residential or office uses. Parking for the developments should be located to the rear of the sites, and accessed from Lucinda Avenue. Due to its central location within easy walking distance to campus and other amenities, on-site residential parking should be limited.
Redevelopment of these properties would provide a vibrant and attractive gateway to the Annie Glidden Road corridor, while also greatly enhancing the northern edge of the NIU campus and creating new spaces and places for both students and other local residents to congregate.

In order to initiate redevelopment efforts in the area, the Plan recommends the creation of a public-private partnership and joint development agreements between major stakeholder organizations and a selected developer. If created as considered and outlined in project D1, a local Community Development Corporation could also play a key role in reinvestment of this area in a way that will catalyze additional improvements in surrounding blocks.

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CREATE A HILLCREST/BLACKHAWK FOCUS AREA, PRIORITIZING MIXED-USE DEVELOPMENT THROUGH A POTENTIAL PUBLIC/PRIVATE PARTNERSHIP

The Hillcrest/Blackhawk area provides a potential location for a significant mixed-use redevelopment that can help provide shopping, services, and other community amenities to both surrounding families and the local student population. Currently, Hillcrest/Blackhawk has a blighted appearance, due to large surface parking lots, poor sidewalks and infrastructure, single story commercial structures and the large vacant Campus Theaters that dominate the area. The Plan recommends focused reinvestment in this area to make it significantly more attractive, walkable and supportive of businesses and services that can benefit area residents.

The Hillcrest/Blackhawk Focus Area is zoned LC (Light Commercial). Current zoning allows for significantly higher densities compared to existing built structures. Zoning regulations allow for a maximum of three-story commercial/mixed use developments, which is a significant density increase over the existing built environment on Blackhawk and Hillcrest.

Due to the focus area’s location and densely populated surroundings, it is recommended that the City focus investment in public service infrastructure, including transportation, health care services, and enhanced security.
The Plan envisions a two to three-story mixed use building anchoring the corner of Hillcrest and Blackhawk with flexible ground floor space geared towards community and entertainment uses. North of this development, attached townhomes could provide attractive medium-density development for the area and help strengthen Greek Row. West of the Campus Cinema's property, the existing strip mall could be reimagined as a “main street” environment with single-story retail or mixed-use buildings adjacent to Hillcrest Drive and parking to the rear of the site.

If created as considered and outlined in project D1, a local Community Development Corporation could play a key role in reinvestment of this area in a way that will catalyze additional improvements in surrounding blocks. This project should be aligned with project B1, Establish a Community Food and Education Center.

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MEDIUM PRIORITY PROJECTS

EXPLORE BENEFITS AND PROMOTE OPPORTUNITY ZONE DESIGNATION

The AGN neighborhood has recently been designated an Opportunity Zone by the Internal Revenue Service. An Opportunity Zone is an economically-distressed community where new investments, under certain conditions, may be eligible for preferential tax treatment. Opportunity Zones are designed to spur economic development by providing tax benefits to investors. First, investors can defer tax on any prior gains until the earlier of the date on which an investment is sold or exchanged, or December 31, 2026, so long as the gain is reinvested in a Qualified Opportunity Fund. Second, if the investor holds the investment in the Opportunity Fund for at least ten years, the investor would be eligible for an increase in basis equal to the fair market value of the investment on the date that the investment is sold or exchanged. A Qualified Opportunity Fund is an investment vehicle that is set up as either a partnership or corporation for investing in eligible property located in an Opportunity Zone and utilizes the investor’s gains from a prior investment for funding the Opportunity Fund.

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EXPLORE THE CREATION OF A TAX INCREMENT FINANCING (TIF) DISTRICT COVERING ONE OR BOTH OF THE REDEVELOPMENT AREAS

In order to facilitate changes in the two Focus Areas identified in D2 and D3, the City should explore the creation of a Tax Increment Financing (TIF) District. DeKalb currently has two TIF Districts, the Central TIF District and the TIF 2 District. TIF is an economic development tool that helps local governments restore run-down and blighted areas and/or jump-start economically challenged parts of town. TIFs can help finance public infrastructure improvements and, in certain circumstances, residential rehabilitation. Payments derived from the increased assessed value of any improvement to real property beyond its base amount are deposited in a separate fund to finance the construction of public infrastructure or provide other assistance as defined within the TIF legislation. Local jurisdictions seeking to establish a TIF district must:

- Establish the proposed redevelopment project area meets the statutory eligibility requirements
- Determine that redevelopment through private investment is most likely to occur without public intervention
- Set forth redevelopment plan goals, a general land use plan and a project budget
- Assess the potential financial impact on other taxing districts
- Meet other statutory requirements

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CASE STUDY: EDDY STREET COMMONS - SOUTH BEND, IN

Eddy Street Commons is part of a “College Town” development program immediately adjacent to the University of Notre Dame in South Bend, Indiana. Built in an area owned by the University, the project grew out of a robust community planning process that identified Eddy Street as a good candidate to foster a brand new, mixed-use community designed for a variety of tenants and retailers serving the University, the Northeast Neighborhood, and the surrounding area. The project is a key component to a larger vision for the neighborhood, involving an intimate collaboration between the University, the City, and other stakeholders to improve Northeast through strategic investments in “education, housing, and infrastructure.”

Phase I of Eddy Street Commons opened during the aftermath of the 2008 recession and was able to weather that period which is now currently 100% leased. This phase boasts numerous features, including 170,000 square feet of retail/restaurant/office space, 266 apartment units, 123 condos, 78 row/townhomes, and a parking garage with 1,276 spaces. Also located on site are two hotels with over 280 rooms.

Phase II has recently been approved for construction. The design has incorporated feedback from the University, the City, nearby businesses, and residents. Phase II will add 8,500 square feet of restaurant space, 433 apartment units, 22 single-family homes, a community center, a grocery store, and 17 “flex” units. The flex units have been designed to accommodate either residential or commercial uses depending on the demand. Their inclusion is a response to requests for more retail/office space for local businesses.

Per data from Notre Dame, the two phases represent nearly $300 million in investment for the Northeast Neighborhood.

Phase I
- 170,000 square feet of retail/restaurant/office space
- 266 apartment units
- 123 condo units
- 78 row/townhomes (100% leased)
- 1,276-vehicle multi-level parking garage
- 119-room Fairfield Inn & Suites
- 164-room Embassy Suites

Phase II
- $90 million mixed-use project
- 8,500 square feet of restaurant space
- 17 “flex” units
- Modest street-level units that can be adapted for commercial or residential use depending on demand
- Small, local specialty shops, small cafes or coffee shops or insurance or law offices
- 433 apartment units
- 22 single-family homes
- Robinson Community Learning Center
- Stand-alone grocery store

*Source: news.nd.edu/news/kite-notre-dame-break-groundS-on-eddy-street-commons-phase-ii/*
### Focus on Enforcement of Building and Property Maintenance Codes

The City of DeKalb operates in compliance with locally adopted codes that are designed to maintain a healthy, safe, and clean environment and to preserve the quality of life that residents and businesses enjoy in the community. Safety is achieved through proper design and construction practices, issuance of permits, and inspections that verify compliance with building codes. The Building and Code Enforcement Division currently has several duties including:

- Inspecting construction work
- Issuing building permits
- Providing technical assistance to residents and contractors
- Reviewing building permit applications
- Enforcing local Property Maintenance codes as well as responding to citizen concerns.

