

**Strategic Revitalization Plan
For North Main and Auburn Business District
Rockford, Illinois**



January 31, 2005



Executive Summary

This study evaluates transportation and land-use alternatives for their potential to revitalize the North Main and Auburn Business District, makes a recommendation on the preferred transportation improvements, and defines the strategy to encourage the revitalization.

The vitality of the business district surrounding the intersection of North Main Street and Auburn Street in Rockford has been progressively declining for many years. This decline has been both physical, resulting in a visual appearance of decay; financial, resulting in vacancies, business and property disinvestment and declining market share; and, emotional, resulting in the loss of the sense of place and sense of community once perceived in the heart of the four neighborhoods which surround the district.

Critical impediments to the revitalization of this district have been the concurrent increase in traffic volume on North Main (State Route 2) and Auburn Street (a Rockford arterial), the accommodations to that traffic, and the resulting loss of pedestrian-friendliness on the sidewalks and in the shops. The City of Rockford has studied the traffic conditions, has modified traffic lighting conditions to reduce accidents and has proposed, on several occasions, additional modifications to the roads to further accommodate traffic. These modifications have not been well received by either business owners or the community. As a result, the community had expressed considerable anxiety toward the process of developing a strategic plan for revitalization of the North Main and Auburn business district, tempered by a desire to have “something” done which recognized the importance of the district to the community, and to counter what some perceived as the City’s indifference to the plight of the area.

The five alternative roadway alternatives examined by this study include 1) no change; 2) lane reassignment within the existing right-of-way; 3) additional left turn lanes; 4) additional left turn lanes and additional through lanes on Auburn; and, 5) a modern roundabout. On the basis of satisfying IDOT and City of Rockford standards for increasing traffic capacity and roadway safety, and on minimizing impact to businesses and limiting necessary right-of-way acquisitions, the modern roundabout is the intersection improvement recommended in this study.

Land use and site design configurations evaluated by this study focused on capitalizing on the unique image for the business districts which is likely to result from the establishment of the modern roundabout. The alternatives proposed the restoration of a pedestrian-friendly shopping environment supported with additional residential opportunities to drive a healthy, vibrant mixed use district. The scale and orientation of new buildings and off-street parking, along with rehabilitation of existing buildings will be critical to the successful revitalization. Public comments offered at two public meetings are incorporated into the revitalization plan.

The revitalization strategy outlines a series of action steps and responsibilities. Perhaps the three most immediate and important steps will be:

1. Pursue, with the Illinois Department of Transportation, the steps necessary to design, fund and implement the modern roundabout improvement for the North Main and Auburn intersection;
2. In advance of a formal developer recruitment process, meet with capable retail and mixed use developers to gauge perception and interest in working with property owners and existing businesses on the revitalization of the business district; and,
3. Pursue the funding and authority to initiate revitalization, most likely through the establishment of a TIF district.

INTRODUCTION

Background / History of Planning Effort

For most of the past century, the North Main and Auburn Street intersection has served to support a commercial center serving the four surrounding neighborhoods: Edgewater, Churchill's Grove, Signal Hill and North End Square. However, the commercial district has faltered and has only a marginal role as a shopping destination for neighborhood residents, while the intersection itself is a major contributor to congestion and diversion of traffic through the neighborhood streets. For as long as twenty years, by some accounts, the communities which surround the North Main and Auburn business district have sought changes to accommodate traffic and improve the viability of the retail environment.

Neighborhood commercial decline accompanies or is precipitated by changing market economics, changing demographics, changes in lifestyle and mobility, and changes in the ownership and operation of businesses within the district. North Main and Auburn is not alone among commercial intersections within Rockford nor among comparable communities; it is a phenomena found nearly everywhere, giving further evidence of the need for cooperative efforts between the public and private stakeholders to act together: private entrepreneurs have not been able to overcome the obstacles to revitalization on their own.

The particular conditions which led to the decline of this commercial district also points to the stress on the roads themselves. Main Street, a state highway, is a major north-south transportation corridor. Auburn is a City street, acting as an important east west transportation corridor. The absence of turn lanes and the use of independent cycles for each of the four legs of the intersection has serious limitations on intersection functions, increasing the perceived congestion, inducing diversion of traffic away from the intersection, and inducing the perception that North Main and Auburn is an "inconvenient" place.

