

West Dundee Downtown Plan

April 2015



ACKNOWLEDGEMENTS

Village President, Christopher Nelson

Village Staff

Village Manager, Joseph Cavallaro

Community Development Director, Cathleen Tymoszenko

Executive Secretary, Kim Tibbetts

Project Task Force

Andy Burns

Cheryl Anderley

Peggy Meissner

Thomas Price

Kim Schmidt

Kim Srajer

Board of Trustees

Patrick Hanley

Michelle Kembitzky

Billy Pflanz

Thomas Price

Dan Wilbrandt

Andy Yuscka

IN ASSOCIATION WITH

Village residents, business owners and property owners.

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On the Cover

Downtown West Dundee

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EXECUTIVE SUMMARY

Dear Community Leaders,

Village leaders and Downtown stakeholders have long understood the value of their exceptional Downtown assets. Yet, in spite of heavy Village investment in Downtown over the last 2 decades, the combination of powerful economic and marketplace changes, lingering challenges created by the Illinois Department of Transportation's (IDOT) unfortunate 1996 Main Street "improvement," and the chronic disengagement of a few property owners continues to compromise Downtown vitality and undermine public confidence about its future. In response, Village leaders engaged the team of Hitchcock Design Group and Business Districts, Inc. to consider the current Downtown improvement opportunities, recommend a market-supported strategy, and outline a series of practical actions that will help the community accomplish its 5 year goal to sustain Downtown as a lively and cherished community asset that clearly conveys its history while offering distinctive experiences for its patrons and profitable commercial opportunities for its investors.

Special Opportunity

The relatively affluent local market may be modestly sized, but the regional/destination market is substantial and extremely competitive. Some exemplary Downtown property and business owners have capitalized on Downtown's assets, the regional marketplace and the Village's history of thoughtful investments in parking, streetscapes and the Riverwalk. These property owners recognize that Downtown's riverfront setting, small scale, historic charm, exceptional exposure and proximity to the popular Fox River Trail are highly marketable. So too are the attractive traditional neighborhoods that flank the Downtown.

Significant public outreach confirmed that residents are passionate about their Downtown and that they appreciate and expect a great deal (perhaps too much) from their Village government. Interestingly, Downtown patrons seem to make little distinction between Downtown East and West Dundee – they simply view both as one place that has



Community Stakeholders attending a workshop held on June 18, 2014

great potential. Consequently, the challenge is to showcase Downtown's strengths, mitigate its weaknesses and connect it to today's market while preparing for the markets of the future.

Strategy

To achieve the community's aspirational 5 year goal, property owners, business owners and other community stakeholders need to:

Position Downtown West Dundee as a preferred option for high-quality business collaboration, dining, shopping, and socializing for professionals and their families.

Fortunately, this three-dimensional, experience-oriented strategy does not rely on high-stakes public investments in complex land development deals. Instead, it demands that public and private sector leaders maintain a highly collaborative partnership that 1.) *attracts and supports high-quality businesses*, 2.) *stays connected to logical markets in every way*, and only then 3.) *creates more market-supported destinations, when appropriate*.

Attract and support high-quality businesses.

Property owners must seek tenants that will attract destination buyers from the regional marketplace by focusing more on how they sell rather than what they sell. In support, Village leaders will need to balance an accommodating attitude with high performance property standards, and property owners must offer attractive, flexibly-sized spaces and flexible terms. The Village/owner “partners” will need to meet, at least quarterly, and receive as-needed operational support from staff or contract professionals, equitably funded by the “partners.”



DreamCo Design

Connect to logical markets in every way.

Downtown needs to be fully connected to its logical markets through a wider variety of digital and physical methods that will make it easier than ever to **remember, find, park, walk, access, shop, work and socialize**.

Remember; because it will be successful, attractive, and consistently promoted

Find; because motorist, cyclist, pedestrian and paddler facilities will be convenient, comfortable, attractive and well signed.

Park; because free, public on and off-street parking spaces will continue to be conveniently and evenly distributed.

Walk; because streetscape, Riverwalk, and wayfinding signage improvements will comfortably and confidently lead pedestrians to and between Downtown destinations.

Shop; because retail and restaurant businesses will offer multi-channel comparison and purchasing opportunities in a slightly expanded Downtown footprint.

Work; because small and mid-sized office spaces in a unique environment will appeal to both entrepreneurs and experienced professionals.

Socialize; because residents and visitors will be drawn, every day, to Downtown’s unique and uncommonly attractive business and public destinations – like the new Riverwalk Park.

Create more market-supported destinations, when appropriate.

Property owners need to fill vacant commercial spaces before the market will support significant new development. Successful businesses in vintage spaces allows developers to attract good tenants to new, higher cost space. As this Downtown strategy matures and vacancies decrease, some properties, like the First American Bank show particular promise for new commercial development.

Implementation

Downtown leaders, both public and private, should execute a series of correlated policy, operational and capital improvements, over the next 5 years and beyond, to capitalize on Downtown's strengths, inspire investor confidence and advance the community's heartfelt goal.

Policy Improvements

In close collaboration with property and business owners, Village leaders should:

- Change the Zoning Code and Map to create a small transitional district, immediately adjacent to Downtown, which allows limited commercial repurposing of the stately residential structures in a way that will increase the daytime Downtown population.
- Thoroughly review and update the Appearance Review Code to minimize the most subjective and extraordinary standards, particularly as they apply to signs, landscaping and lighting, and concurrently,
- Review and refine the purview of the Appearance Review Commission and establish administrative review and approval procedures that promote a more business-centric attitude that showcases, but doesn't petrify the Village's exceptional cultural assets.
- Establish a 5 year operational and capital improvement budget.



Illustration of Proposed Riverwalk Park



Improved connections on 1st Street Downtown

Operational Improvements

As Downtown partners, Village staff, property and business owners should collaborate to:

- Initiate and maintain regular digital and face-to-face communications.
- Contract for professional services to synchronize events and create a brand strategy and marketing plan that are coordinated with East Dundee and Carpentersville.
- Identify best leasing practices for comparable Downtowns, create a model lease (conventional and short term), recruit tenants that fit logical markets, meet with new tenants.
- Identify organizational (Northern Kane County Chamber of Commerce, Small Business Development Center) and individual business leaders to mentor (behind the scenes, when appropriate) Downtown businesses. Encourage chamber membership and participation. Fill periodic operational leadership voids.
- Identify best property management practices and conform to Village codes.

Capital Improvements

Village leaders should target simple, high-impact/modest-cost projects, and advance more complicated, high-investment/high-impact projects, like the Riverfront Park, as funding allows. Specifically, and with property and business owner support, Village leaders should:

- Design and construct new wayfinding signage.
- Conduct a traffic study on Main Street to build the case for a left turn lane at 1st Street, cross-walk improvements, signal timing and other traffic calming measures. Explore potential, limited on-street parking options on Main Street.
- Seek grants, engineer and construct the 1st Street bike route. Collaborate with other jurisdictions to fund, design, permit and construct the Fox River Trail spur across the river near Oregon Avenue.
- Demolish the old Ace Hardware building. Seek grants to acquire the VFW building and acquire the Samata parking lot. Design and fund the Riverwalk Multi-Purpose Parking Plaza for construction as funds allow.

- Design, fund, permit and construct selected streetscapes as circumstances allow with particular attention to 1st Street.
- Conceptually design the Riverwalk Extension and Rivewalk Park for land acquisition and fundraising. Engineer, permit and construct Riverwalk improvements as funds allow.

Property Improvement and Development

Downtown leaders will accomplish the most important dimensions of the Strategy, business attraction and market connections, without extensive redevelopment of any property. Investors will redevelop underutilized properties and create more market supported destinations, the third dimension of the Strategy, as the economy improves and they gain confidence because Downtown leaders have implemented the policy, operational and capital projects outlined in this plan.

Village staff members should continue to maintain regular communications with the owners of vacant and under-performing properties to understand owner interests, advocate the Strategy, enforce maintenance codes, and help connect potential buyers, sellers, brokers, developers and tenants.

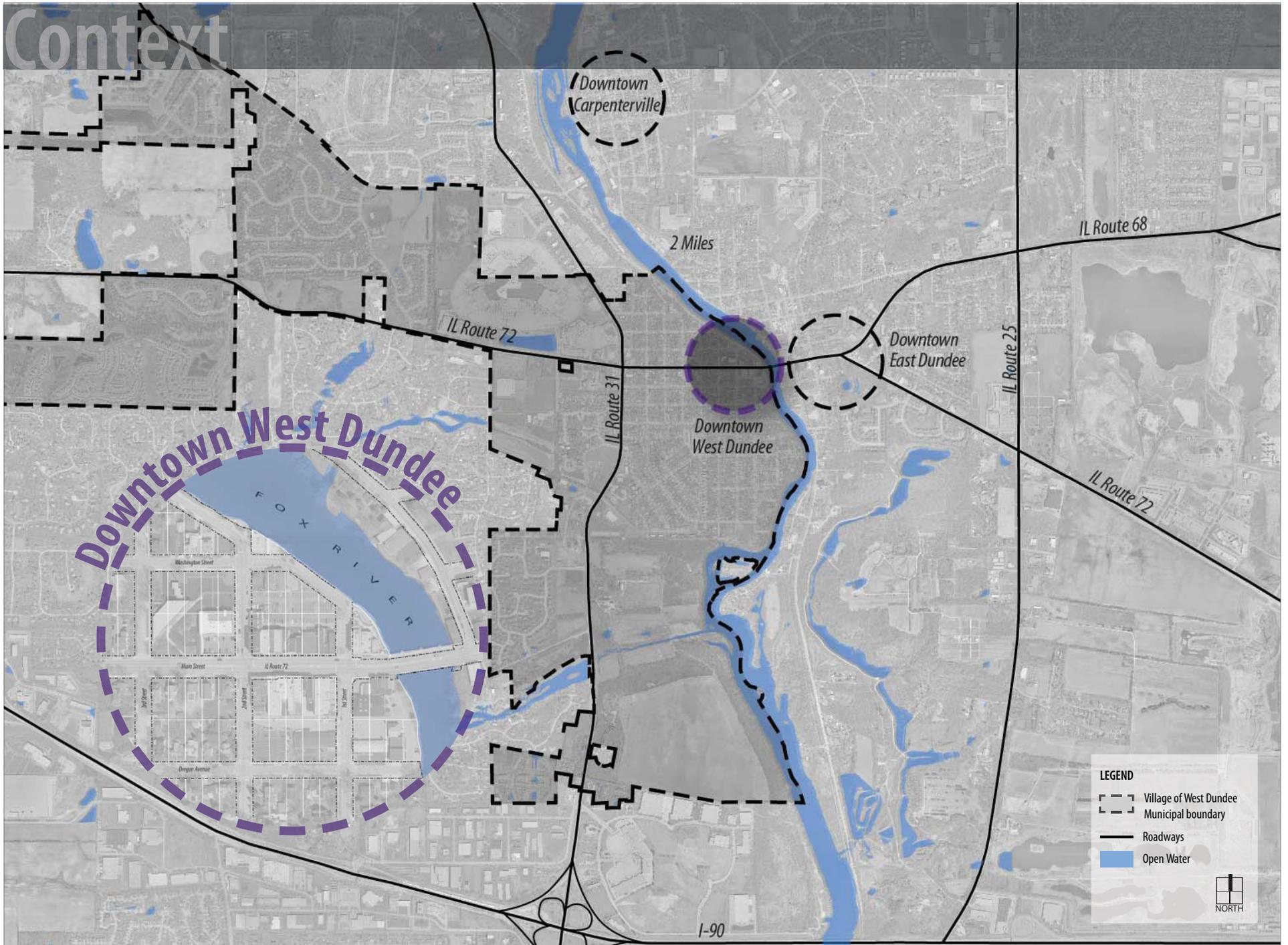
With community support, Downtown leader/partners can

Position Downtown West Dundee as a preferred option for high-quality business collaboration, dining, shopping, and socializing for professionals and their families.

Thank you for asking the Hitchcock Design Group/Business Districts, Inc. team to help you craft this important plan.

Sincerely,
Hitchcock Design Group
Business Districts, Inc.

Context



Municipal limits, regional context and nearby Downtowns

OPPORTUNITY ANALYSIS SUMMARY

OPPORTUNITY ANALYSIS SUMMARY

Introduction

In April of 2014, the Village commissioned Hitchcock Design Group (HDG) and Business Districts, Inc. (BDI) to update and refine the 2005 Comprehensive Plan as it relates to the 21 acre Downtown and provide policy and resources guidance to leaders for the next five years. First, the HDG/BDI team completed an **Opportunity Analysis** that examined area resources, the local and regional marketplace, and stakeholder behaviors and interests. Next, the team advanced a **Preferred Strategy** that defined an integrated, market-supported strategy proposing policy, operational and capital improvements, along with real estate development opportunities. This report concludes the **Final Master Plan** phase.

The team met regularly with the Project Task Force (PTF), consisting of elected officials, property and business owners, and residents, who worked with the consultant team throughout the engagement. The team also maintained a project website and conducted two valuable Consumer Behavior Surveys. In addition, the team conducted over 30 confidential stakeholder interviews and facilitated two public workshops before advancing this Downtown Plan to the Village Board.

Throughout the engagement, the community was committed to a compelling 5-year goal:

Goal: Sustain Downtown West Dundee as a lively and cherished community asset that clearly conveys its history while offering distinctive experiences for its patrons and profitable commercial opportunities for its investors.

The Downtown Plan is based on the alignment of exceptional study area resources, a modest local market, substantial regional marketplace, and the behaviors and interests of a cross-section of community stakeholders. Please see Appendix A for the full Opportunity Analysis Report.

Strengths and Opportunities

Resources

The study area scale, historic charm, Fox River setting, and exceptional exposure along Main Street (IL Route 72) are highly marketable assets that have benefited, and should continue to benefit the community, in the future. The entire Downtown is included in the Dundee Township Historic District, and the continuous row of historic buildings clustered along short blocks on Main Street creates a signature setting immediately adjacent to the picturesque river. Attractive single-family homes surround the Downtown, and along Main Street many stately and modest houses have been adapted for professional office uses. As a regional river crossing, Main Street brings nearly 33,000 vehicles per



Historic, charming Downtown West Dundee

day through the heart of Downtown, showcasing the properties and businesses along the street. Fortunately, over the last two decades, Village leaders have invested, significantly, in Downtown to make good use of these valuable assets.