The Plan recommends a focus of additional City resources on enforcement of building and property maintenance codes. Improvements for further evaluation include dictating more frequent exterior inspections for multi-family dwellings, increasing the use of technology to improve and streamlining inspection processing and communication, and potentially hiring an additional inspector if needed.

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### Relocate University Plaza’s Parking Lots to East Side of Property, Converting to a Commercial Frontage

As outlined in project A10, the Plan recommends that the owner of University Plaza evaluate a redesign of their property to shift parking to Crane Drive and Russell Road. Doing so would open up a prime site on Annie Glidden Road for commercial or mixed-use redevelopment while providing the opportunity to create a semi-public open space amenity for University Plaza residents. The property owner should work directly with the City to evaluate the feasibility of this proposal and a potential public-private partnership. Funding for these improvements could come through the implementation of a tax-increment financing district (TIF) as well as other sources. New parking at Crane Drive and Russell Road could be utilized as a shared lot for Welsh Park activities through a partnership with the DeKalb Parks District.

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EVALUATE THE LONG-TERM VIABILITY OF OLDER APARTMENT COMPLEXES WHILE ENCOURAGING MIXED-INCOME REDEVELOPMENT AND THE CREATION OF NEW OPEN SPACES AND PARKING

In order to evaluate the long-term viability of older apartment complexes, the Plan recommends that property owners consult *The Rehab Checklist - An Apartment Building Owner’s Guide* by the Community Investment Corporation (CIC) (www.cicchicago.com/wp-content/uploads/2013/04/RehabChecklist.English.2013.pdf). The Checklist includes rough cost estimates for many of the components in a rehab project and can help an owner decide whether it makes sense to improve, redevelop or sell a property that may be in need of repairs. The costs attached to the items represent averages or ranges that CIC sees in contractors’ proposals for buildings of five or more units. The prices are representative of the “going rate” in the rehab field as of June 2012. The cyclical nature of the construction industry, the fluctuation of energy prices, varying costs of commodities with time, and the specific conditions present in a specific building will determine whether actual costs will be higher or lower.

If a building owner finds that costs for improvement are too high, and is not interested in pursuing redevelopment, the Plan recommends they begin conversations with the City regarding potential sale and acquisition of the property for open space and or shared parking.

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LOWER PRIORITY PROJECTS

EMPLOY ACTIVATION AND PLACEMAKING STRATEGIES TO CREATE EXCITEMENT AND ENTHUSIASM WHILE STRENGTHENING CONNECTIONS AMONG THE COMMUNITY

Placemaking is a multi-faceted approach to the planning, design and management of public spaces. Placemaking capitalizes on a local community’s assets, inspiration, and potential, with the intention of creating public spaces that promote people’s health, happiness, and well being. It is political due to the nature of place identity. Placemaking is both a process and a philosophy that makes use of urban design principles. It can be either official and government led, or community driven. A grass roots tactical urbanism approach can include extending sidewalks with chalk, paint, and planters, or hosting an open streets events. Good placemaking makes use of underutilized space to enhance the urban experience at the pedestrian scale.

The Plan recommends that the City dedicate a small portion of funding to implement a micro-grant placemaking program (less than $5,000/grant) for the AGN area. Funds distributed through this program can provide local organizations and neighborhood groups with empowerment and financial support for activities that promote citizen engagement, enhance neighborhood beautification, improve safety, encourage economic development and/or address neighborhood needs and aspirations. This can be integrated with NIU Arts engagement programs and augmented by other grant opportunities including the National Endowment for the Arts - Our Town Grant or a National Association of Realtors (NAR) - Placemaking Micro-Grant.

An example placemaking project, Build a Better Park Event, could be held at Welsh Park to activate and bring attention to the potential of the space while engaging the community in a series of conversations about long-term park improvements.

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<td>City of DeKalb, NIU Office of Student Engagement, Community Education Food Center</td>
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ENCOURAGE NIU TO DEVELOP FACULTY / STAFF HOUSING ON PARKING LOT AT ANNIE GLIDDEN ROAD AND CRANE DRIVE

In order to increase the supply of faculty and staff housing within the AGN area, the Plan recommends that NIU consider developing the parking lot at Annie Glidden Road and Crane Drive known as Lot X. This site is strategically located along the proposed creek walk and contains frontage along Annie Glidden that could be attractive to retail or services. Future development of this site should be urban and pedestrian-oriented in character with parking at the rear of buildings and complete with wide sidewalks for pedestrians.

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PRIORITIZE MIXED-INCOME SINGLE-FAMILY OR TOWNHOME DEVELOPMENT TO CREATE A LARGER AND MORE DIVERSE RESIDENTIAL POPULATION

As apartment buildings in the AGN reach the end of their lifespan, the Plan recommends shifting residential investment to lower and medium-density building types compatible with traditional neighborhood development (TND) principles and townhome and small-lot single family building types. TND refers to the development of a complete neighborhood or town using traditional town planning principles. To qualify as a TND, a project should include a range of housing types, a network of well-connected streets and blocks, public spaces, and have amenities such as stores, schools, and places of worship within walking distance of residences. This strategy may also include the potential rezoning of some MFR-2 (Multi Family Residential 2) areas to MFR-1 (Multi-Family Residential 1) or TFR (Two Family Residential)

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AS REDEVELOPMENT OCCURS, BRAND THE ANNIE GLIDDEN NORTH NEIGHBORHOOD TO HELP IMPROVE PERCEPTION

Any successful community needs to have a positive image among its current and potential residents, and building a strong, positive image for a neighborhood is often critical to its success. Image means two different things:

• The visual impression of the neighborhood from residents and visitors.
• The neighborhood’s “brand” – the idea of the neighborhood that people have in their heads.

Both images feed off and reinforce one another. As part of the revitalization effort, the Plan recommends evaluating and potentially rebranding the AGN area to promote positive changes that are occurring. When asked to create a name for the area at Community Meeting 2, attendees submitted the following ideas:

• DeKalb Village
• Campus Heights
• Glidden Square
• The Village
• Northern Commons
• Huskey Gate
• University North
• Annie Glidden North
• Annie Glidden Horizons
• Glidden Glen
• West Welsh Park
• Uptown
• Communiversity North

• AGN: A Global Neighborhood
• Annie Glidden Fields
• Credence Quarter
• Varsity Heights
• Northern Heights
• Doorstep Heights

Rebranding should only happen after tangible positive changes begin to occur in the community. This effort may be led by a local Community Development Corporation as outlined in project D1, in collaboration with the City of DeKalb and local residents and property owners.

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MARKET STUDY SUMMARY

OVERVIEW

As part of the AGN Plan, a Market Study was prepared to profile the residential and commercial market within the project area and to identify opportunities for development and redevelopment. The planning team reviewed a variety of data, including demographics, household expenditures, NIU enrollment, commercial properties for sale or lease and zoning. The team also conducted a local business survey.

The planning team analyzed demographic data for AGN and compared it to the City of DeKalb. The total area of AGN is 0.86 square miles compared to 14.81 square miles for the City of DeKalb. Despite the relatively small total area, AGN has an estimated 2017 population of 9,893, approximately 23% of DeKalb’s total population of 43,445. 1,758 residents in this area are enrolled at NIU. AGN’s 2017 median household income is $17,689 compared to $39,643 for DeKalb. The average amount spent annually per AGN household in 2017 was $27,036. The top expenditures include housing (32.9%), food (13.1%), transportation (12.0%), and health care (6.2%).

BUSINESS SURVEY

The team researched AGN’s business community and conducted a business survey with the City of DeKalb. AGN contains 28 businesses: 43% retail, 39% restaurant, 11% real estate, and 7% service. Of the 28 businesses, 13 businesses (46%) responded to the business survey. Key survey results included the following points:

• Most of the businesses’ annual revenues and employment numbers are declining
• Declining revenues and employment are linked to limited sales/revenue and a lack of clients, specifically a declining student consumer base
• AGN’s workforce is predominantly composed of part-time workers
• Top recommendations for how the City of DeKalb could improve the AGN business environment are increasing area safety, planning events for large groups, increasing the visual marketing of NIU events, and engaging with businesses to offer guidance on improvements.

The planning team identified commercial properties for sale and lease in the AGN area and analyzed zoning for potential redevelopment opportunities. AGN is predominately zoned Light Commercial (LC), which allows a variety of retail and commercial uses, including grocery stores, restaurants, general retail stores, among others.
RECOMMENDATIONS

Key recommendations of the Market Study have been incorporated into the AGN Plan and include:

• Separate AGN into two distinct commercial sub-markets for redevelopment, including the Lucinda Ave corridor and the Hillcrest/Blackhawk zone.
• Prioritize the commercial property in the Lucinda Ave corridor for potential redevelopment.
• A planned development or upzoning parcels should be considered along the Lucinda Ave corridor to attract higher density development. Explore investment from NIU in this area.
• Invest in public service infrastructure, such as transportation, health care, and security, in the Hillcrest/Blackhawk zone.
• Explore the creation of a Tax Increment Financing (TIF) District
• Prioritize the redevelopment of commercial property within the Hillcrest/Blackhawk focus area.
• Launch business engagement programming to connect the City of DeKalb with businesses on a regular basis to support business development and address business owners’ needs.
• Develop a customer attraction strategy, such as a shop local campaign to create awareness and generate new customers for AGN’s businesses.

The full Market Study is available in the appendices.
The AGN Plan process began in August 2017 and has included participation of local residents and stakeholders. A primary goal was to ensure that all participants had the tools and information needed to actively participate. Conversations and community engagement activities central to the planning process were structured to break down barriers and build trust so that entities responsible for project implementation are prepared to succeed. A timeline of the planning process is shown below and described on the following pages.
TASK FORCE MISSION

The AGN Task Force was created consisting of community residents, property owners and managers, local business representatives, service providers, educational leaders and public officials who are all stakeholders in the improvement of the Annie Glidden North neighborhood. The role of the Task Force was to:

- Identify resources regarding conditions within the neighborhood
- Provide information regarding conditions within the neighborhood
- Assist in promoting larger Community Meetings to a broad range of community members
- Provide information about agencies, businesses or other entities that could assist in neighborhood improvement
- Reflect concerns and issues from neighborhood and citywide residents, businesses and stakeholders
- Identify project recommendations
- Generate and vet ideas in order to prioritize the strategies and projects that merit consideration for inclusion in the AGN Plan
- Review deliverables and provide comments and feedback before they go to the larger community
- Help identify potential partners and guide post Plan implementation
- Provide overall Plan recommendations to City Council

Task Force members were asked to review materials provided to them and attend meetings to discuss the issues raised in these materials by the planners and by other Task Force members in order to provide direction to Plan development. Meetings of the Task Force are working meetings to address issues of planning implementation, data collection, and Plan development.

Task Force proposals and directions are considered as guidance to the City and planning team in the development of the Plan, but are not binding upon the final content of the Plan.

PROJECT INITIATION - KEY PERSON INTERVIEWS

The initial phase of the planning process included interviewing stakeholders, creating a project Task Force, and reviewing base materials and previous plans. Key person interviews involved selected agencies and service providers, such as various departments of NIU, the Dekalb County Housing Authority, New Hope Baptist Church, the DeKalb Police Department, and many others. These sessions were designed to gain local insights into the project area, its history, existing conditions, planned improvement
initiatives, and other topics to be addressed in the development of the AGN Plan, and to begin to build local support for implementation. This phase helped establish the community context, and provided the Planning Team important information on the assets, issues, and opportunities present in DeKalb.

COMMUNITY MEETING 1
The first community meeting was held on September 27, 2017. The Planning Team introduced themselves, provided an overview of the AGN Plan schedule of tasks, and had attendees vote on a logo for the project. The Team explained the purpose of the AGN Plan and its relationship to previous planning efforts. The Planning Team summarized their own observations of the project area and interviews with people from key agencies and organizations, highlighting issues that were identified through those discussions. Attendees were then asked to identify the City’s assets, issues, and opportunities. For the final activity, audience members proposed potential early action projects to be completed during the AGN planning process.

NIU STUDENT MEETING
University students are often underrepresented in traditional planning processes. The AGN Plan was structured to include student engagement, including representation on the Task Force. The Planning Team was invited to a City / Student Leadership meeting to engage students on the Plan. Results from that meeting showed that students are concerned about crime as well as the lack of entertainment and nightlife amenities in the local area. The majority of attendees believe that students and families can co-exist in the neighborhood.

VISIONING
The Visioning phase involved working with neighborhood residents and stakeholders to define a broad outlook for the future of the community.

COMMUNITY MEETING 2
Community Meeting 2 took place on November 2, 2017 and provided an analysis of assets, issues, and opportunities identified at Community Meeting 1, highlighting common themes for each category and specific examples that showed up repeatedly. The concept of early action projects was reintroduced and community members ranked 10 options that were developed from the results of the first community meeting. Attendees were then asked to think about the future of the AGN Neighborhood and the ways its improvement could manifest over the next 10-15 years. The visioning exercise identified five smaller areas within the larger project area that generated discussion about more targeted improvements. These “focus areas” exemplify challenges within their immediate context, and attendees were asked to offer their vision for each through a visual preference survey.
STRATEGIES PROGRAMS + PROJECTS

The strategies, programs and projects phase involved the creation of four Working Groups from the Task Force focused around the following topics:

- Transportation, Infrastructure and Open Space
- Community Services
- Neighborhood Safety and Security
- Housing and Commercial Development

Each Working Group met three or more times over spring 2018, identifying desired outcomes and defining specific project ideas. Results from the Working Groups were brought back to the Task Force for summary, review and refinement.