The Village constructed the Riverwalk that gracefully follows the river north of Downtown, connecting residential neighborhoods to Main Street while providing opportunities for residents and visitors to linger and enjoy up-close and panoramic views of both the river and the historic Downtown. The Village has also provided 255 free, evenly distributed public parking spaces, both north and south of Main Street, alongside streets and in attractive off-street lots. In addition, the Village has constructed attractive streetscape improvements along Main Street, some side streets, and even behind most Main Street businesses to promote business. In addition to constructing and maintaining capital improvements, the Village offers incentives to improve privately owned properties and attract and retain businesses.

The enormously popular Fox River Trail is parallel to and about 400 feet east, across the Fox River in East Dundee. Trail users can access Downtown West Dundee via a pedestrian bridge, about 1/3 mile north of Main Street, via a bicycle/pedestrian bridge at South End Park, about 3/4 miles south of Main Street, or across the Main Street bridge. The Main Street bridge, however, is not designed to comfortably accommodate cyclists.



West Dundee Riverwalk



Photo credit: <http://www.panoramio.com/>

Fox River Trail is a significant regional asset, less than a quarter mile from Downtown West Dundee, the trail offers 43 miles of spectacular recreation opportunities along the scenic Fox River

Marketplace

Property and business owners must understand and consistently respond to their logical markets to be competitive. Downtown West Dundee's modest local markets, extremely competitive regional market, and historically significant resource require property owners find tenants that offer valuable services and products in a flexible, high quality environment.

The study area has a modest, but relatively affluent convenience drive-time primary market (5 minute drive) and a good regional destination market (15 minute drive). With a population of almost 15,000 and an average household income of almost \$90,000, the total spending and restaurant spending power of the primary market is \$127 million and \$16.5 million, respectively. With a destination market population of almost 200,000 and an average household income of almost \$91,000, the destination market is important, and competitive.

For basic shopping goods and restaurants Downtown West Dundee is in a very competitive region due to its proximity to Spring Hill Mall, Randall Road, The Arboretum and East Dundee, just across the river. Because increasingly sophisticated customers want more than basic goods and services, Downtown stores and restaurants have an opportunity to capture their interest in unique products, unique experiences and quality service. Small and mid-size office spaces that appeal to entrepreneurs and provide regional headquarters for professional businesses mix well with such stores and restaurants. Executives can shorten commutes by living and working in the same community while enjoying the local businesses and amenities.

Attractive, traditional single family homes in neighborhoods adjacent to Downtown provide good real estate values compared to new suburban construction. Market-rate rental apartments in developments of 100 units or more that target young professionals, seniors and transitioning families are attracting investor interest in other Fox River Valley suburbs.

Table 1 (below) highlights key demographic and spending characteristics of Downtown West Dundee's markets. (See Opportunity Analysis for more information.)

	Affiliated West Dundee	Pedestrian 0.5 Miles	Primary 5 Minutes	Destination 15 Minutes
Total Population	7,251	3,227	14,754	190,995
Median Age	40.5	43.6	38.6	34.2
Renter Occupied Housing Units	28.5%	30.0%	29.4%	23.4%
Hispanic Ethnicity	11.0%	9.8%	21.6%	33.8%
Average household income	\$102,829	\$81,974	\$87,075	\$90,975
Median household income	\$80,297	\$61,990	\$67,505	\$68,601
Employees	4,898	1,690	10,317	72,609
Spending power	\$65,551,608	\$28,458,692	\$126,939,223	\$1,409,578,824
Restaurant spending power	\$8,659,772	\$3,623,974	\$16,533,945	\$186,180,258

©2014, by Experian

Market definitions



Pedestrian Market (.5 miles)

Affiliated: Successful Downtowns often define the character of a community. With pride, residents bring guests to dine in independent restaurants and seek special items at unique stores. The Downtown serves as a setting for community festivals that draw residents. With the Village Hall a prominent feature of Downtown West Dundee, it is the community's business center. This relationship creates an affiliation that makes community residents an important market for the Downtown enterprises.



Primary Market (5 Minutes)

Pedestrian: Residents living within a one-half to one-mile walk of commercial development are particularly intense users. The frequent trips and presence of these nearby residents adds vitality even when businesses are not open and consequently this market is more important to the success of clusters than its spending power suggests. The age, income and lifestyle of these nearby residents defines the character of Downtowns.



Destination Market (15 Minutes)

Primary: If one can drive to obtain needed items within a 5-minute drive, that location can be the routine choice to meet everyday needs. Convenience shoppers are the core market for neighborhood retail clusters. It should provide 60%-85% of the spending captured by area businesses. This drive time also identifies the homes of bicyclists who can travel to a commercial cluster in ten-minutes or less. These markets add recreational users to the convenience mix.

Destination: The businesses gaining the smallest percentages of their sales from the convenience market create a destination draw as their unique offering attracts shoppers from a larger geography. Customers from this secondary trade area add sales to adjacent convenience businesses. The stores attracting this market also give the commercial cluster a unique character that differentiates it from other shopping alternatives. It is important to note that, although the sales volume from this market is a smaller percent of the Downtown's total volume, these marginal sales add significantly to the profits of all businesses and, without destination customers, few businesses can meet their sales goals.

Small Local Markets

- Small, affluent affiliated
- Small, modest pedestrian and primary markets
- Good destination



Shelley's Bridal

Evolving Trends

- Experience retailing
- Temporary retailing
- Multi-modal, multi-channel access
- The rise of the new millennial age cohort
- Apartment living



Co-working spaces

Experience retailing, wine and painting

Very Competitive Environment

- Retail
- Restaurant
- Housing



Spring Hill Mall

The Arboretum

Quality Prevails

- Historic ambiance
- Riverfront
- Entrepreneurship
- "Shopping Up"



Emmett's Tavern

DreamCo Design

Stakeholders

Downtown West Dundee has many stakeholders who influence its future. The Village owns 24% of the platted property in Downtown, controls most of the public infrastructure, zoning and building, and has adopted Kane County Stormwater Management standards. The Village has, historically, planned, funded and operated important community events like Heritage Fest and Dickens in Dundee. The state retains control of Main Street (IL Route 72) and several federal, state, and county agencies regulate activity in and along the Fox River. Downtown property and business owners, neighboring property owners, Village residents and, of course, a host of visitors and consumers have a vital interest in Downtown.

Based on our consumer behavior survey, confidential stakeholder interviews, a public workshop, collaboration with the Project Task Force, and activity on the project website, one thing is certain; community stakeholders are passionate about Downtown. Overall, consumers make no distinction between Downtown East and West Dundee. Residents have a deep appreciation of Downtown assets, expect a great deal from Village leaders, are eager to make improvements to hospitality, and are serious about strengthening the Downtown economy. Many stakeholders we interviewed have fond memories of special events that remind them of a by-gone time when Downtown was thriving and was THE place to be. Most interviewees also expressed frustration with neglected and under-performing properties, and are anxious for improvement, but are uncertain about viable improvement strategies.

Key Finding: Overall, consumers make no distinction between Downtown East and West Dundee.

Many Stakeholders



About the Consumer Behavior Survey

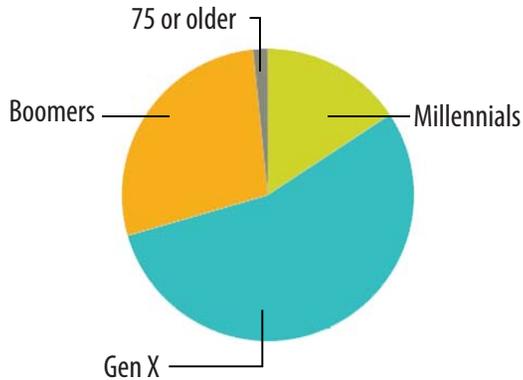
The Consumer Behavior Survey asked respondents 20 questions to help identify current usage, competitive area usages, desired businesses and facilities evaluation. Almost 800 people, including 135 non-residents, responded. The survey reports what respondents think, not why. Follow-up surveys may reveal why respondents answered in a particular way. Over 70% of survey respondents belong to either Generation X (early 1960s to early 1980s) or New Millennials (early 1980s to early 2000s) cohort. This indicates the presence of a relatively young demographic, who have a different lifestyle expectations than the baby boomers.

The survey highlights indicate that:

- Dining (84.9%) is the number one reason for trips Downtown.*
- Community Events (69.8%) and Riverwalk (47.0%) were also highly selected as reasons for visiting Downtown. In fact, events such as Heritage Fest, Dickens in Dundee, St. Patrick's Day and Memorial Day Parade rated average or better on experience. A significant number of people work from home at least part of the week.*
- Satisfaction with cleanliness, safety, river access, sidewalks, lighting, and bicycle access was high.*
- Satisfaction was relatively low with parking, building attractiveness and pedestrian comfort.*
- When asked what changes would most improve Downtown respondents indicated more restaurants (75.2%), redeveloping spaces for new businesses (68.3%) and improving the appearance of existing buildings (45.7%) as the top 3. They also identified more parking lots (40.2%) and more on street parking (22.2%) as potential improvements.*
- Residents said they would spend more if Downtown offered a bakery, home accessories, fine wine & spirits and hardware. The results indicate that people want more of what they have and more experiences.*

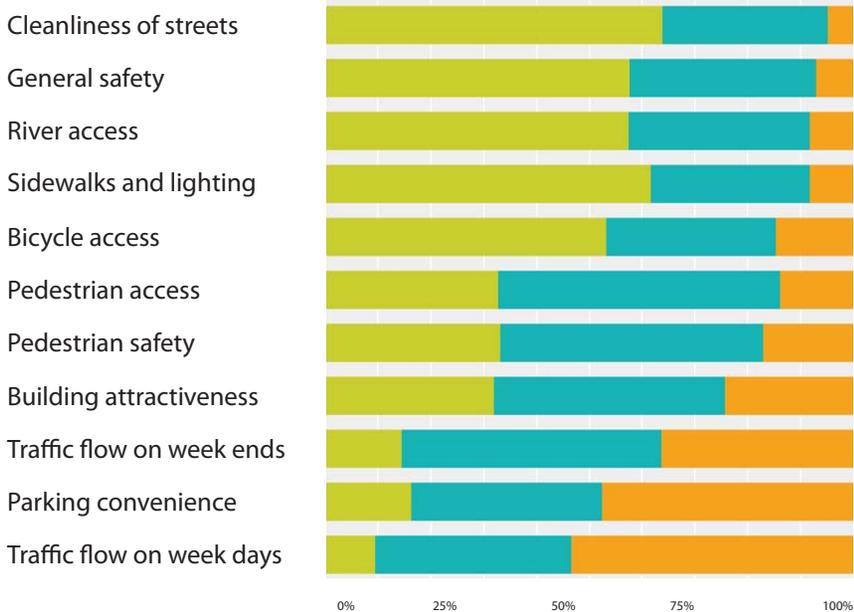
Youth Rules

The age demographics of survey participants reveal a national trend: The rise of the Millennials age cohort (ages 14-34). The results suggest a need to cater changing values and aspirations.



Satisfied Constituents

Rate your overall satisfaction with these factors as they apply to Downtown West Dundee:



■ Above average
 ■ Average
 ■ Below average or awful



Engaged citizens participating the public workshop on June 18, 2014



Key Finding: The public has huge expectations of the Village

Weaknesses and Threats

Despite the outlined resource, market and stakeholder advantages, Downtown West Dundee is compromised by some challenges that must be mitigated in order to advance the community's interests.

Periodic flooding along the Fox River is hazardous and a deterrent to investment. New construction is prohibited in the flood way and severely restricted in the flood plain, which includes 20% of the study area.

Since IDOT's major improvement of Main Street in 1996, motorists driving through Downtown have benefited at the expense of pedestrians, cyclists and motorists who are driving to Downtown who have to contend with increased traffic volumes, speed, and noise along with less convenient parking. The removal of parking also negatively impacted property and business owners along Main Street.

Coordinated wayfinding signage leading to and directing visitors around Downtown is inadequate.



Credit: Daily Herald

Flooding along the Riverwalk in West Dundee



Morning traffic congestion, east bound on IL Route 72

Over 20% of the Downtown building stock is vacant, including prominent structures on Main Street, and over 50% of the structures suffer from vary degrees of disinvestment, neglect or deferred maintenance.

The pedestrian and convenience markets are too small to sustain mediocre retail businesses that rely on heavy foot traffic to survive.

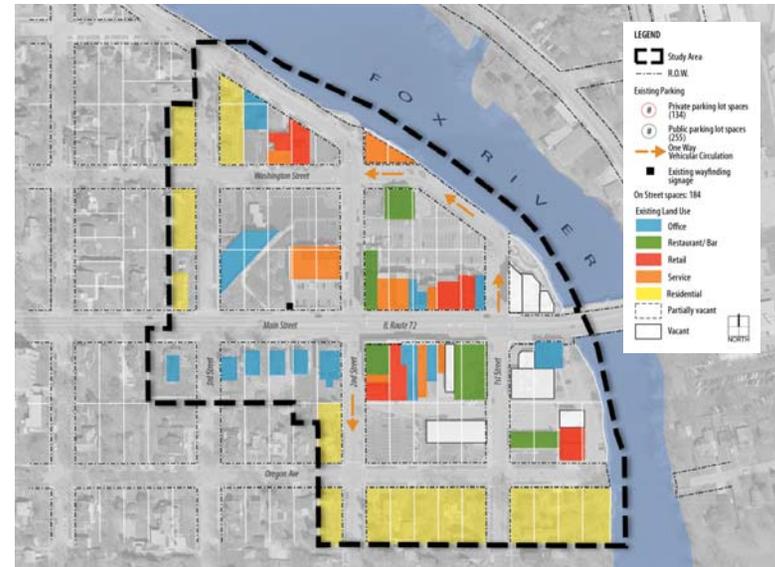
Equity and rental residential assets in Chicago’s outer-ring suburbs, including West Dundee, are recovering more slowly than in Downtown Chicago and inner-ring suburbs, which makes absorption of new units uncertain. In addition, neighborhood home values are not high enough to drive demand for new or alternative residential products.