COMMUNITY MEETING 3
Community Meeting 3 took place on April 16, 2018 and focused on providing local residents and stakeholders a summary of Working Group ideas, as well as a review of Draft Alternatives as described in the Recommended Projects and Initiatives section. Feedback from the meeting was used to refine the projects of each initiative, and to create the Project Reference Map for the AGN area.
As an initial step in development of the AGN Plan, community members identified specific assets, issues, and opportunities for consideration at Community Meeting 1. The elements listed on the following pages reflect the feedback received at that meeting and established a starting point for crafting neighborhood strategies. A timeline of the planning process is shown below.
ASSETS / OPPORTUNITIES

A community asset is anything that can be used to improve the quality of community life. Once assets are identified, they can be nurtured into opportunities through a combination of community support, dedicated resources, and strategies structured to enhance their transformative properties. The following were identified by residents and stakeholders as assets of the AGN Neighborhood:

**GREEK ORGANIZATIONS**
The presence of Greek organizations and their homes is highly regarded. Some even considered them and Greek row as a stabilizing force for the neighborhood. Attendees noted that they have a long tradition of volunteering for good causes, which could assist in addressing some of the issues in the neighborhood.

**NIU**
NIU is the anchor institution, contributing much to the neighborhood: resources, employment, and a student population. They are also heavily invested in the health of neighborhood and the success of the larger community as that allows them to attract more students, a better workforce, and elite faculty.

**DIVERSITY**
A major asset of the Annie Glidden North is the variety of residents with different backgrounds living within such a small area. This diversity is appreciated by many and should be maintained and harnessed to improve neighborhood conditions.

**PLACES OF WORSHIP**
The faith community provides many resources in addition to spaces for worship, including community facilities, social services, and programming that engages a variety of residents. The faith community is a fixture that supports many residents in need and helps provide a mission for those residents that want to serve the community.

**VACANT MOVIE THEATER**
While also regarded as an issue, Campus Cinemas was seen as a major opportunity by many residents. It is currently vacant and centrally located for residents, including both Greek and non-Greek students. Many are excited about the potential reuse of this building and see it as a catalyst for additional development.
ROOM FOR GROWTH
The neighborhood is large and is able to accommodate additional development that can meet resident needs and could add diversity to the existing housing stock. Others see an opportunity to transition to a lower-density environment that could result in a more livable neighborhood.

YOUNG POPULATION
Students and other young residents contribute a youthful energy to the area. They support existing businesses, help stabilize the community, and offer unique perspectives alongside established residents and homeowners.

PARKS
Parks and open space areas are highly valued. They offer opportunities for youth recreation as well as opportunities for relaxation and respite for other residents. They could be used as an organizing force for neighborhood improvements and a venue for residents to gather. If nurtured with expanded recreational facilities, they could be a major asset to attract and maintain residents.

COMMUNITY GARDENS
Community gardens provide numerous benefits to residents. They not only offer residents access to fresh produce, they are also great venues for interacting, physical exercise, and may be a source of income for some residents. Community gardens are also viewed as a potential beautifying element for the neighborhood.

HEALTH DEPARTMENT
The DeKalb County Health Department is identified as a major asset for the neighborhood. In addition to providing necessary health care, it also offers high quality employment and could act as an anchor for the north side for the community.
An issue represents a liability that is lowering the community’s quality of life. If left unabated for too long, its impact can grow and adversely impact the larger city or region. The following were identified by residents and stakeholders as the most critical issues to address in the AGN Plan:

**CRIME**
Crime and or the perception of the lack of safety is a major concern of neighborhood residents. Some residents have direct experience, others are reacting to news and community discussions. Safety concerns are highest over weekend nights.

**TRANSPORTATION/TRANSIT SERVICE**
Transportation within the community and between neighborhoods is difficult for many, which is designed for auto owners over those that rely on other modes of transportation. This condition is especially difficult for those with limited means to access employment opportunities and grocery stores, the latter being the hardest to access on weekends.

**PEDESTRIAN/BIKE INFRASTRUCTURE**
The pedestrian environment needs improvement throughout the area, with specific areas exhibiting unique challenges. Sidewalk conditions along Russell Road were highlighted as being particularly distressed. Attendees noted that Annie Glidden Road is a very unwelcoming pedestrian and biking environment, with limited crossings, high-speed/volume traffic, and multiple lanes to cross. There is little bike infrastructure for a young student/resident population with limited means of transportation.

**VACANT MOVIE THEATER**
This vacant building at West Hillcrest Drive and Blackhawk Road blights the immediate area and is an eyesore for residents and students.

**LACK OF ENTERTAINMENT/NIGHT LIFE AMENITIES**
In addition to the vacant Campus Cinemas, many criticized the lack of entertainment options and night life amenities within the neighborhood, particularly those suited to the student population.
LACK OF HEALTH AND RECREATION FACILITIES
There are a limited number of health and recreation facilities that appeal to students and other younger adults. Students would prefer a fitness facility that is more accessible than what is available on the NIU campus. Other residents expressed concern about the lack of health care facilities, including medical and dental clinics available within or near the neighborhood.

INADEQUATE ACCESS TO FRESH HEALTHY FOOD
Fresh food is hard to access because large grocery retailers are not located in the neighborhood and there are no small fresh produce sellers in the area. Because of this limited access to fresh food, poorer residents with limited mobility options are especially burdened, compromising their quality of life and limiting them to patronize fast food establishments and convenience stores on Annie Glidden.

POOR PROPERTY CONDITIONS
Some properties are blighted, which adversely impacts the greater neighborhood area and supports its negative perception. Some attendees noted positive momentum with the rehabilitation of University Village, but think more work is needed for other properties. Some suspected that code enforcement is too lax in adequately addressing overcrowding in residential units. Some residents, lamented the lack of internet infrastructure within buildings.

POOR LIGHTING
Lighting is seen as inadequate, which is contributing to unsafe conditions in certain parts of the neighborhood. Some residents noted that trees were not being properly maintained and this neglect was obscuring existing lighting.

NO SPACES FOR SOCIALIZING
With such a large population that is young (including 1,758 students living in AGN neighborhood), there is a notable lack of spaces for residents to meet and socialize with one another. This condition may feed into the perception of isolation within the neighborhood and contribute to tensions between homeowners, renters, and students.
INTRODUCTION

This review focuses upon current conditions within the Annie Glidden North neighborhood and is intended to provide a broad review of the current regulatory structure impacting development within the neighborhood. As such, parcel-specific recommendations are not included here, though specific rezoning actions are recommended as part of the larger Annie Glidden North Revitalization Plan where appropriate.

DEFINITIONS

Any adjustment of the zoning ordinance should contain a careful assessment of the range of current definitions, modifications to existing terms, or inclusion of new terms to ensure consistency and clear applicability. In focusing on the Annie Glidden North neighborhood, it is critical that housing types be well defined and any terms used to calculate permitted housing are carefully evaluated and clarified where needed to ensure the effective application of the ordinance. This review has identified a number of preliminary areas where adjustment may be needed:

- "Density" - Staff have suggested that adjusting density calculations to include a per-bedroom standard may be desired as a means to more closely regulate actual population densities. We would recommend against this approach. Most modern ordinances have moved away from per-bedroom standards, as these types of standards are not necessarily any more accurate than per-unit standards. This is because bedrooms are often a poor indicator of occupancy; a two bedroom unit may be occupied by three people, or a three bedroom unit may be occupied by only one or...
two people. Switching to per-bedroom standards can also create additional complications in terms of calculating and recalibrating additional items such as required open space (where applicable), and parking. Rather than switching to a per-bedroom standard, the City may want to evaluate and recalibrate the permitted densities based upon required lot area in the current districts mapped within the AGN neighborhood. Often these standards, paired with adjusted bulk and setback regulations, parking, open space, and landscape requirements can be the simplest, most effective tool to control density.

- **“Household”** - The current definition of household is split into two thresholds based upon geography. The intent of this “split” approach would appear to regulate density differently in the areas in proximity to Northern Illinois University; a goal which may be more effectively achieved by evaluating and fleshing out definitions for other housing types permitted in these areas. This geographically split approach is uncommon, and may unintentionally create a lack of consistency or clarity in terms of how it is applied across the ordinance. It is recommended that the definition be adjusted to a unified standard. There are also questions as to the legality of defining household differently within the same municipal boundaries. Zoning regulations should be applied consistently across the City.

- **“Rooming House”** - Similar to the “household” definition, “rooming house” is defined in two different ways based upon geography. There are two conflicting definitions of “rooming house:” one within the zoning ordinance, and one within chapter 14 of the City’s Municipal Code. Chapter 14 defines a “rooming house” as a single dwelling unit occupied by no more than three or four unrelated individuals. The zoning code does not specify a single unit but allows four or five unrelated individuals based upon geography. Further, the City should consider revising the definition of “rooming house” to remove any stipulations on unrelated individuals, as this creates conflicts or inconsistencies with the definition of “household” and definitions for types of dwellings that should not be defined by occupancy. It may also unintentionally allow increased occupancy by virtue of a relation.
ZONING DISTRICTS

An initial review of the zoning districts within the AGN neighborhood yields a few areas in which strategic adjustments may benefit future development and bring the physical form of the neighborhood closer in line with the City’s goals.

GENERAL STANDARDS

It is recommended that the City evaluate current development standards within the base districts currently mapped to the AGN neighborhood to verify where inconsistencies between the regulatory requirements and the built environment exist. If there are a high number of substandard lots, this may indicate that district standards need adjustment, or that new districts are needed to accommodate development and redevelopment within the neighborhood. Often, when lot sizes and widths are built out-of-sync with the requirements of the zoning districts, it can lead to a ripple effect in terms of accommodating other site elements such as required setbacks, parking, common open space, and landscape. Evaluating and adjusting these standards where needed can help to ensure a rational and effective combination of bulk and area standards that may help to alleviate some of the difficulties encountered with physical development in the neighborhood.

Additionally, the City may want to consider allowing more than one principal structure per lot without the need to move through a planned development process in the multi-family districts. The scale of development within the multi-family districts, particularly the MFR2 district, may warrant this type of adjustment. Standards for site design, such as for required building separation, site landscape, the location of building entrances, driveways and parking can help to alleviate concerns related to multiple structures on a lot. Further, new residential development will continue to be subject to the site plan review standards in the current ordinance, allowing the City to review all relevant aspects of the development for functionality and compliance with the ordinance.

BASE ZONING DISTRICTS VS. PLANNED DEVELOPMENT

Generally, it is recommended that the City adjust permitted densities within current districts (if appropriate) or create new base districts to accommodate the desired uses and development forms within the AGN neighborhood. This approach would yield the greatest amount of predictability for future development within the neighborhood, and would allow the City to craft new regulations specifically to achieve the future vision for the neighborhood. Further, per the current site plan review requirements, the City would still have a level of review to ensure quality new development within the neighborhood.

Focusing new development on the PD process can often become burdensome on staff and
the development community, and can lead to a
development environment where property owners
have a diminished ability to predict what uses or
building forms might locate adjacent to them—as
all development coming into the neighborhood is
essentially negotiated from the ground up, and not
occurring within a predetermined set of parameters
“by-right.” It can also create administrative issues over
time for staff, as each PD becomes its own individual
zoning district requiring city staff and enforcement
officers to remember which unique rules apply to each
PD.

Planned Development is best used as a tool to
courage innovative and creative development
or redevelopment, by allowing for flexibility in the
use and development of land and the design of
structures that may not be achievable through a strict
application of the ordinance. As such, it is typically
reserved for unique or innovative development types
that may need relief from certain requirements of
the zoning ordinance, and which the City is willing to
offer in exchange for high-quality amenities or other
community benefits. The DeKalb County complex east
of Annie Glidden Road may be the best example of
such a development within the neighborhood, offering
a mixture of uses and densities that would not be
achievable through strict application of the district
requirements.

If the City wishes to pursue an approach that
prioritizes Planned Development within the AGN
neighborhood, it is recommended that a sensible
threshold be established, at which, new development
or redevelopment would be required to come in
through the PD process to allow for smaller projects,
or those with fewer impacts to occur by-right. Such a
requirement might read as follows:

“Planned development is prohibited in Single-Family
Residential Districts in all circumstances. In all other
districts, any development of 20,000 square feet
or more in gross floor area that requires relief from
zoning regulations is required to go through the
planned development process. In all other districts, any
development with a minimum of 10,000 square feet
and up to 20,000 square feet in gross floor area that
requires relief from zoning regulations has the option,
at the applicant’s request, to undergo the planned
development process.”

Such a provision would require that larger projects
undergo the Planned Development process when
requiring relief from zoning regulations and would
provide the option for smaller developments to
undergo the process if desired.

ROOMING HOUSES
The City has identified a number of issues related
to rooming houses as a use within the AGN
neighborhood, focused primarily upon the density that
such uses create, as well as their potential conversion
to other types of residential units. In addition to the
issues identified with the definition of the use above,
Chapter 14 of the City’s Municipal Code contains
specific square footage regulations for rooming houses
based upon occupancy, with thresholds at 20, 30, 40
and 50 residents. These square footage requirements
seem to be aimed toward ensuring that there is enough area both within the structure and subsequently on a lot to accommodate the density of occupants that such uses create. However, these thresholds seem quite high given the impacts that these types of uses can have on the surrounding neighborhood.

Currently, any rooming house with greater than 50 residents requires a special use permit from the City. It is recommended that the City should consider revising the existing square footage thresholds in Chapter 14 and lower the number of rooms/occupants that triggers a special use permit. Currently, the MFR1 District limits the number of residential units within any building to a maximum of eight, which may be a logical place to start thinking about a new threshold for rooming house occupancy. Eight to ten units should be permitted without the use of a special use permit, but the City may want to carefully evaluate the impacts of any new rooming house with a number of occupants that is higher than ten.

Further, conditions for residential conversions of rooming houses should be evaluated to ensure that these types of uses are allowed to convert where it makes sense, and that the requirements for conversion are simple and reasonable. The City should consider revising standards for residential conversions to allow for a variety of unit types, with square footage requirements for each, and may want to consider specific standards to ensure the integrity or original appearance of the structure and its relation to the public environment in the neighborhood is maintained or improved. Such a set of standards may look like the following:

“Residential conversions of rooming houses into multi-family dwellings within the ___ Districts are permitted, and must meet the following standards. Residential conversions require approval of a special use permit. Construction drawings and plans that describe the proposed conversion are required as part of the application.