Although there are a few aging apartment buildings Downtown, opportunities to develop new market-rate apartments that target young professionals, seniors and transitioning families are limited because assembling single family lots into a large enough development parcel is problematic.

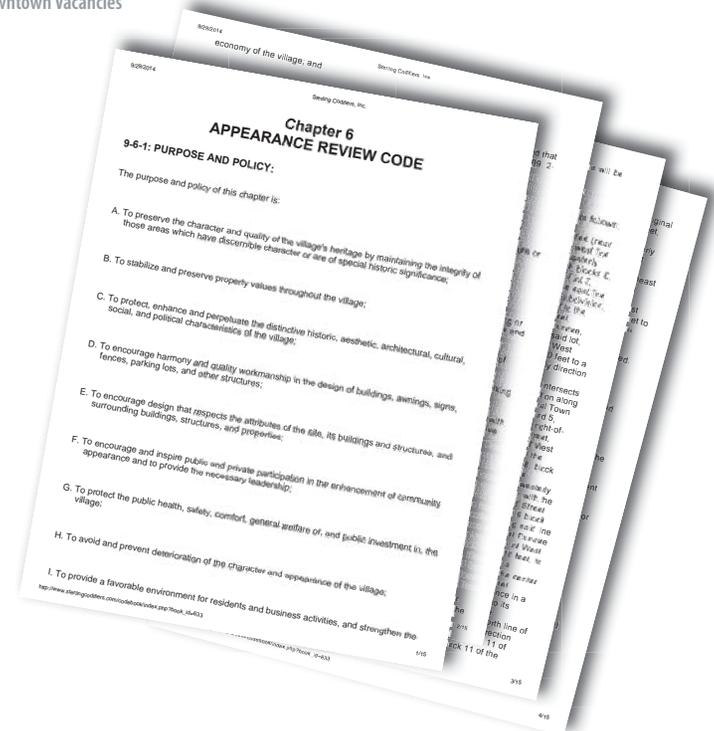
The Village, through its Appearance Review Commission (ARC), uses the Appearance Review Code to preserve the historic character of Downtown. Unfortunately, while well intentioned, the code is very broad and subjective, and we understand that the ARC’s application of the code has unnecessarily complicated redevelopment and compromised property and business owner competitiveness.

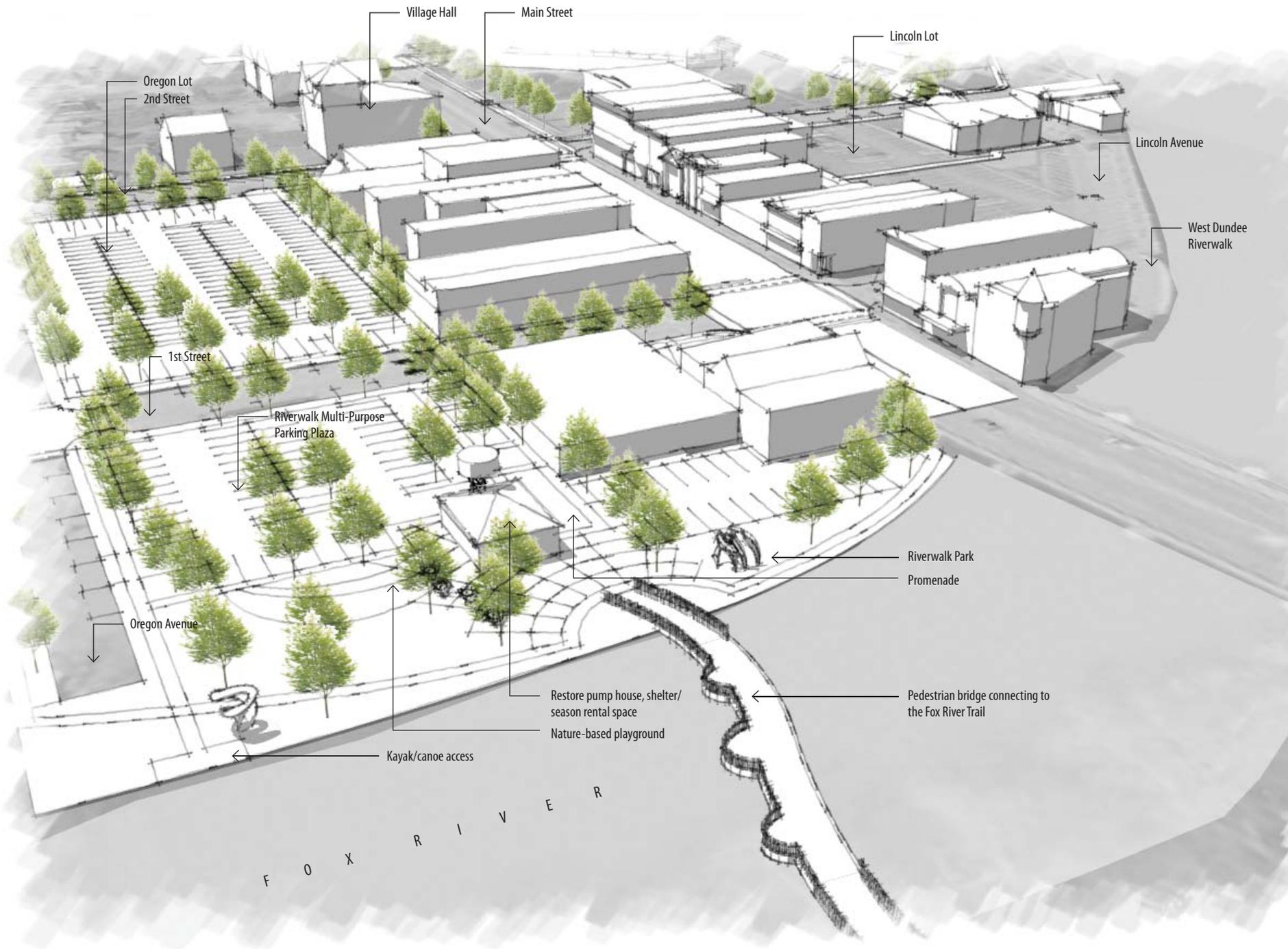
Multiple property owners and multiple jurisdictional challenges make it particularly challenging to remodel or redevelop properties.

The community, including many Downtown property and business owners expect a lot – maybe too much from the Village, and it’s not the public sector’s role to fund, own, operate and fix everything Downtown.



Downtown Vacancies





Aerial perspective of Improvements that may set the stage for redevelopment in the future

STRATEGY

STRATEGY

As the Opportunity Analysis documents, Downtown West Dundee, with its charming and unique resources and its substantial regional marketplace is well situated to accomplish its aspirational 5-year goal. The community’s strategic challenge, however, is to connect its beloved downtown to today’s market and to prepare for the markets of the future.

To achieve the community’s 5-year downtown goal, property owners, business owners and other community stakeholders need to

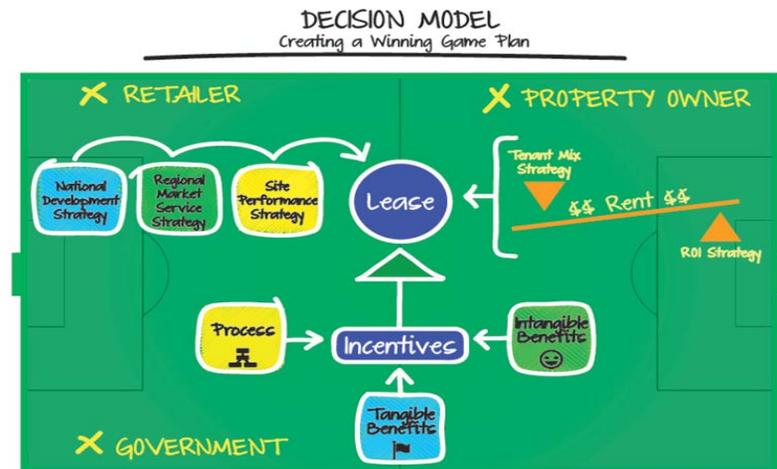
Position Downtown West Dundee as a preferred option for high-quality business collaboration, dining, shopping, and socializing for professionals and their families.

This experience-oriented strategy demands that public and private sector leaders maintain a three-dimensional and highly collaborative partnership that 1.) attracts and supports high-quality businesses, 2.) stays connected to logical markets in every way, and 3.) sustains a variety market-supported destinations.

STRATEGY:
1. Attract and support high-quality businesses
 Merge an *accommodating attitude* with *high performance standards*.

Today, Downtown West Dundee hosts some very good destination retail, restaurant and service businesses that are models for the future. However, downtown needs more stores and restaurants to establish itself as a unique destination. Business openings and closings are common in successful dining and shopping clusters. Vacant and underutilized spaces should be remodeled and re-tenanted to build a quality cluster.

In 2019, just as they are now, vacancies will be great opportunities for commercial property owners to attract new high-quality businesses that interest and engage West Dundee’s logical markets. Property owners will appeal to the best businesses because they offer attractively appointed and maintained structures with flexibly-sized spaces and flexible terms to accommodate entrepreneurial businesses. The best business owners will focus more on how they sell rather than what they sell. They will offer unique products and/or



Recruitment is a team sport

Attract and support high-quality businesses

services on-premises, through the internet, and even in collaborative arrangements with other businesses in and outside of downtown. As a result, downtown businesses will attract more destination shoppers who will explore neighboring businesses.

Village leaders will merge an accommodating attitude with high-performance standards. They will slightly expand the downtown footprint, creating a carefully controlled transitional district that increases business options and daytime population. They will maintain supportive policies, communications and programming that will help businesses stay fresh and respond to unpredictable market forces. Village staff will help connect prospective buyers and sellers along with prospective tenants and property owners. To support property owners and their tenants, the Village will facilitate consistent, market-



Future land use plan, transitional use expansion



Photo credit:

Bed and breakfast, a transitional use

driven leasing practices. Staff will also provide timely promotional and informational e-communications to business and resident audiences, and facilitate business to business mentoring. Village leaders and business leaders will meet, whenever necessary, but at least four times per year, to exchange valuable information and discuss timely policy, communications and operational topics.



Connect: Remember, find, park, walk, access, shop, work and socialize.

STRATEGY:
2. Connect to logical markets in every way
Make Downtown West Dundee easy to: remember. Find. Park. Walk. Access. Shop. Work. Socialize.

Today, Downtown West Dundee is partially connected to the community and region, but needs to be fully connected to meet contemporary and future best practices.

In 2019, Downtown West Dundee will be superbly connected to its logical markets through a wide variety of digital and physical methods that will make it easier than ever to *remember, find, park, walk, access, shop, work, and socialize*.



Emmett's Tavern in historic, charming Downtown West Dundee



Remember, first because it will be successful, secondly because its historic character will be carefully retained and managed, and thirdly because it will be consistently promoted with an integrated brand strategy across all markets.

Nothing sells like success, and downtown is no exception. As this strategy gains momentum, and everyday experiences improve, downtown visitors will want to return again and again.

Community leaders will continue to nurture downtown's extraordinarily marketable character by preserving and showcasing the most important architectural, cultural and natural assets, while promoting a flexible and creative business-based attitude.

Downtown West Dundee's reputation as a great live, work, play environment, – its brand – is what visitors will come to expect when they visit, and that expectation will be reinforced through their experience. The brand strategy will include a well-defined platform, compelling messaging, and distinctive visual language including a mark, slogan, typography, imagery and patterns (also see *"Find," "Access," and "Shop"*).



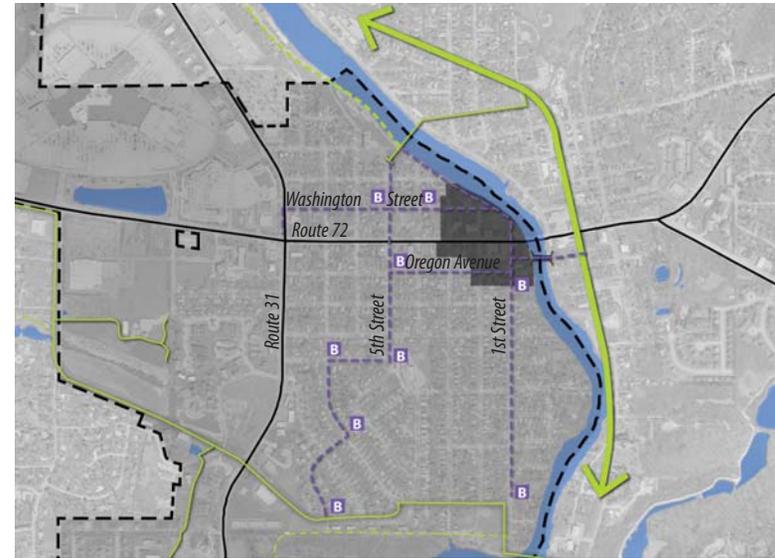
Connect: Remember, find, park, walk, access, shop, work and socialize.



Find, because motorist, cyclist, pedestrian and even paddler facilities will be convenient, comfortable, attractive and well signed.

The excellent existing street grid and directional flows will be further improved with a left turn lane on west-bound Main Street to south-bound 1st Street with IDOT cooperation, which may be challenging. This simple, low cost improvement will direct motorists to parking and destinations on the south side of Main Street, as soon as they cross the river.