(a) The existing rooming house must be a minimum of 3,000 square feet or more in gross floor area. This gross floor area calculation does not include any basement area.

(b) Upon conversion, the unit mix must meet or exceed the gross floor area as calculated by the unit types below:

   i. Efficiency Unit: 500 square feet
   ii. One Bedroom: 800 square feet
   iii. Two Bedroom: 1,000 square feet
   iv. Three or More Bedroom: 1,250 square feet

(c) The building must conform to the applicable dimensional standards for the district in which the building is located.

(d) No residential conversion may violate any occupancy regulations.”
NONCONFORMITIES

The City should evaluate how nonconforming situations are handled within the ordinance, to ensure rational, clear triggers for when developments must be brought into conformance with current ordinance requirements, and in what cases they may be exempt. The City's current ordinance contains provisions for nonconforming lots of record, nonconforming uses of lots, nonconforming uses of buildings and structures, and nonconforming buildings and structures. However, more modern ordinances often include a range of nonconforming situations (including nonconforming uses, nonconforming lots, nonconforming structures, nonconforming site elements, and nonconforming signs) with specific requirements for each. With particular attention toward the current number of nonconforming parking lots in the AGN neighborhood, the City may want to move to an approach that treats such lots as nonconforming site elements, with specific requirements for when conformance is required. Such an approach typically allows for normal maintenance and incidental repair of the nonconforming lot, but would require it to come into conformance when:

- The existing principal structure is demolished and a new one is constructed.
- A new principal structure is constructed on the lot.
- The existing principal structure is increased in building footprint by 30% or more.
- When the parking lot is fully reconstructed or repaved, or when the lot is expanded by 50% or more.

PARKING + LANDSCAPE

A review of current parking and landscape regulations for the districts within the Annie Glidden North neighborhood is needed. The density of residential uses within the neighborhood appears to be creating a situation where the amount of off-street parking required by the ordinance is often unable to be accommodated on individual development sites. This generally indicates that ordinance requirements may be out of sync with the practical realities of the development pattern within the neighborhood. Given this situation, the City may want to pursue one the following directions:

1. Adjust dimensional standards such as required setbacks and buffering to make more room for additional parking on-site, and increase required parking amounts (such as to 2 spaces per dwelling unit for multi-family or 1.5 spaces per occupant for rooming houses).

2. Require fewer parking spaces for development within the neighborhood to reduce the number of nonconforming situations. New development and redevelopment will continue to provide the amount of parking deemed necessary, but the ordinance should not require amounts that cannot be realistically accommodated within the neighborhood. As part of this strategy, the City may consider a provision that would allow both residential and nonresidential uses to count on-street parking spaces located in front of their sites toward required off-street parking amounts.
3. Leave parking requirements as-is and consider the creation of a tool such as an administrative variation that would allow the Community Development Director to adjust ordinance dimensional and parking requirements by up to 10%. This would give the City the flexibility to either administratively reduce the amount of required parking for sites that do not need it and are unable to provide it, or to reduce required setbacks and landscape on sites that may need to provide more parking but cannot do so and continue to meet these standards.

The current ordinance’s landscape requirements should also be evaluated to ensure that a pleasant and walkable pedestrian environment is maintained within the neighborhood. Many residential developments are currently providing surface parking lots immediately adjacent to the right-of-way with no screening or separation from existing sidewalks and the public right-of-way. Further, the threshold for requiring interior parking lot landscape may need to be lowered from 60 spaces. A typical threshold for this type of landscaping requirement is 20-30 spaces.

**DESIGN**

The City’s current set of residential design standards should be evaluated to ensure they are effectively improving the appearance of the neighborhood as redevelopment occurs. The current set of design standards seems to be heavily oriented toward ensuring residential compatibility for new single-family homes, but may not be adequately addressing design issues specific to multi-family or other types of residential development within the neighborhood. The standards should be evaluated and revised to ensure that the following elements are addressed relative to new residential structures within the neighborhood.

- Building orientation and massing (orient buildings toward streets, not parking lots)
- Principal entry location (buildings should contain a principal entry from the street)
- Fenestration (multi-family buildings can require a minimum transparency on the ground floor and upper stories if desired)
- Building articulation / blank wall area (ensure that recesses and projections, changes in material, inset or projected windows, awnings, canopies, balconies, and other architectural features are utilized to provide a rhythm and visual interest to the façade)
- Roof design (rooflines in excess of 75 feet should require an element of variation in height or a prominent repeated design element)
- Driveway design and access should be addressed, particularly for duplex and townhouse developments that currently provide access to individual garages from the street.
- Building materials may also be addressed, to ensure high-quality, durable materials are used in new development or significant exterior alterations.
INTRODUCTION

Successful neighborhood plan implementation is typically the result of strong municipal leadership combined with other stakeholders fulfilling important roles. In implementing community plans, the municipality has the broadest perspective and interest, which is to improve the community and enhance public welfare. Other stakeholders, such as property owners, developers, other units of government and nearby residents each have their own sets of interests and goals for neighborhood improvement.

The AGN Revitalization Plan was undertaken to chart a course for achieving the community vision for the Annie Glidden North area. This Plan represents the initial step in realizing that vision. Implementation is a fluid process that requires adapting to a range of changing conditions.

While the City of DeKalb should ultimately oversee revitalization efforts, successful implementation of the AGN Plan will likely require consideration for the creation of a Community Development Corporation (CDC) or similar organization to drive the process. This organization should possess an understanding of the respective interests and roles of all stakeholders. These interests include:

- The CDC or other organization potentially leads the process and adjusts the implementation agenda over time in response to new development, market changes, and community feedback.
- The City enacts development regulations customized for neighborhood redevelopment.
- The City undertakes public improvements within the AGN area to enhance the attractiveness of development sites.
- The City provides financial incentives to encourage developers to build desired projects while safeguarding community values and resources.
- Landowners understand and support the land use/development policies of the Plan, and value their land consistent with these policies and current market conditions.
- Developers recognize the potential of the AGN area as a unique neighborhood within the City, and act to maximize the appeal and value of building sites within the neighborhood.
- The financial sector, including community development financial institutions (CDFIs), is willing to invest in new and different forms of development, which at least initially, are not represented in the local market and reflect a higher level of risk.
- Local residents, businesses and community organizations make a commitment to stay informed and participate in public forums to make sure their values and priorities are included in neighborhood planning and project reviews.
Innovative and "out of the box" strategies for building design, parking, public amenities and financing are often part of successful projects. Partnerships involving the public and private sectors, including Northern Illinois University make these new approaches possible.

Local partner agencies identify programmatic gaps and begin working together to implement projects related to community services and neighborhood safety and security.

NEIGHBORHOOD ASSOCIATION FORMATION
In addition to consideration for the development of a CDC or similar organization, the Plan recommends the formation of a local neighborhood group or association to represent the AGN community. Neighborhood groups play a vital role in representing the interests of residents and enhancing the local community. A well-organized neighborhood can wield powerful influence when addressing the needs and problems of local residents. Steps to create a neighborhood association or group are listed below.

1. **Define the issues.** Using the AGN Plan as a starting point, talk to residents to find out what they think the important issues are and what should be done.

2. **Research the community.** Define the geography of the community and identify if there is a particular grouping — tenants, homeowners, students, parents — who are most concerned and most likely to join the organization?

3. **Build a core group.** Leaders should recruit a handful of people to help launch the organization. A group has more credibility than an individual and one individual cannot do all the work. Candidates can be found for the core group by talking to neighbors and looking for people who are committed to the community.

4. **Hold core group meetings.** The core group acts as the temporary steering committee until the general membership meeting is held. When the core group meets, it should come up with ideas for projects to kick off the organizing drive.

5. **Plan a general meeting.** Leaders should decide on a time, date and place that are convenient for people in the neighborhood. When an agenda is prepared for the first general meeting, the goal should be to come out of the meeting with an agreement on the issues and priorities that the organization will take on.

6. **Reach out to the community.** Getting the word out is crucial to create a well-balanced, fully representative organization.
### TRANSPORTATION, INFRASTRUCTURE AND OPEN SPACE

Ensure efficient transit service is available to neighborhood residents and Annie Glidden Road is safe for both motorists and pedestrians. Street trees should be plentiful, shading residents and beautifying the neighborhood. Efficient, safe, and well-located off-street parking should be provided. Improved lighting will allow residents to safely enjoy the neighborhood. Redesign Welsh Park and other available green space for all ages, to accommodate passive and active uses.

Make AGN a desirable area for the entire community to visit or live in by providing quality living standards, adding useful park and recreation space, and creating interconnectivity between the neighborhood and the rest of the City.

Projects are further detailed in the Transportation, Infrastructure and Open Space Chapter, on page 11.

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>COMPLEXITY</th>
<th>EST COST</th>
<th>PROJECT</th>
<th>POTENTIAL LEAD PARTNERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Higher</td>
<td>Lower</td>
<td>$0k - $50k Identification of local transportation improvements and direct integration with DSATS Study.</td>
<td>X X X X</td>
</tr>
<tr>
<td>A2</td>
<td>Higher</td>
<td>Medium</td>
<td>$100k and above Redesign Welsh Park as a local and regional destination.</td>
<td>X X</td>
</tr>
<tr>
<td>A3</td>
<td>Higher</td>
<td>Lower</td>
<td>$50k - $100k Develop bicycle route to High School utilizing Normal and Dresser Roads.</td>
<td>X</td>
</tr>
<tr>
<td>A4</td>
<td>Higher</td>
<td>Lower</td>
<td>$50k - $100k Develop sidewalk connection to Health Department utilizing Annie Glidden and Dresser Roads.</td>
<td>X</td>
</tr>
<tr>
<td>A5</td>
<td>Medium</td>
<td>Medium</td>
<td>$100k and above Develop streetscape and gateway improvements for the Greek Row area in order to help improve its identity and perception.</td>
<td>X X X X</td>
</tr>
<tr>
<td>A6</td>
<td>Medium</td>
<td>Medium</td>
<td>$100k and above Redesign NIU Nursing School green space as neighborhood park and incorporate into open space network.</td>
<td>X X</td>
</tr>
<tr>
<td>A7</td>
<td>Medium</td>
<td>Lower</td>
<td>$50k - $100k Create a dedicated pedestrian path from the end of High Terrace.</td>
<td>X X X</td>
</tr>
<tr>
<td>A8</td>
<td>Medium</td>
<td>Medium</td>
<td>$100k and above Improve and enhance pedestrian crossings at Annie Glidden Road and Lucinda Avenue, Hillcrest Drive and Lincoln Drive</td>
<td>X</td>
</tr>
<tr>
<td>A9</td>
<td>Medium</td>
<td>Higher</td>
<td>$100k and above Reduce density when opportunities arise and ensure that plans for new or redeveloped properties include provisions for increased parking and open space.</td>
<td>X X X X X</td>
</tr>
<tr>
<td>PRIORITY</td>
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<td>Govt</td>
</tr>
<tr>
<td>A10</td>
<td>Medium</td>
<td>Medium</td>
<td>$100k and above</td>
<td>Develop hike / bike trail along creek from Lucinda Avenue to Lorusso Lagoon and Regent Drive.</td>
</tr>
<tr>
<td>A11</td>
<td>Lower</td>
<td>Lower</td>
<td>$0k - $50k</td>
<td>Recommend connections to City parks outside of the neighborhood through DSATS Study.</td>
</tr>
<tr>
<td>A12</td>
<td>Lower</td>
<td>Higher</td>
<td>$100k and above</td>
<td>Redesign University Plaza parking lot as neighborhood square and relocate parking to shared lot on Crane Drive and Russell Road.</td>
</tr>
<tr>
<td>A13</td>
<td>Lower</td>
<td>Lower</td>
<td>$0k - $50k</td>
<td>Distribute and post transit route maps to broaden visibility of system.</td>
</tr>
<tr>
<td>A14</td>
<td>Lower</td>
<td>Medium</td>
<td>$100k and above</td>
<td>Improve Boardman and Pappas Parks with running paths circling detention ponds, creating more usable spaces for residents.</td>
</tr>
<tr>
<td>A15</td>
<td>Lower</td>
<td>Lower</td>
<td>$50k - $100k</td>
<td>Develop community gardens on vacant parcels at Greenbrier and Russell Roads.</td>
</tr>
<tr>
<td>A16</td>
<td>Lower</td>
<td>Higher</td>
<td>$100k and above</td>
<td>Create new street connection from Twombly Road to W Hillcrest Drive.</td>
</tr>
<tr>
<td>A17</td>
<td>Lower</td>
<td>Higher</td>
<td>$100k and above</td>
<td>Develop new street network between W Dresser Road and Ridge Drive to facilitate infill development</td>
</tr>
</tbody>
</table>
**COMMUNITY SERVICES**

Foster increased civic participation by neighborhood residents. Increase local daycare services and alternatives to help current families and attract new families. Promote greater awareness of community-focused services already in place. Ensure AGN residents are able to access employment opportunities and resources. Build and link partnerships between organizations that are located and/or operate in the neighborhood.

Projects are further detailed in the Community Services Chapter, on Page 27.