A well-marked spur from the acclaimed Fox River Trail will invite cyclists and pedestrians to explore Downtown West Dundee by crossing a striking bridge near Oregon Avenue, avoiding the unfriendly river crossing at Main Street (also see “Walk”). Once across the river, trail users will find themselves in a handsome Riverwalk Park that extends downtown hospitality with convenient information, restrooms, parking, shelter, bike repair station, and other amenities (also see “Socialize”). A well-marked on-street bicycle route along South 1st



Proposed bicycle connections



Proposed left turn lane at 1st Street



Historic Main Street

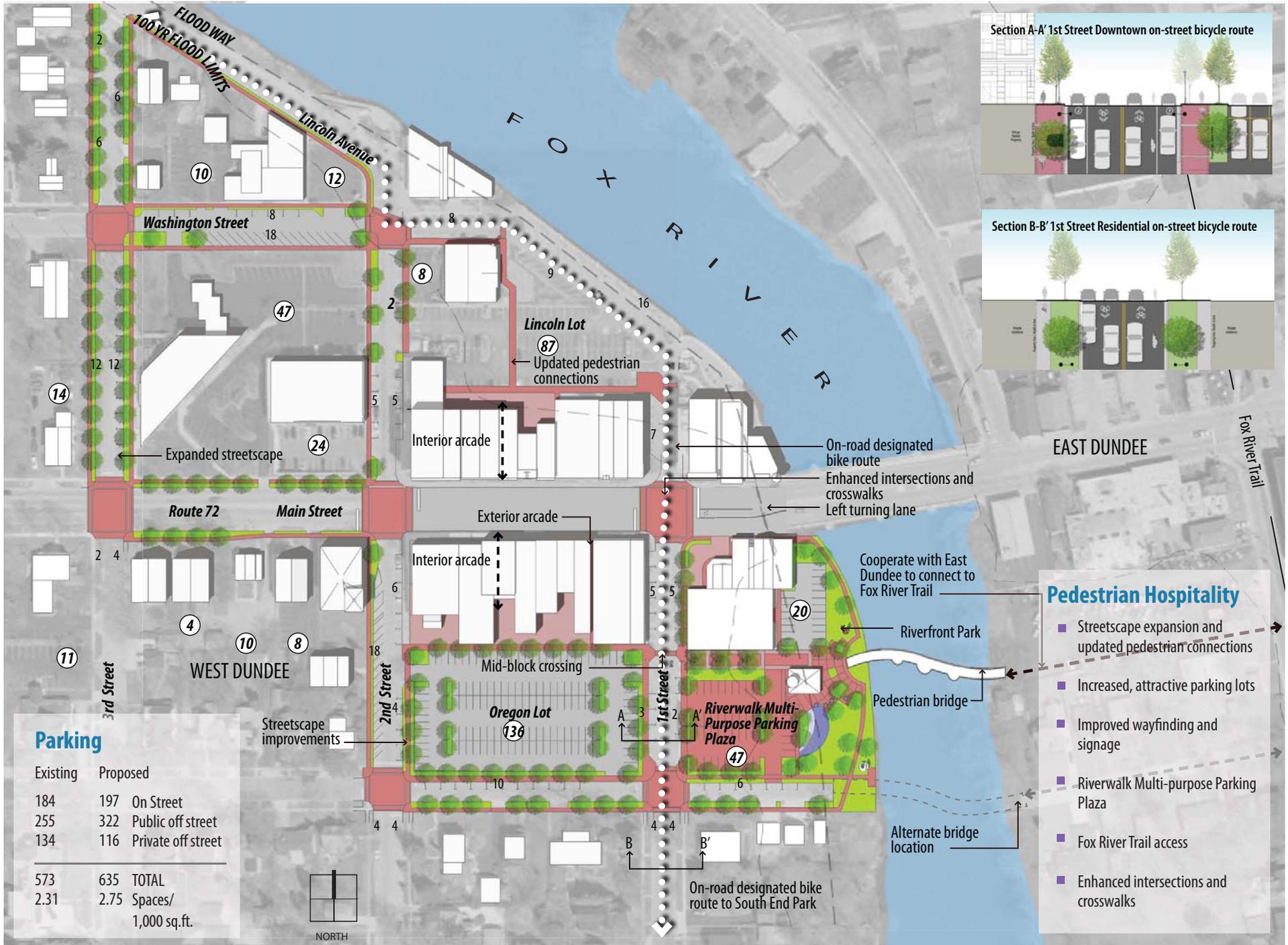
Photo credit: Dundee Township Historical Society



Paddler facilities



On-Street designated bike routes and bicycle facilities



Connect: Remember, find, park, walk, access, shop, work and socialize.



Existing Oregon Lot



Proposed Riverwalk Multi-purpose parking plaza

Street will also invite trail cyclists to cross the river at South End Park and travel a few blocks north to downtown. Similarly, an on-street route along Lincoln Avenue will connect cyclists coming south from Carpentersville.

Paddlers on the Fox River will find an accommodating launch at the Riverwalk Park providing them access to all of the Riverwalk Park amenities.

The Streetscape on every downtown street will define the district, and carefully located and coordinated public environmental graphics and wayfinding signage will enhance motorist/cyclist/paddler/pedestrian navigation while reinforcing the downtown brand (also see “Remember,” “Park,” and “Walk”). In addition, business owners will use distinctive, tasteful business signs to identify storefronts while playfully engaging passers-by, and they will rely, increasingly, on digital wayfinding tools that inform and direct their customers.



Park, because free, public on and off-street parking spaces will be conveniently and evenly distributed, both north and south of Main Street. Eighteen angled on-street spaces on Washington Street west of 2nd will add some capacity north of Main Street, and significant remodeling of the Oregon Avenue and Fox River lots will substantially increase capacity and motorist convenience, south of Main Street. The Oregon Avenue lot will expand from 83 spaces to about 136 spaces, once the former hardware store is demolished. And, as part of an integrated Riverwalk/parking improvement along the river, the Fox River lots will expand from two separate lots with 35 combined spaces to a consolidated and much more convenient multi-purpose lot with about 47 spaces (also see “Socialize”).

While challenging, IDOT’s hard-line, motorist-oriented policies of the past give way to a more context-sensitive, multi-modal agenda they may be willing to allow, off-peak on-street parking on Main Street that will greatly enhance the hospitality and success of the downtown.

Definition:

Parking ratio:

A parking ratio is the number of parking spaces per 1,000 square feet of gross, leasable commercial area. Parking ratios in successful suburban downtowns range from 2 to 3 spaces per 1,000 sq.ft. of gross, leasable commercial area.



Find and walk because downtown is defined



Find what you’re looking for with wayfinding signage

Connect: Remember, find, park, walk, access, shop, work and socialize.



Walk, because significant streetscape, Riverwalk, and wayfinding signage improvements will comfortably and confidently lead pedestrians to and between downtown destinations. Streetscape on both sides of downtown street, including paving, landscape, lighting, wayfinding graphics, and where appropriate, public art, furnishings and other amenities, will conveniently, comfortably and safely guide pedestrians to any destination (also see *“Remember” and “Find”*). Every intersection will include features to enhance the pedestrian experience. Enhanced, decorative crosswalks will complement the streetscape design and safely connect pedestrians to downtown destinations. While challenging, even the Main Street sidewalks and intersections offer a more accommodating experience thanks to a combination of modest physical improvements and traffic management technologies. In addition, mid-block cross walks on 1st and 2nd Streets, aligned with spacious back-of-building walks both north and south of Main Street provide excellent connectivity between destinations.

The Riverwalk extension from Main Street to Oregon Avenue expands the stunning pedestrian riverfront experience north of Main Street. The Riverwalk extension will be a stylish and integral part of the Riverwalk Park, easily accessed from Main Street, Oregon Avenue, the 1st Street mid-block cross-walk, the Fox River lot, the boat launch and the pedestrian bridge (also see *“Remember,” “Find” and “Socialize”*).

Conveniently located and attractively branded directories will help inform pedestrians about downtown attractions and business, and coordinated directional signage will help them navigate to their destinations (also see *“Remember” and “Find”*).



Riverwalk to walk, access and socialize



Access, because Main Street buildings will have convenient front and rear entrances. Attractive rear facades with accessible, clearly defined entrances will be as, or even more important than the front entrances for most Main Street property and business owners. Visitors parked in the public parking lots will clearly see and be drawn to their destinations along handsomely appointed walkways with the full complement of streetscape amenities and graphics (also see *“Remember,” “Find,” “Park,” and “Walk”*). In addition, key building owners will encourage visitors to use their interior hallways as semi-public arcades during normal business hours, showcasing their tenants’ spaces while allowing customers to easily access the Main Street sidewalk.



Great rear building entrance from Oregon Lot

Connect: Remember, find, park, walk, access, shop, work and socialize.



Photo credit: <http://newsblog.ispo.com/>

Multi-channel options to shop



Photo credit: <http://www.pinterest.com/KwekuBennin>

Temporary, festival retailing to shop



Shop, because retail and restaurant businesses will offer multi-channel comparison and purchasing opportunities in a slightly expanded downtown footprint. Downtown merchants will have a dynamic internet presence, be linked one to another and to the downtown, and in many cases, generate much of their revenue through internet sales. They will encourage customers to experience their terrific setting, goods and services, in person (also see *“Remember,” “Find,” “Park,” and “Access”*). Consequently, downtown merchants will continue to offer traditional, in-store shopping that allows customers to physically connect with their goods and services.

Utilizing the beautiful structures in the transitional district, business owners will offer personal and professional services, along with one-of-a-kind coffee/tea shops and bed-and-breakfast inns.

Temporary, so-called pop-up retailers will test new concepts in a quality, traditional setting without committing to long term leases. In exchange, landlords will fill vacant spaces with a wide array of engaging tenants, some of whom may desire longer term leases. Similarly, on a small scale, a food truck or two may test the seasonal potential of Riverwalk Park, and on a larger, more coordinated scale, farm markets and/or groups of festival retailers may utilize the entire Fox River parking lot (also see *“Park” and “Socialize”*).



Photo credit: drewjones.co

Co-working spaces to work

Definitions

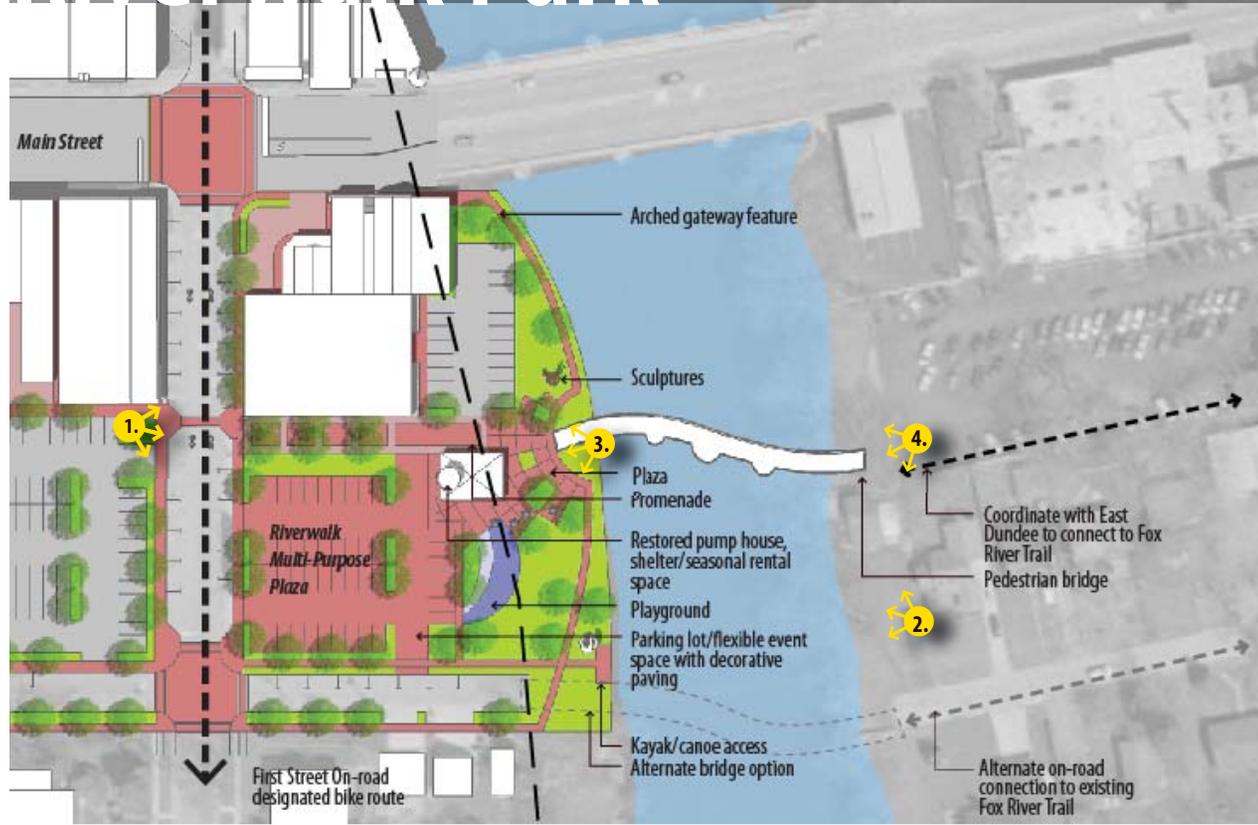
Multi-channel: A marketing strategy that offers a variety of options for a consumer’s retail needs, including: in store, website, telephone, mail, television, catalog and comparison shopping sites. This strategy aims to maximize revenue and loyalty by providing consumers with options and convenience.

Co-working: A community of work-at-home professionals, independent contractors and people who frequently travel working independently in a shared working environment.



Work, because small and mid-sized office spaces in a unique environment will appeal to both entrepreneurs and experienced professionals. Downtown service businesses will not rely on their location to attract clients. However, they will find the accessible, walkable, mixed-use setting to be affordable, stimulating, and often, close to home (also see *“Park,” “Walk,” “Shop,” and “Socialize”*). Business employees will increase the daytime downtown population, which will help support other downtown businesses. Some buildings, like the houses along 3rd or Oregon will be readily converted to professional office uses. Some buildings (particularly second floor space) will be better suited for temporary and flexible co-working office spaces that provide an opportunity for entrepreneurs to test new business concepts in a collaborative setting with short term leases.

Riverwalk Park



Riverwalk Park Plan



1. Promenade from Oregon Parking lot looking east to Riverwalk Park



2. Riverwalk Park looking west from East Dundee



Nature-based interpretive children's playground (Geneva, Illinois)



4. Pedestrian bridge connecting the Fox River Trail to West Dundee



3. Pump house rehabilitation

Connect: Remember, find, park, walk, access, shop, work and socialize.



A flexible multi-purpose parking/ plaza (DeKalb, Illinois)



Socialize, because residents and visitors will be drawn, everyday, to downtown's unique and uncommonly attractive business and public destinations. In addition to everyday socializing in shops and on the street, residents and visitors will frequent the stunning, multi-dimensional Riverwalk Park. In addition to ample public parking, the park will have outstanding exposure, accessibility and pedestrian amenities including abundant seating, landscaping and lighting, a nature-based, interpretive children's playground and a small boat launch (also see **"Remember," "Find," "Park," and "Walk"**). The pedestrian bridge linking the Fox River Trail to the Riverwalk will be anchored near the Pump House (also see **"Find" and "Walk"**). The historic Pump House will be rehabilitated to connect with and showcase its history, and repurposed to provide restrooms, shelter, information, and seasonal services such as kayak and bike rentals, repairs and concessions (also see **"Remember" and "Shop"**). The Village will continue to sponsor annual special events, which will be based at the specially designed, dual-purpose Fox River public plaza/parking lot (also see **"Park" and "Shop"**).



Public space along the river to remember and socialize no matter the occasion (Naperville, Illinois)



A riverwalk to remember, walk and socialize (Lockport, Illinois)

Analysis Methodology for Site Development

To determine the advantages and disadvantages of development options, this development feasibility analysis calculates project economics by comparing project costs to the value of recommended development. The revenue to the Village comes from property taxes and sales tax. The following table explains how this information is calculated:

<i>Building and Parking Construction Cost</i>	<i>Total Value</i>	<i>Funds for Property Acquisition</i>	<i>Annual Property Taxes</i>	<i>Annual Municipal Sales Taxes</i>
Using a standard estimating service that continuously monitors construction costs, RSMean, a very preliminary cost estimate for the concept's proposed uses and parking. Following detailed design, this component can change significantly.	The net operating income from a commercial development or apartments sets its value. That income is converted to a market value by determining how much the developer would invest to obtain that income. The return that developers require varies by the market demand for each use.	The difference between the construction cost and the total value is the amount that an investor can pay for the property. If the existing structures will be demolished, this amount must cover buying out the leases of existing tenants, relocation expenses, demolition of any buildings, brownfield remediation, and permitting costs.	This calculation uses a common realtor rule of thumb that property taxes are approximately 2% of the property value. In a TIF, these property taxes estimate the potential TIF increment.	In Illinois, each municipality receives 1% of the value of retail sales by businesses within their borders. This calculation assumes that new retail will achieve sales of \$300 per square foot, the national average.

The key to this analysis is setting the developer's required return as determined by the risk associated with undertaking proposed development options. The least risky projects are build to suit concepts for large, national corporations and the low cost reuse of buildings currently on a property. The least risky residential development conforms to competing, nearby new development and the project's surrounding homes. Risk increases when new residential development varies from proven models. The riskiest projects are speculative commercial development. Each project uses a combination of investor funds and bank loans to determine the return on investment (ROI) needed to appeal to the market. With today's

relatively low bank interest rates, the blended ROI, also known as a cap rate, varies from about 6.5% for the least risky projects to 9.5% for riskier projects. When a riskier project is more desirable, the Village can intervene with financial incentives that reduce costs to a level that matches other investment possibilities.

This feasibility summary of the conceptual development options respects this economic framework, as it examines the public and private investment necessary to support redevelopment options. At this preliminary analysis stage, those options generally involve reuse of existing structures, market supported redevelopment, and community incentives supported development. The analysis that follows examines each site in turn.

Create more market supported destinations

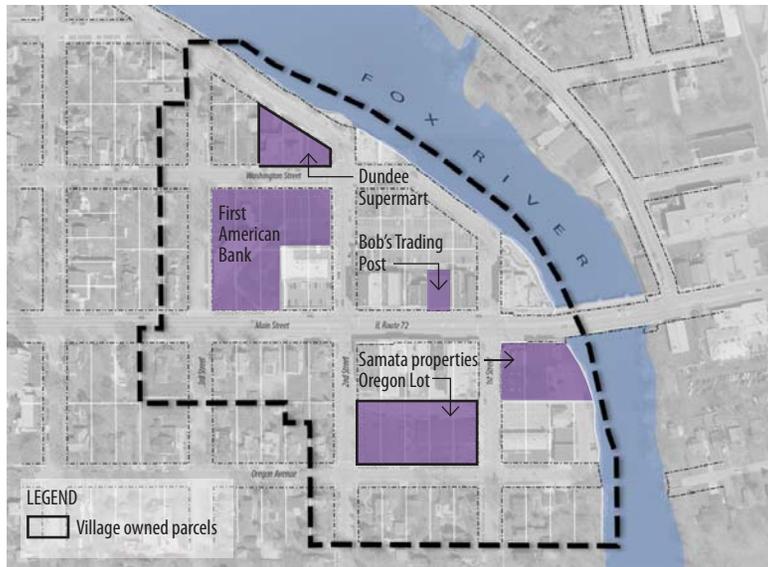
STRATEGY:
3. Create more market supported destinations
Encourage investors to create high quality service, dining, and retail destinations that *target professionals and their families.*

Today, Downtown West Dundee has vacant commercial spaces that need to be filled before the market will support significant new development because, vintage spaces compete at a lower cost than new construction, and the existing vacant spaces undermine the marketing of new, higher cost space.

By 2019 and beyond, commercial and residential redevelopment opportunities may mature as the local and regional economies expand. The business attraction, connection and retention strategies described in this plan will increase the demand for good commercial space—perhaps to a point that begins to exceed the available commercial building stock. In addition, the steady improvement of downtown along with the appreciation of surrounding home values will increase the opportunity for investors to introduce high-quality equity and rental multi-family residential development into selected downtown sites.

Some property owners on the west side of 3rd Street and the south side of Oregon Avenue will choose to re-purpose some of their stately houses for professional service businesses or for special purposes such as bed and breakfast facilities or tea houses. This slight and carefully controlled expansion of the downtown footprint as a Transitional District will make good use of important assets, increase owner flexibility, increase the variety of commercial space sizes and formats, increase the number and variety of business offerings, and increase the daytime downtown population. In addition, this Transitional District will buffer the attractive, surrounding residential neighborhood from commercial land uses by creating a more manageable backyard-to-backyard separation of uses.

Three privately held properties, Bob’s Trading Post, Samata, and First American Bank, help illustrate three alternative development scenarios.



Redevelopment Sites

Bob's Trading Post

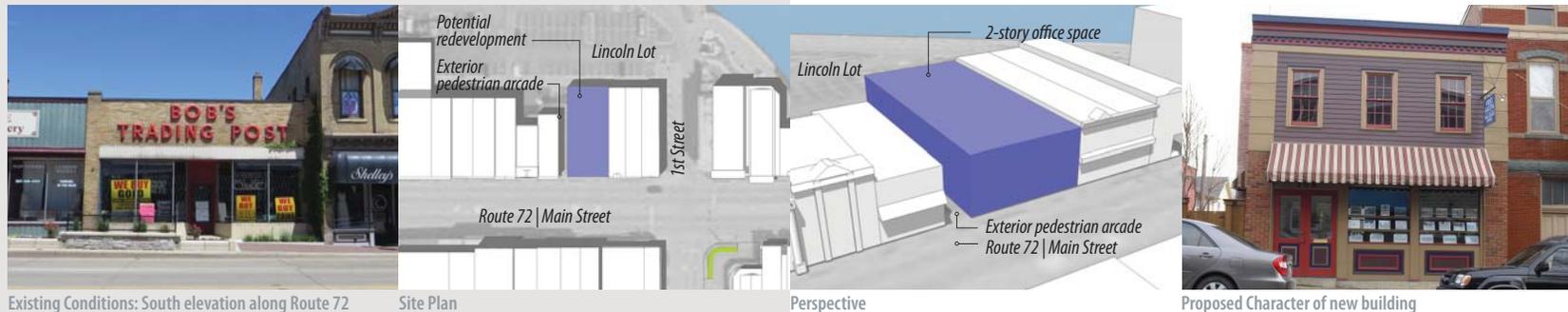
Fiscal Feasibility

Office (square feet)	14,367
Floors	2
Total construction cost	\$3,309,000
Total Value	\$3,192,667
Contribution to land costs	\$(116,333)
Annual property taxes	\$63,583
Parking demand	30

Comments

- The construction cost estimates assume union/prevaling wages because many communities require developers to pay those rates when public subsidies are provided. Interviews with local developers suggest that using lower cost wages typical of suburban Chicago construction reduces costs by 17% to 20%. This change would save \$563,000, providing additional funds to partially cover the project gap.
- This analysis assumes construction of office space with a net operating income of \$20 per square foot based on triple net rent of \$24 per square foot. The gross rent under this scenarios is approximately \$32. There are competing spaces along Main Street in vintage buildings with significantly lower rents.

First, Bob's Trading Post on the north side of Main Street is a well located, but underutilized, 4,560 square foot, single-story commercial property that is out of place from both a use and scale perspective. While logistically challenging, the owner can redevelop the site as an attractive three-story building yielding about 14,000 square feet of contemporary commercial space. However, absent the owner's desire to build a custom, tenant-specified building, the cost to develop the property will most likely be greater than its newly constructed value. A logical near-term scenario is for the current or future owner to lease the space to a new tenant who will reinvest in and use the existing structure until such time as the redevelopment return on investment is more attractive.



Existing Conditions: South elevation along Route 72

Site Plan

Perspective

Proposed Character of new building

Samata Properties

Fiscal Feasibility

Office (square feet)	18,233
Floors	3
Total construction costs	\$3,927,000
Total value	\$4,051,778
Contribution to land costs	\$124,778
Annual property taxes	\$81,036
Parking demand	38

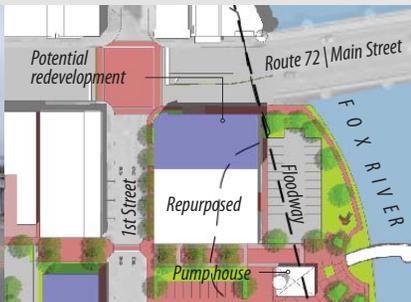
Comments

- The construction cost estimates assume union/prevaling wages because many communities require developers to pay those rates when public subsidies are provided. Interviews with local developers suggest that using lower cost wages typical of suburban Chicago construction reduces costs by 17% to 20%. This change would save \$667,600, providing additional funds for land costs and perhaps vault storage of stormwater.
- This analysis assumes construction of office space with a net operating income of \$20 per square foot based on triple net rent of \$24 per square foot. The gross rent under this scenarios is approximately \$32. There are competing spaces along Main Street in vintage buildings with significantly lower rents.

Second, the Samata properties have particular interest to the Village because of their river frontage. They include 6 separate lots with an eclectic, approximately 16,000 square foot mix of vintage and contemporary structures with good Main Street, 1st Street and riverfront exposures. The buildings fronting Main Street range from poor to good condition, and the building on 1st Street is in excellent condition. Because of the Main Street parking and left turn prohibitions, visitor parking and access to the buildings is awkward, but can be improved if IDOT accommodates southbound left turns from westbound Main Street and the Village constructs the Fox River Lot. Also, because of significant county floodplain and floodway regulations that impact a substantial portion of the property, the redevelopment yield is compromised. The current or future owner can choose from several alternative investment scenarios ranging from a total demolition/redevelop scheme (20,700 square feet of new commercial space) to a total retainant/remodel scheme in the existing structures – or something in-between. Absent the owner’s ability to build a custom, tenant-specified building, the cost to redevelop the consolidated properties will, most likely, exceed the newly constructed value. The most logical near term scenario is for the owner to retainant/remodel the 1st Street building for a long term hold, and explore tenant-driven remodeling and redevelopment solutions for the Main Street properties. In the meantime, the Village should collaborate with the owner to acquire the private parking lot and shoreline in order to extend the Riverwalk, which in turn, may provide a source of construction funds to the owner.



Existing Conditions: North elevation on Main Street



Site Plan



Perspective



Character

First American Bank

Fiscal Feasibility

Office (square feet)	23,400
Floors	3
Total construction costs	\$4,751,500
Total value	\$6,500,000
Contribution to land costs	\$1,748,500
Annual property taxes	\$130,000
Parking demand	46

Comments

- This analysis assumes construction of office space with a net operating income of \$20 per square foot based on triple net rent of \$24 per square foot. The gross rent under this scenario is approximately \$32. There are competing spaces along Main Street in vintage buildings with significantly lower rents.
- There is no parking provided in this analysis. Adding four spaces per 1,000 square feet would cost \$562,000 and reduce the contribution to land costs to \$1.2 million.
- Ideally this project would be a build to suit effort for local business owner who wants to expand at an amenity rich location that is a quick commute from home. Proximity to the Fox River could attract environmentally oriented businesses.

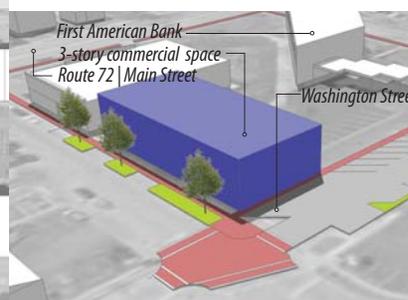
Third, the First American Bank property is a dominant, 1.67 acre property that occupies 75% of the block fronting on Main, 3rd, Washington, and 2nd Streets. Twenty-five to forty bank employees occupy the contemporary, approximately 14,500 square foot 2-story building that includes 4 drive-through lanes. If banking trends continue and bank operations consolidate and shrink the employee population in the building, the owner may remodel the building and ample parking lot to retain a bank presence, but open up the balance of the building for a high volume tenants like medical professionals. As the downtown improves, the owner may also sell or develop a 23,400 square foot, free-standing commercial building that fronts 2nd Street to increase capacity and take advantage increasingly valuable street frontage.



Existing conditions, looking SW from 2nd Street



Site Plan



Perspective, looking NW



Character

Dundee Supermart Site (Multi-family)

Fiscal Feasibility

40 Residential units (square feet)	40,443
Floors (2.5 residential over 1 parking)	3.5
Covered parking	52
Building construction costs	\$8,213,000
Parking constructions costs	\$676,000
Total construction cost	\$8,889,000
Total Value	\$8,153,309
Contribution to land costs	\$(735,691)
Annual property taxes	\$163,066

Comments

- The construction cost estimates assume union/prevaling wages because many communities require developers to pay those rates when public subsidies are provided. Interviews with local developers suggest that using lower cost wages typical of suburban Chicago construction reduces costs 17% to 20%. This change would save at least \$1.4 Million, providing funds to cover gap and possibly other costs such as vault storage for stormwater, payments for additional off site parking, enhanced landscaping or, payments to the village for land.
- If the rent is only \$1.70 per square foot, there is a project gap of \$1.2 Million, even before the cost of the chiropractor property and demolition and before the village is compensated for its land. These other issues raise the gap to approximately \$1.5 million.
- Interviews with village staff revealed that the properties owned by the village currently provide enough income to cover the cost of the debt incurred for their purchase. That allows for a “wait and see” approach to the market developing support for higher priced apartments.