<table>
<thead>
<tr>
<th>PRIORITY</th>
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<td>Govt</td>
</tr>
<tr>
<td>B1</td>
<td>Higher</td>
<td>Higher</td>
<td>$100k and above</td>
<td>Establish a Community Food and Education Center</td>
</tr>
<tr>
<td>B2</td>
<td>Higher</td>
<td>Higher</td>
<td>$100k and above</td>
<td>Community Center Program Planning</td>
</tr>
<tr>
<td>B3</td>
<td>Higher</td>
<td>Medium</td>
<td>$100k and above</td>
<td>Work with local health care providers to establish a walk-in clinic or urgent care facility within the neighborhood.</td>
</tr>
<tr>
<td>B4</td>
<td>Medium</td>
<td>Lower</td>
<td>$0k - $50k</td>
<td>Promote enrollment in Tenants Association throughout the neighborhood.</td>
</tr>
<tr>
<td>B5</td>
<td>Medium</td>
<td>Medium</td>
<td>$50k - $100k</td>
<td>Inventory workforce training programs and employers linked to those programs. Survey residents to generate a feedback loop on programs’ effectiveness.</td>
</tr>
<tr>
<td>B6</td>
<td>Medium</td>
<td>Medium</td>
<td>$100k and above</td>
<td>Work with NIU, local churches and other partners to identify programs that provide daycare, health care, and other community services. Develop a packet of resources, services, and tools, and design a program to market services.</td>
</tr>
<tr>
<td>B7</td>
<td>Medium</td>
<td>Lower</td>
<td>$0k - $50k</td>
<td>Reach out to non-profit groups to offer after-school activities for neighborhood kids.</td>
</tr>
<tr>
<td>PRIORITY</td>
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<td>Govt</td>
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<tr>
<td>B8</td>
<td>Lower</td>
<td>Lower</td>
<td>$0k - $50k Hold a job fair within Annie Glidden North to promote local hiring.</td>
<td>X</td>
</tr>
<tr>
<td>B9</td>
<td>Lower</td>
<td>Medium</td>
<td>$0k - $50k Install kiosks and/or community bulletin boards to advertise social events.</td>
<td>X</td>
</tr>
<tr>
<td>B10</td>
<td>Lower</td>
<td>Lower</td>
<td>$0k - $50k Provide voter registration services in the AGN Neighborhood and link residents with closest polling places. Ensure the 2020 US Census includes a full count of all students and other residents.</td>
<td></td>
</tr>
<tr>
<td>B11</td>
<td>Lower</td>
<td>Medium</td>
<td>$50k - $100k Establish a legal aid office in the neighborhood.</td>
<td>X</td>
</tr>
</tbody>
</table>
NEIGHBORHOOD SAFETY AND SECURITY

Reduce crimes by ensuring greater incorporation of crime-free housing. Add cameras and lighting while ensuring improved property maintenance. Create better communication between property owners, City government, tenants, and NIU along with a network of neighborhood associations. Increase enforcement of minor quality of life infractions and upon the Safe Streets initiative. Celebrate cooperation between the City of DeKalb and NIU police.

Projects are further detailed in the Neighborhood Safety and Security Chapter, on Page 39.

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<thead>
<tr>
<th>PRIORITY</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Implementation of safety improvements focused on improved lighting and surveillance.</td>
<td>X X X</td>
</tr>
<tr>
<td>C1</td>
<td>Higher</td>
<td>Higher</td>
<td>$100k and above</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Create a grading system and database for rental properties, assessing safety and security of apartments.</td>
<td>X X X X</td>
</tr>
<tr>
<td>C2</td>
<td>Medium</td>
<td>Medium</td>
<td>$50k - $100k</td>
<td></td>
</tr>
<tr>
<td>C3</td>
<td>Lower</td>
<td>Lower</td>
<td>$0k - $50k</td>
<td></td>
</tr>
<tr>
<td>C4</td>
<td>Lower</td>
<td>Medium</td>
<td>$0k - $50k</td>
<td></td>
</tr>
<tr>
<td>C5</td>
<td>Lower</td>
<td>Medium</td>
<td>$0k - $50k</td>
<td></td>
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<tr>
<td>PRIORITY</td>
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<td>Govt</td>
</tr>
<tr>
<td>C6</td>
<td>Lower</td>
<td>Medium</td>
<td>$0k - $50k  Assign DeKalb staff to monitor neighborhood safety and security, and serve as liaison between neighborhood associations.</td>
<td>X</td>
</tr>
<tr>
<td>C7</td>
<td>Lower</td>
<td>Lower</td>
<td>$0k - $50k  Support DeKalb Area Rental Association (DARA) encouraging ethical behavior by member property owners.</td>
<td>X</td>
</tr>
</tbody>
</table>
HOUSING AND COMMERCIAL DEVELOPMENT

Create a neighborhood with a vibrant and managed mix of students, families, and Greeks. Create efficient and well-located off-street parking. Ensure annual increases in local property values. Promote well-maintained and managed properties. Develop a blend of retail and entertainment / nightlife options attractive to students, local residents and visitors. Ensure that public and private investment are aligned and coordinated.

*Projects are further detailed in the Housing and Commercial Development Chapter, on Page 45.*

<table>
<thead>
<tr>
<th>PRIORITY</th>
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</tr>
<tr>
<td>D1</td>
<td>Higher</td>
<td>Medium</td>
<td>$0k - $50k</td>
<td>Consider creation of a Community Development Corporation (CDC) to focus on implementation of revitalization efforts.</td>
</tr>
<tr>
<td>D2</td>
<td>Higher</td>
<td>Higher</td>
<td>$100k and above</td>
<td>Create a Lucinda Focus Area, prioritizing redevelopment through a potential public/private partnership.</td>
</tr>
<tr>
<td>D3</td>
<td>Higher</td>
<td>Higher</td>
<td>$100k and above</td>
<td>Create a Hillcrest/Blackhawk Focus Area, prioritizing mixed-use development through a potential public/private partnership.</td>
</tr>
<tr>
<td>D4</td>
<td>Medium</td>
<td>Medium</td>
<td>Low - $50k</td>
<td>Explore benefits and promote Opportunity Zone designation.</td>
</tr>
<tr>
<td>D5</td>
<td>Medium</td>
<td>Medium</td>
<td>Low - $50k</td>
<td>Explore the creation of a Tax Increment Financing (TIF) District covering one or both of the redevelopment areas.</td>
</tr>
<tr>
<td>D6</td>
<td>Medium</td>
<td>Lower</td>
<td>$50k - $100k</td>
<td>Focus on better enforcement of building and property maintenance codes.</td>
</tr>
<tr>
<td>D7</td>
<td>Medium</td>
<td>Higher</td>
<td>$0k - $50k</td>
<td>Relocate University Plaza's parking lots to east side of property, converting to a commercial frontage.</td>
</tr>
</tbody>
</table>
### Implementation 
**AGN Neighborhood Plan**

<table>
<thead>
<tr>
<th>PRIORITY</th>
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</thead>
<tbody>
<tr>
<td>D8</td>
<td>Medium</td>
<td>Medium $0k - $50k</td>
<td>Evaluate the long-term viability of older apartment complexes while encouraging mixed-income redevelopment and the creation of new open spaces and parking.</td>
<td>X</td>
</tr>
<tr>
<td>D9</td>
<td>Lower</td>
<td>Lower $0k - $50k</td>
<td>Employ activation and placemaking strategies to create excitement and enthusiasm while strengthening connections among the community.</td>
<td>X X X</td>
</tr>
<tr>
<td>D10</td>
<td>Lower</td>
<td>Higher $100k and above</td>
<td>Encourage NIU to develop faculty / staff housing on parking lot at Annie Glidden Road and Crane Drive.</td>
<td>X</td>
</tr>
<tr>
<td>D11</td>
<td>Lower</td>
<td>Higher $100k and above</td>
<td>Prioritize mixed-income single-family or townhome development to create a larger and more diverse residential population.</td>
<td>X</td>
</tr>
<tr>
<td>D12</td>
<td>Lower</td>
<td>Medium $100k and above</td>
<td>As redevelopment occurs, brand the Annie Glidden North Neighborhood to help improve perception.</td>
<td>X X X X X</td>
</tr>
</tbody>
</table>