Two Village-owned properties, the Dundee Supermart and the Oregon Avenue parking lot/former hardware store help illustrate two additional redevelopment scenarios.

The village-owned Dundee Supermart property has excellent river views and is immediately adjacent to downtown stores and restaurants, making it very attractive for premium multi-family residential development. If the new development were large enough, this premium location would command premium pricing. However, the small site size demands careful project integration into the existing single-family neighborhood where very attractive homes have not commanded premium prices. If combined with the neighboring Chiropractor’s property to the west, the site may be large enough to develop as rental or condominium apartments over covered parking, or as rear-loaded row houses fronting on Washington and Lincoln Streets. The sloping site will help conceal the covered parking floor making a 4 story multi-family structure look more like a 3 story structure. However, the cost of high quality construction for a limited number of units would probably drive the unit price far above the price of single family homes in the same neighborhood, making the new development very hard to market, unless the Village underwrites enough cost to lower unit prices. In addition, the redevelopment of the site does not trigger or enable any major public benefit (like a new section of riverwalk or public parking facility), and new housing subsidies may suppress neighboring home prices.



Existing Conditions, looking west from Lincoln Ave.



Site Plan



Perspective, looking NW



Character

Dundee Supermart Site (Townhomes)

Fiscal Feasibility

12 Residential units (square feet each unit)	2,500
Floors	3
Covered parking per unit	2
Total construction costs per unit	\$360,860
Total project value	\$3,900,000
Gap before value or prep	\$(430,320)
Annual property taxes	\$78,000

Comments

- This analysis assumes brick exteriors and finishes appropriate to custom homes. The sales price of \$325,000 reflects the current prices in West Dundee for Townhomes and assumes a 10% premium for the Riverfront location.
- When the market supports townhome prices of \$410,000 (that price includes construction costs and a \$50,000 lot) this scenario would be market driven.

One option is for the Village to explore the sale of the property. Alternatively, since the Dundee Supermart currently generates enough income to cover the Village's debt service on the property and this riverfront location has timeless appeal, the Village can wait until local economics improve and an unsubsidized, market-driven redevelopment opportunity exists. A cost benefit analysis should be conducted to determine the feasibility of various re-tenanting scenarios. In the meantime, the Village should improve the performance of its current tenant, using both incentives and penalties, or find a qualified new tenant. Using a combination of lease terms and build out allowances, a new tenant could significantly improve the appearance and function of this property.

The Opportunity Analysis demonstrates that a high-quality, destination retailer can be successful downtown. The Consumer Behavior Survey even indicates support and preference for a specialty food and wine store. While not ideally located, the Dundee Supermart site is appropriately sized, has abundant on-site, on-street and nearby public parking, and with appropriate signage, could be relatively easy to find.



Photo Credit: Susie Wystrak



Existing Conditions, looking west from Lincoln Ave.



Site Plan



Perspective, looking NW



Character

Oregon Lot (Multi-Family)

Fiscal Feasibility

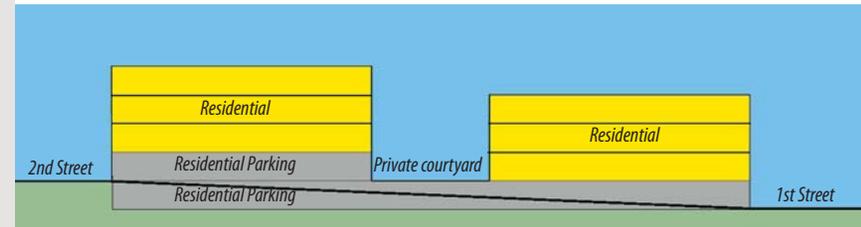
Residential (110 units)	36,500
Floors (2-3 residential over 1 parking)	2-3
Covered parking	78
Public Garage	120
Building construction costs	\$6,527,500
Parking constructions costs	\$1,014,000
Total construction cost	\$7,541,500
Total Value	\$7,358,400
Contribution to land costs	\$(183,100)
Annual property taxes	\$147,168

Comments

- Because the Village owns this land, it could incentivize this project by offering the land. However, replacing the parking lost to this development with a deck would cost \$1.5 million.
- This alternative provides 1.4 parking spaces per unit, less than the amount the Village requires.
- The construction cost estimates assume union/prevaling wages because many communities require those rates for publicly subsidized projects. Interviews with local developers suggest that using lower cost wages typical of suburban Chicago construction reduces costs by 17% to 20%. This change would save at least \$1.2 million, covering some of the parking deck costs.
- This analysis assumes luxury rental units leased at premium rates for this market. If the project were built before that market develops and therefore rents were only \$1.50 per square foot, the gap would be \$1.4 million plus the cost of replacing lost parking for a total of \$2.9 million.

Physically, the Oregon Lot can accommodate an apartment development that could yield over 100 units, which may make it an attractive redevelopment opportunity, for managers of rental apartments who are seeking a critical mass of new, market-rate units in a high-amenity downtown. The residential units could be constructed in one or two buildings on a pre-cast concrete parking structure (podium) that could serve both public and private parking needs. The sloping site would help conceal some of the parking and may help to mitigate the relatively large mass, compared to the neighboring single family homes. Nonetheless, this scenario may be difficult to entitle. In addition, public parking is not increased. Instead, it is restructured in order to accommodate the residential units and their dedicated, enclosed parking spaces. Consequently, the Village will have to contribute the land and the cost of constructing the parking structure.

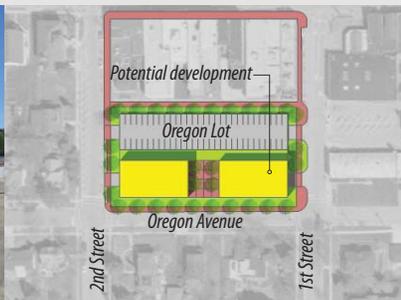
Consequently, this scenario depends on much more robust development economics.



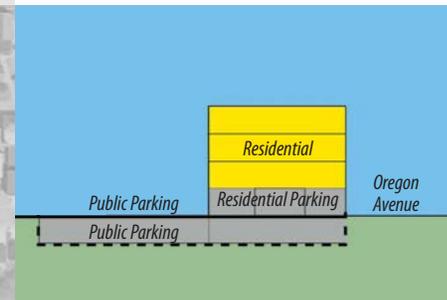
South Elevation



Existing Conditions, Oregon lot & vacant building



Site Plan



West Elevation



Character

Oregon Lot (Townhomes)

Fiscal Feasibility

Residential square feet per unit (12 units)	2,500
Floors	3
Covered parking per unit	2
Total construction costs per unit	\$360,860
Total project value	\$3,900,000
Gap before value or prep	\$(430,320)
Annual property taxes	\$78,000

Comments

- This analysis assumes brick exteriors and finishes appropriate to custom homes. The sales price of \$325,000 reflects the current prices in West Dundee for Townhomes and assumes a 10% premium for the Riverfront location.
- When the market supports townhome prices of \$410,000 (that price includes construction costs and a \$50,000 lot) this scenario would be market driven.

The cost of high-quality row-houses along Oregon Avenue, while attractive, would probably far exceed the price of existing single family homes in the vicinity, making them difficult to market, unless the Village underwrites enough costs to lower prices. Once again, none of the redevelopment scenarios triggers or enables a major public benefit, such as new public parking, and subsidizing the prices of new housing will tend to suppress neighboring home prices. Even if the entire publicly-owned site along Oregon Avenue between 1st and 2nd Streets is redeveloped as a combination of structured parking and apartments (the best revenue stream for the Village), the Village will still have to finance all of the parking construction cost because the residential component is too small to generate significant land sale/lease or property tax revenue.

Until redevelopment economics improve, the Village should demolish the structure and expand the parking lot or simply plant and maintain grass on the site.



Existing Conditions, Oregon lot & vacant building



Site Plan



Perspective, looking NW



Character

Oregon Lot (Office)

Fiscal Feasibility

Office (square feet)	21,420
Floors	3
Construction costs	\$5,030,500
Total Value	\$5,950,000
Contribution to land costs	\$919,500
Annual property taxes	\$119,000

Comments

- The construction cost estimates assume union/prevaling wages because many communities require developers to pay those rates when public subsidies are provided. Interviews with local developers suggest that using lower cost wages typical of suburban Chicago construction reduces costs 17% to 20%. This change would save at least \$855,000, providing funds to cover gap and possibly other costs such as vault storage of stormwater, a parking garage, or land payments to the village.
- This analysis assumes construction of office space with a net operating income of \$20 per square foot based on triple net rent of \$24 per square foot. The gross rent under this scenarios is approximately \$32. There are competing spaces along Main Street in vintage buildings with significantly lower rents.

The village owned former hardware store does not have the exposure or structure to be easily repurposed for retail, and multi-story residential over ground floor retail in that location is not feasible. There is little demand for newly constructed retail space and the apartment yield is too small to make up the probable financial shortfall on the retail space. However, a single use, multi-story apartment or tenant-specific office (medical, for instance) may be feasible in that location, taking advantage of abundant parking and excellent river and Riverwalk Park views.

The cost of high-quality row-houses along Oregon Avenue, while attractive, would probably far exceed the price of existing single family homes in the vicinity, making them difficult to market, unless the Village underwrites enough costs to lower prices. Once again, none of the redevelopment scenarios triggers or enables a major public benefit, such as new public parking, and subsidizing the prices of new housing will tend to suppress neighboring home prices. Even if the entire publicly-owned site along Oregon Avenue between 1st and 2nd Streets is redeveloped as a combination of structured parking and apartments (the best revenue stream for the Village), the Village will still have to finance all of the parking construction cost because the residential component is too small to generate significant land sale/lease or property tax revenue.

Until redevelopment economics improve, the Village should demolish the structure and expand the parking lot or simply plant and maintain grass on the site.



Existing Conditions, Oregon lot & vacant building



Site Plan



Perspective, looking NW



Character

- public policy improvements
- operational improvements
- capital improvements
- property improvement and development

IMPLEMENTATION ACTION PLAN

IMPLEMENTATION

The **Opportunity Analysis** documents the considerable strengths and a few key weaknesses of Downtown West Dundee's resources, marketplace and stakeholders. The three-dimensional **Strategy** describes Downtown West Dundee, in 2019, as a preferred destination for professionals and their families. This **Implementation Action Plan** describes *how* downtown leaders should execute a series of correlated *policy, operational and capital improvements*, over the next 5 years and beyond, to capitalize on downtown's strengths, overcome its weaknesses, inspire investor confidence and advance the community's heartfelt downtown goal. This section also describes how property owners and developers may be able to initiate certain *property improvement and development* opportunities as the economy improves and this downtown strategy matures.

Both public and private sector leaders and property owners will be responsible for executing the actions outlined in this plan, often in close collaboration with each other. With the periodic assistance of legal, marketing and other business consultants, ad hoc stakeholder committees can accomplish many modest-cost initiatives, such as policy and operational changes, if they are willing to invest the time to work through some challenging concepts and details. By comparison, most of the capital improvements will require the assistance of design and engineering consultants and involve considerable Village financial and leadership investments because of their scale, complexity and cost. Since the construction of many new capital improvements will depend, in part, on outside grant funding, the community may not complete some desired improvements within the 5 year time frame of this plan. Lastly, the land development scenarios illustrated in the Strategy are heavily influenced by market, investor and property owner circumstances

that are difficult to forecast. Logically, land development will likely lag behind and be influenced by the higher priority policy and operational improvements.

Policy Improvements

The Village has enacted many excellent downtown policies, such as the comprehensive Business Attraction and Retention Incentive Program, aimed at strengthening downtown properties and businesses. Nonetheless, Village leaders, property and business owners, and other downtown stakeholders need to closely collaborate to update and refine certain policies that will help advance all three dimensions of the downtown Strategy.

For instance, the Village should change the Zoning Code and Map to allow (but not require) 9 residential and retail properties that front 3rd Street, 2nd Street and Oregon Avenue to be repurposed as professional offices, coffee or tea houses, and/or bed and breakfast facilities, and to allow (but not require) 2 office properties that front Main and 3rd Streets to be repurposed as coffee or tea houses and/or bed and breakfast facilities. The Village should also clarify that off-street parking is not required (and, in fact, is discouraged) for business uses in the B-1 District.

In particular, an ad hoc task force that includes Village staff, Board members, Appearance Review Commissioners, downtown property and business owners, and other downtown leaders needs to thoroughly review and modify the Appearance Review Code to minimize the most subjective and extraordinary standards, particularly as they apply to signs, landscaping and lighting. Concurrently, the task force needs to review the purview of the Appearance Review Commission, refine its procedures, and establish administrative review and approval criteria and procedures for routine sign, landscaping and lighting improvements. The Illinois Historic Preservation Agency

and DePaul University's Chaddick Institute, which have provided many Chicago area communities with design review training and periodic forums for commissioners to discuss trends and best practices, are an excellent resource for the task force and Appearance Review Commissioners.

The Village established both the Appearance Review Code and Commission, primarily, to preserve the historic character of its beautiful downtown; although the Commission's current mission and jurisdiction are both far greater. The Code has many carefully crafted and useful standards that expand the standards outlined in the Municipal Code for site design, building design and property maintenance, particularly in the Historic District which includes all of downtown. The Code also includes many well intended, but highly subjective context, relationship, proportion, and color standards for site and building design – along with sign, landscape and lighting design regulations that are overly restrictive and add too much time to the permit process. The Village and Commission should consider including The Secretary of the Interior's Standards for the Treatment of Historic Properties into their code and review process.

The broad jurisdictional purview of the Commission combined with the sweeping scope and often subjective standards of the Code have protracted permit approval times and, in some cases, squashed well-conceived concepts. The three dimensional downtown Strategy requires a more business-centric attitude that showcases, but doesn't petrify downtown's wonderful cultural assets. In particular, the Strategy stresses business creativity, flexibility, and agility. This contemporary "speed to market" business practice relies on timely and predictable review processes from the Village.

Specific code and financial policies are outlined, on the following page.

Public Policy Improvements

Codes and Ordinances

Cost: \$10,000

Funding: Village General Fund

Leadership/partnerships: Village Staff in collaboration with ad hoc task groups

2015

- Approve this Downtown Plan, update the Priority Actions and Improvements, annually.
- Amend the Zoning Code and Map to accommodate the transitional uses in the slightly expanded downtown district.
- Amend the Zoning Code to allow residential as a Special Use on the ground floor of B-1 District to accommodate potential redevelopment of Village owned properties.
- Amend the Off Street Parking and Loading Code to clarify that off street parking spaces for commercial uses in the B-1 District are not required.
- Re-evaluate and amend the composition of the Appearance Review Commission, including term limitations, qualification requirements and number of commissioners.
- Amend the Appearance Review Code to simplify the purpose, definitions, required approvals, procedures, criteria and required submittals, particularly as related to signs, landscaping and lighting. Amend the Appearance Review Commission jurisdiction, accordingly.
- Establish SSA to assist in funding operational improvements.

Finance

Cost: See capital improvements

Funding: Capital Project Fund, Community Development Fund, Illinois Transportation Enhancement Program (ITEP), Recreational Trails Grant Program (RTP), Open Space Land Acquisition and Development (OSLAD) grants, Grand Victoria Foundation, TAP, OTHERS

Leadership/partnerships: Village staff

2015

- Establish 5 year budget for each of the following:
 - Maintenance of expanded streetscape, parking and Riverwalk improvements
 - Expanded operations (see Operational Improvements)
 - Management or sale of Dundee Supermart property
 - Acquisition of Samata shoreline and VFW for Riverwalk and parking improvements
 - Design, engineering, permitting and construction of streetscape, parking and Riverwalk improvements
 - Business Attraction and Retention Incentives (promote existing excellent programs)
 - Development assistance (establish participation criteria matrix for redevelopment)



Operational Improvements

Village staff is responsible for many day-to-day downtown operations, such as code enforcement and public property maintenance, and they are ombudsmen for business and property owner issues. Currently, the Village also has a role as the landlord of the Dundee Supermart site. Private property owners remain completely responsible for leasing and managing their own buildings. Unfortunately, West Dundee cannot support a full-time downtown economic development professional, and even if it could, the wide variety of duties, from property promotion to event planning to business development, makes finding the right person very challenging. Therefore, to successfully advance the first two dimensions of the Strategy, business attraction and market connections, Village leaders, property and business owners, and other downtown stakeholders all need to collaborate and contribute.

For example, the Village should engage local talent, as-needed, to compliment private initiatives and accomplish very specific tasks, each year. In 2015, an intern should be retained to set-up regular property and business owner communications by creating a document template and an accurate contact data base. Concurrently, the Village should review the results of East Dundee's summer festivals and partner with East Dundee to expand selected events to include West Dundee. The Village should also consider local professionals for banner design and e-publications.

Ideally, property and business owners should meet, at least quarterly, to discuss issues and implementation initiatives. Whether formally organized or not, the best downtown organizations operate as true public-private partnerships. These partnerships recognize that municipal government, including elected officials and staff, and downtown's private sector interests must work together to improve downtown. Focusing on areas of common interest and defining how each

entity can participate in downtown's success mitigates any potential overlap or competing interests in the necessary work to improve downtown.

Rather than starting yet another organization or using overextended municipal staff, the Village should encourage the Northern Kane County Chamber of Commerce to take a leadership role by establishing a sub-committee comprised of Downtown West Dundee businesses. With that subcommittee in place, the Village could contract with the Chamber for marketing and events that include all Downtown businesses not just Chamber members. Other communities have encouraged local businesses to join the Chamber by providing a free, one-year membership to new downtown businesses. That investment engages businesses in Chamber programs and promotes continuing membership.

Regardless of the organizational structure (dedicated staff or contract services provided by other professionals

or organizations), Village leaders and property owners should consider establishing a Special Service Area (SSA) to generate funding for these important operational initiatives. Under Illinois' enabling legislation, specifically defined areas can fund activities that enhance that area by establishing a SSA that adds a separate real estate tax specific to the properties included in the SSA. Downtown West Dundee is at a unique crossroads in considering future SSA possibilities. For the past 15 years, downtown property owners have partially funded the extraordinary costs

associated with utility burial. As that SSA expires, property owners may wish to continue a similar annual investment, but redirect the funds to support specific operational improvements.

In practice, SSAs are rarely established without the support of the affected property owners. In the strong public-private partnerships that characterize successful SSA funded downtown efforts, owners recognize a collective benefit—providing services to the defined area beyond local government's baseline services. This

collective benefit assumes that property owners realize that the economic strength of surrounding real estate establishes the value of their properties.

Specific organizational, marketing, leasing, business improvement, maintenance, and property management recommendations are outlined below.

Operational Improvements			
Organizational	Cost: \$5,000, annually, for professional services	2015	<input type="checkbox"/> Initiate and maintain (on a project-by-project basis) a property owner advocacy group (20 hours per year).
	Funding: SSA or General Fund	Annually	<input type="checkbox"/> Update property and business owner contact information (2 hours per month).
	Leadership/partnerships: Village Staff and property owners	Monthly	<input type="checkbox"/> E-mail relevant information to all property and business owners (5 hours per month).
Marketing	Cost: \$50,000, initially, \$25,000 annually	2015	<input type="checkbox"/> Explore grants and other funding opportunities (10 hours per year).
	Funding: SSA or General Fund	Annually	<input type="checkbox"/> Create a synchronized brand strategy including brand platform, nomenclature, messaging, positioning, language, graphic standards and applications (digital and print communications, signage, banners).
	Leadership/partnerships: Village Staff and property owners	2015	<input type="checkbox"/> Create a downtown marketing plan including targeted (logical) markets, advertising, communications, public relations and special events. Coordinate "Dundee" public relations with East Dundee and Carpentersville.
Leasing	Cost: \$10,000	On-going	<input type="checkbox"/> Execute the marketing plan to communicate with targeted (logical) markets.
	Funding: SSA, General Fund and property owners	2015	<input type="checkbox"/> Identify best practices and rates for comparable downtowns.
	Leadership/partnerships: Village Staff, North Kane County Chamber of Commerce and property owners	2015	<input type="checkbox"/> Create a model lease template, including conventional and short-term versions, to guide property owners.
		Annually	<input type="checkbox"/> Maintain database of downtown properties including location, ownership, size, condition, zoning, availability, etc. (3 hours per month)
		On-going	<input type="checkbox"/> Recruit tenants that fit logical markets.
		On-going	<input type="checkbox"/> When appropriate, engage Village staff when showing properties to prospective tenants (on average, 2 hours per month).
Business Improvement	Cost: \$5,000	On-going	<input type="checkbox"/> Meet with new tenants to open consistent communication, convey relevant information and provide one-year Chamber membership (on average, 10 hours per year).
	Funding: General Fund, North Kane County Chamber of Commerce	On-going	<input type="checkbox"/> Contact property owners with vacant space to update efforts, opportunities, offer assistance, when appropriate (2 hours per month).
	Leadership/partnerships: Village staff, North Kane County Chamber of Commerce and business owners	On-going	<input type="checkbox"/> Establish a relationship with the Illinois Small Business Development Center (SBDC) at Waubensee Community College to provide advice to business owners (An initial 3 hours).
		On-going	<input type="checkbox"/> Use the business advocacy group to identify and fill downtown operational leadership needs and to provide behind-the-scenes outreach to struggling business owners.
		On-going	<input type="checkbox"/> Encourage Chamber membership, programming and participation.

Operational Improvements

Property Management (public and private properties)

Cost: not applicable for privately owned properties, \$41,500 annually to manage and maintain, Village-owned Dundee Supermart site, \$95,000 rental revenue generated.

Funding: not applicable for privately owned properties, General Fund for Village-owned

Leadership/partnerships: Village staff, property owners

On-going

On-going

2015

2015

- Private property owners should manage their assets, in conformance with Village code, to obtain appropriate returns on investment and to advance the downtown strategy.
- Village should enforce all applicable codes for both vacant and occupied properties.
- Identify best management practices and distribute to all property owners (part of monthly communications).
- Meet with Dundee Supermart tenant to explore potential business improvements. Explore creative incentives to improve performance. Alternatively, explore opportunities to sell the property (10 hours, more if decision is made to recruit new tenant).

Maintenance (Riverwalk and Right-of-way)

Cost: \$\$\$

Funding: SSA or General Fund

Leadership/partnerships: Village Staff

On-going

2016

2017

2018

2019

2020+

- Continue existing maintenance practices for existing public properties.
- Add maintenance of new Wayfinding and Bicycle Facilities (nominal impacts), plus new turf at Oregon Avenue Parking Lot, plus acquired Samata parking lot.
- Add maintenance of new Roadway traffic calming improvements (nominal initial impacts).
- Add maintenance of new Fox River Trail spur (nominal impacts, shared bridge maintenance with East Dundee).
- Add maintenance of new basic Riverwalk Park (comparable to existing Riverwalk).
- Add maintenance of new Riverwalk Multi-Purpose Parking Plaza and 1st Street streetscape (comparable to existing streetscape and Riverwalk).

Other

Cost: ? (Village to provide signage)

Funding: Property owners

Leadership/partnerships: Property owners

2015

- Promote and maintain interior passageways at 118 W. Main Street and 119 W. Main Street as interior connectors between public parking and Main Street.



Capital Improvements

West Dundee has invested millions into important downtown parking, streetscape and Riverwalk improvements that help make downtown the cherished asset that it is, today. This Plan identifies many additional capital improvements, some of which, because of cost and complexity, will logically be deferred beyond the plan's 5 year time horizon. Starting in 2015, and continuing over the next 5 to 10 years, Village leaders should budget and initiate several additional important projects that will immediately and directly support the first two dimensions of the Strategy, *business attraction* and *market connections*, and over time, will support the third dimension, *more destinations*. However, because the scale of appropriate Downtown West Dundee redevelopment makes the prospect of large-scale redevelopment unlikely, leaders should not measure return on investment of the recommended capital improvements only in conventional terms of reciprocal large-scale, private-sector investment or increased downtown property and sales taxes. Instead, they should consider overall downtown performance,

neighborhood property value improvement, and community-wide quality of life.

Capital improvement projects typically follow a three phase process: preliminary design/engineering, final design/engineering and construction. The cost of professional preliminary and final design/engineering services is typically 10% of the total project value, and the cost of construction phase services is typically 2-3% of the total project value. Some projects, like wayfinding signage, take a relatively short time to execute. Others, like Riverwalk improvements take a relatively long time to execute because of property acquisition, complex design/engineering, multi-jurisdictional permitting and challenging construction logistics.

Village leaders should start with simple, high impact, modest cost projects, like Wayfinding and Roadway improvements. Then, they should budget for and initiate more complicated, high-investment/high-impact projects, as funding allows, giving highest priority to the most catalytic projects like the Fox River

Trail spur and Riverwalk Park. Village leaders should also link the master-planned capital improvements to significant private sector investment, whenever possible to create the most catalytic impacts.

Costs

The cost information is for discussion purposes, only. Potential construction costs have been rounded to reflect the level of accuracy that can be expected at the conceptual level. Actual costs will vary.

Costs shown assume delivery through a general contractor in a competitive public bidding process, including material purchase, installation, 10% contractor general conditions, 10% design/bid contingency and a 10% contingency.

Costs include customary fees for design and engineering.

Costs do not include inflation for construction in future years.

Capital Improvements

Wayfinding	<p>Cost: \$250,000</p> <p>Funding: Capital Projects Fund, Community Development Fund</p> <p>Leadership/partnerships: Village Staff and property owners</p>	2015	<ul style="list-style-type: none"> □ Design, permit and construct new directional, identification, and directory signs (coordinated with branding).
Roadway	<p>Cost: \$500,000</p> <p>Funding: Capital Projects Fund, Community Development Fund, TAP</p> <p>Leadership/partnerships: Village Staff, IDOT</p>	2015	<ul style="list-style-type: none"> □ Conduct a traffic study on Main Street to build a case for a left turn lane, cross-walk improvements, signal timing and other traffic calming measures, and potential reintroduction of on-street parking during off-peak periods.
		2016	<ul style="list-style-type: none"> □ Engineer, permit and construct the left turn lane from WB Main to SB 1st Street and approved traffic calming measures.
		2017	<ul style="list-style-type: none"> □ Explore limited on-street parking options during off-peak periods on Main Street.
Bicycle Facilities	<p>Cost: \$575,000</p> <p>Funding: Capital Projects Fund, Community Development Fund, TAP, IRTGP, OSLAD, County, East Dundee</p> <p>Leadership/partnerships: Village Staff, Kane County, East Dundee</p>	2015	<ul style="list-style-type: none"> □ Engineer and construct 1st Street bike route (Ph I,II, III).
		2015	<ul style="list-style-type: none"> □ Design and install bike racks at parking lots and other key downtown locations.
		2015	<ul style="list-style-type: none"> □ Design spur (including bridge) to Fox River Trail (PH I) (also see Riverwalk), submit grant applications.
		2016	<ul style="list-style-type: none"> □ Engineer and permit Fox River Trail spur and pedestrian bridge (Ph II) (also see Riverwalk).
		2017	<ul style="list-style-type: none"> □ Construct the Pedestrian Bridge and Fox River Trail spur from Fox River Trail to west river bank, construct temporary connection from bike/pedestrian bridge to Oregon Avenue.
		2018	<ul style="list-style-type: none"> □ Construct the Basic Riverwalk and Fox River Trail spur from bridge to Oregon Avenue (Ph III) (also see Riverwalk).
Off-Street Parking	<p>Cost: \$4,000,000</p> <p>Funding: Capital Projects Fund, Community Development Fund, OSLAD</p> <p>Leadership/partnerships: Village staff</p>	2015	<ul style="list-style-type: none"> □ Demolish the vacant building at the Oregon Avenue Parking Lot, establish turf.
		2015	<ul style="list-style-type: none"> □ Acquire VFW building on 1st Street, find new meeting space for VFW (also see Off-Street Parking and Riverwalk).
		2015	<ul style="list-style-type: none"> □ Acquire the Samata parking lot and shoreline (also see Riverwalk).
		2016	<ul style="list-style-type: none"> □ Design the Riverwalk Multi-purpose Parking Plaza and former Samata parking lot (Ph I) (also see Bicycle Facilities, Streetscape and Riverwalk), submit grant applications.
		2017	<ul style="list-style-type: none"> □ Engineer and permit the Riverwalk Multi-Purpose Parking Plaza (Ph II) (also see and Bicycle Facilities, Streetscape and Riverwalk).
		2019	<ul style="list-style-type: none"> □ Demolish VFW, construct new Riverwalk Multi-Purpose Parking Plaza (Ph III) (also see Bicycle Facilities, Streetscape and Riverwalk).
		2020+	<ul style="list-style-type: none"> □ Design, engineer, permit and reconstruct the Oregon Avenue Parking Lot (Ph I, II).
		2020+	<ul style="list-style-type: none"> □ Design, engineer and rehabilitate the Lincoln Avenue Parking Lot (Ph I, II, III).
Streetscape	<p>Cost: \$1,500,000</p> <p>Funding: Capital Projects Fund, Community Development Fund</p> <p>Leadership/partnerships: Village staff</p>	2016	<ul style="list-style-type: none"> □ Design 1st Street streetscape (Ph I) (also see Bicycle Facilities, Off-Street Parking and Riverwalk).
		2017	<ul style="list-style-type: none"> □ Design Main Street streetscape (Ph I), submit grant applications, if available.
		2017	<ul style="list-style-type: none"> □ Engineer and permit 1st Street streetscape (Ph II) (also see Bicycle Facilities, Off-Street Parking and Riverwalk).
		2019	<ul style="list-style-type: none"> □ Construct 1st Street streetscape (Ph III) (also see Bicycle Facilities, Off-Street Parking and Riverwalk).
		2020+	<ul style="list-style-type: none"> □ Design South 2nd Street streetscape (also see Off-street Parking).
		2020+	<ul style="list-style-type: none"> □ Design, engineer, permit and construct North 2nd, 3rd, Washington and Lincoln streetscapes.

Capital Improvements

Riverwalk

Cost: \$2,500,000

Funding: Capital Project Fund, Community Development Fund, OSLAD, Grand Victoria Foundation, Corporate and Individual gifts

Leadership/partnerships: Village Staff and downtown leaders

- 2015 Acquire shoreline from Main Street to Pump House (also see Off-Street Parking).
- 2015 Acquire VFW building (also see Off-Street Parking).
- 2016 Design Riverwalk Extension, Riverwalk Park and Riverwalk Multi-Purpose Parking Plaza (Ph I), Riverwalk Play Space, and Pump House, update phasing, submit grant applications and begin community fund-raising (also see Bicycle Facilities, Off-Street Parking and Streetscape).
- 2017 Engineer and permit Riverwalk Extension, Riverwalk Park and Riverwalk Multi-Purpose Parking Plaza (Ph II) (also see Bicycle Facilities, Off-Street Parking and Streetscape).
- 2018 Construct basic Riverwalk Park and Fox River Trail spur from bike/pedestrian bridge to Oregon Avenue (also see Bicycle Facilities).
- 2019 Construct Riverwalk Multi-Purpose Parking Plaza (also see Bicycle Facilities, Off-Street Parking and Streetscape).
- 2020 Construct Riverwalk Extension from Main Street to bike/pedestrian bridge (also see Off-Street Parking).
- 2020+ Construct Riverwalk Play Space.
- 2020+ Rehabilitate Pump House.

Property Improvement and Development

Downtown leaders will accomplish the most important dimensions of the Strategy, business attraction and market connections, without extensive redevelopment of any property. In fact, some downtown property owners have already taken advantage of their attractive assets and Village incentives to remodel, competitively position and properly tenant their properties. Those owners and other downtown leaders should continue to urge all downtown property owners to follow their lead and implement the private sector responsibilities outlined in this plan.

The Strategy describes a number of non-prioritized redevelopment scenarios. No single action or improvement will trigger any of the scenarios or any other redevelopment. Instead, investors will redevelop underutilized properties and create more market supported destinations, the third dimension of the Strategy, as the economy improves and downtown leaders implement the package of policy, operational

and capital improvements outlined in this plan. However, even when investor confidence improves, very dynamic ownership and economic factors will continue to make the timetable for redevelop unpredictable.

Village staff members should continue to maintain regular communications with the owners of vacant and underutilized properties to understand owner circumstances, advocate the Downtown Plan, enforce maintenance codes, and help connect potential buyers, sellers, brokers, developers and tenants, whenever possible. When developers approach the Village with their redevelopment concepts, the staff members should continue to facilitate a thorough understanding of existing and planned infrastructure, along with existing policies and procedures. Village leaders should consider developer requests for financial assistance on a case-by-case basis using specific criteria (see Policy Improvements) to gage the community's return on investment.

Village leaders may wish to reach out to reputable developers who are familiar with the regional market to further explore the redevelopment potential of the Village owned Dundee Supermart and Oregon Avenue properties.

PRIORITY ACTIONS AND IMPROVEMENTS

Downtown leaders should use this prioritized list of actions and improvements to guide policy, operational and capital improvements over the next 3 years. They should update this list, annually, to review progress and account for new opportunities or changed circumstances. Costs are uninflated 2014 dollars. Leadership roles are noted with the understanding that the Village Board must approve all Village policies and appropriations.

Priority Operational Improvements

Cost	Action	Leadership
	Organizational:	
\$1,500	<input type="checkbox"/> Initiate a property owner advocacy group	Property Owners
\$1,000	<input type="checkbox"/> Maintain property and ownership data base	Staff
\$2,500	<input type="checkbox"/> Distribute property and business owner e-communications	Staff
\$TBD	<input type="checkbox"/> Explore grants and other funding opportunities	Staff, Chamber
\$50,000	Marketing:	
	<input type="checkbox"/> Create a brand strategy	Task Force
	<input type="checkbox"/> Create marketing plan	Task Force
	<input type="checkbox"/> Execute marketing plan	Task Force
\$10,000	Leasing:	
	<input type="checkbox"/> Identify leasing best practices and rates	Task Force
	<input type="checkbox"/> Create and distribute a model lease template	Task Force
	<input type="checkbox"/> Maintain database of downtown properties	Staff
	<input type="checkbox"/> Recruit tenants that fit logical markets	Property Owners
	<input type="checkbox"/> Engage Village staff when showing properties	Staff, Property Owners
	<input type="checkbox"/> Meet with new tenants	Staff
	<input type="checkbox"/> Contact all property owners with vacant space	Staff
\$5,000	Business Improvement:	
	<input type="checkbox"/> Engage WCC SBDC to help business owners	Staff, Chamber, Owners
	<input type="checkbox"/> Encourage Chamber membership and participation	Staff, Chamber, Owners
\$TBD	Property Management	
	<input type="checkbox"/> Use Business Advocacy Group to fill operational needs	Property Owners
	<input type="checkbox"/> Identify and conform to Village Codes and best practices	Property Owners
	<input type="checkbox"/> Enforce Village codes for all occupied and vacant properties	Staff
	<input type="checkbox"/> Explore performance improvement or asset sale at Supermart	Staff
\$TBD	Other:	
	<input type="checkbox"/> Promote, maintain interior connectors	Property Owners, Staff
\$70,000	Sub-total Operational Improvements	

2015-2016

Priority Policy Improvements

Cost	Action	Leadership
	Codes and Ordinances:	
\$TBD	<input type="checkbox"/> Adopt this Downtown Plan	Village Board
\$2,500	<input type="checkbox"/> Amend Zoning Code and map for transitional uses	Staff, Task Force
\$1,000	<input type="checkbox"/> Amend Zoning Code to allow first floor residential as Special Use	Staff, Task Force
\$500	<input type="checkbox"/> Amend Off-Street Parking Code to clarify B-1 waiver	Staff, Task Force
\$6,000	<input type="checkbox"/> Amend Appearance Review Code	Task Force
\$TBD	Finance:	
	<input type="checkbox"/> Establish Capital Improvement budget	Staff
	<input type="checkbox"/> Establish SSA to assist in funding operational improvements.	Staff
\$10,000	Sub-total Policy Improvements	

Priority Capital Improvements

Cost	Action	Leadership
\$250,000	Wayfinding:	
	<input type="checkbox"/> Design, permit, construct new wayfinding signage	Task Force
\$50,000	Roadway:	
	<input type="checkbox"/> Conduct traffic study on Main Street, build case for improvements	Staff
	Bicycle Facilities:	
\$25,000	<input type="checkbox"/> Engineer and construct 1st Street Bike Route	Task Force
\$10,000	<input type="checkbox"/> Design and install bike racks at parking lots and other key places	Task Force
\$25,000	<input type="checkbox"/> Design spur and bridge to Fox River Trail, submit grant applications	Task Force, E. Dundee
	Off-Street Parking and Riverwalk:	
\$50,000	<input type="checkbox"/> Demolish vacant building, install turf at Oregon Avenue lot	Staff
\$250,000	<input type="checkbox"/> Acquire VFW building, find new meeting space	Staff
\$50,000	<input type="checkbox"/> Acquire Samata parking lot and shoreline	Staff
\$710,000	Sub-total Capital Improvements	

Total 2015-2016 Actions and Improvements:
\$790,000

2016-2017

Priority Policy Improvements

Cost	Action	Leadership
\$0	□ None planned	
\$0	Sub-total Policy Improvements	

Priority Operational Improvements

Cost	Action	Leadership
	Organizational:	
\$1,500	□ Initiate a property owner advocacy group	Property owners
\$1,000	□ Maintain property and ownership data base	Staff
\$2,500	□ Distribute property and business owner e-communications	Staff
\$TBD	□ Explore grants and other funding opportunities	Staff, Chamber
	Marketing:	
\$25,000	□ Execute marketing plan	Chamber, Task Force
\$TBD	Leasing:	
	□ Maintain database of downtown properties	Staff
	□ Recruit tenants that fit logical markets	Property owners
	□ Engage Village staff when showing properties	Staff, Property Owners
	□ Meet with new tenants	Staff
	□ Contact all property owners with vacant space	Staff
\$5,000	Business Improvement	
	□ Engage WCC SBDC to help business owners	Staff, Chamber, Owners
	□ Encourage Chamber membership and participation	Staff, Chamber, Owners
	□ Use Business Advocacy Group to fill operational needs	Staff, Chamber, Owners
\$TBD	Property Management:	
	□ Identify and conform to Village Codes and best practices	Property Owners
	□ Enforce Village codes for all occupied and vacant properties	Staff
\$1,000	Maintenance:	
	□ Maintain new wayfinding, bike facilities, parking lot	Staff
\$TBD	Other:	
	□ Promote, maintain interior connectors	Property Owners, Staff
\$36,000	Sub-total Operational Improvements	

Priority Capital Improvements

Cost	Action	Leadership
\$200,000	Roadway:	
	□ Engineer, permit and construct left turn lane and traffic calming	Staff
\$25,000	Bicycle Facilities:	
	□ Engineer and permit the Fox River Trail spur	W and E Dundee staff
\$50,000	Riverwalk:	
	□ Design Riverwalk Park, Multi-Purpose Parking Plaza, Extension, shoreline parking, Play Space and Pump House, submit grant applications, begin community fund-raising	Task Force
\$20,000	Streetscape:	
	□ Design 1st Street streetscape	Task Force
\$295,000	Sub-total Capital Improvements	

Total 2016-2017 Actions and Improvements:
\$331,000

2017-2018

Priority Policy Improvements

Cost	Action	Leadership
\$0	<input type="checkbox"/> None planned	
\$0	Sub-total Policy Improvements	

Priority Operational Improvements

Cost	Action	Leadership
	Organizational:	
\$1,500	<input type="checkbox"/> Maintain property owner advocacy group	Property owners
\$1,000	<input type="checkbox"/> Maintain property and ownership data base	Staff
\$2,500	<input type="checkbox"/> Distribute property and business owner e-communications	Staff
\$TBD	<input type="checkbox"/> Explore grants and other funding opportunities	Staff, Chamber
\$25,000	Marketing:	
	<input type="checkbox"/> Execute marketing plan	Chamber, Task Force
\$TBD	Leasing:	
	<input type="checkbox"/> Maintain database of downtown properties	Staff
	<input type="checkbox"/> Recruit tenants that fit logical markets	Property owners
	<input type="checkbox"/> Engage Village staff when showing properties	Staff, Property Owners
	<input type="checkbox"/> Meet with new tenants	Staff
	<input type="checkbox"/> Contact all property owners with vacant space	Staff
\$5,000	Business:	
	<input type="checkbox"/> Engage WCC SBDC to help business owners	Staff, Chamber, Owners
	<input type="checkbox"/> Encourage Chamber membership and participation	Staff, Chamber, Owners
\$TBD	Property Management:	
	<input type="checkbox"/> Identify and conform to Village Codes and best practices	Property Owners
	<input type="checkbox"/> Enforce Village codes for all occupied and vacant properties	Staff
	Maintenance:	
\$1,000	<input type="checkbox"/> Maintain new wayfinding, bike facilities, parking lot	Staff
\$500	<input type="checkbox"/> Maintain new roadway traffic calming improvements	Staff
\$TBD	<input type="checkbox"/> Promote, maintain interior connectors	Property Owners, Staff
\$36,500	Sub-total Operational Improvements	

Priority Capital Improvements

Cost	Action	Leadership
	Roadway:	
\$5,000	<input type="checkbox"/> Explore limited on-street parking on Main Street	Task Force
	Bicycle Facilities:	
\$450,000	<input type="checkbox"/> Construct bike spur and pedestrian bridge from Fox River Trail to west river bank	West/East Dundee staff
	Off-Street Parking and Riverwalk:	
\$180,000	<input type="checkbox"/> Engineer and permit Riverwalk Park and Multi-Purpose Parking Plaza	Staff
	Streetscape:	
\$20,000	<input type="checkbox"/> Design Main Street streetscape, submit grant applications	Task Force
\$50,000	<input type="checkbox"/> Engineer and permit 1st Street streetscape	Staff
\$705,000	Sub-total Capital Improvements	

Total 2017-2018 Actions and Improvements:
\$741,500



Planning and Landscape Architecture

225 West Jefferson Avenue
Naperville, Illinois 60540

T 630.961.1787

www.hitchcockdesigngroup.com