Each of the prior planning efforts, by the City, and by a group of interested architects has concluded that the solutions and plans for the road and for revitalization of the business district are so interwoven as to make it impossible to address them independently. But the physical nature of the intersection and the surrounding buildings complicates each solution. The area contains a mix of commercial buildings and businesses and vacant structures with many of those structures dating from the 1920's. Because virtually all of the buildings along this portion of North Main Street are located at the front property-line, without a setback, any significant changes to the street, such as the additions of turning lanes, would have to involve demolition of some buildings on at least one side of the street. The merchants have sought to increase the character and viability of the district as a pedestrian-friendly environment, while many of the residents of the surrounding communities have sought relief from traffic congestion. Therein rests the paradox: the solutions that have been considered to date have not been able to simultaneously address both issues.

Purpose of Plan

In October of 2003, the City of Rockford requested consultant assistance in the preparation of a development strategy and plan for the North Main and Auburn Business district. The premise of the RFP was to have the consultant investigate two alternatives for the revitalization of the district based on two distinct land-use/transportation concepts, 1) one which left Main Street within its existing right-of-way, and 2) one which added turn lanes, and therefore required the acquisition and relocation of the businesses and buildings. The study would also update market analysis, most recently updated in April 2002, and would also include a public participation process which would take into consideration local perspectives on pedestrian and vehicular traffic, parking, open space, land use, and other design issues.

Having selected the team of Teska Associates, Inc., Business Districts, Inc. and Metro Transportation Group, Inc., the City and this Consultant Team investigated physical and market conditions and evaluated previously completed traffic analysis work. As a result of comparing the two roadway alternatives with the inherent values and measures of success of the project¹, the Consultant urged the city to broaden the investigation to allow for more than two roadway alternatives to be evaluated.

Working together, the City and the Consultant Team agreed on a fundamental purpose of the plan: To develop a strategy for revitalization of the North Main and Auburn business district based on a unified concept that addresses the community's goals for traffic management, mix of use and desired community character. A revitalization plan is not simply a graphic image representing a future vision of an area. Though it should depict that vision, it must be a vision that is capable of being implemented physically, financially and with the support of the community and decision-makers. The plan, therefore, must express the strategy and the means of achieving the vision.

Planning Process

This planning process was initiated with several field visits to the commercial district by the Consultant Team for the purpose of conducting inventory and observation of traffic, parking patterns, pedestrian movements, store display and operation, building conditions, urban form and architectural character. The Consultant Team also conducted stakeholder interviews with business operators, City Council Members, neighborhood leaders, and other stakeholders. Data collection included traffic counts and field counts of turn movements, accident reports, measurement of existing improvements within the right-of-way, airphoto and GIS files for properties within the study area, photographic inventory of existing buildings and sites, and other data provided by the City of Rockford.

From its initial observation and analysis, the Consultant Team posed four roadway alternatives for investigation: 1) No change to the roadway, but retiming and sequencing improvements; 2) Reassignment of lanes to permit dedicated left turn lanes, combined through and right turn lanes, within the existing right-of-way; 3) Right-of-way expansion to allow for dedicated turn lanes; and, 4) a modern roundabout. As the investigation proceeded, a fifth alternative was added: 5) Right-of-way expansion to allow for dedicated left turn lanes on all approaches, and three through-lanes on Auburn.

In conjunction with the evaluation of the roadway alternatives, the Consultant Team initiated its evaluation of urban form, establishing a limited set of urban forms which fit the study area, allowing for the differential evaluation of each urban form against the roadway alternatives and the objectives of the plan. In parallel, the consultant advanced its evaluation of market conditions prepared and presented its conclusion to City Staff.

The evaluation of the roadway alternatives and the initial outline of urban form concepts were brought to the first public meeting on October 20, 2004. Based on significant comment and feedback provided by nearly 250 stakeholders present at the October 20th presentation, the Consultant advanced the concepts for land use and urban form related to the modern roundabout scenario

At a follow-up community meeting on December 8, 2004, the Consultant Team presented three concepts (with multiple sub-elements) for public comment. The Consultant Team also prepared and presented its initial analysis of fundamental redevelopment economics in support of each of these three alternatives to the City Staff.

¹ (including enhancement of community character, viability of a pedestrian-friendly commercial district, retention of existing viable businesses, and community acceptance of the scale and scope of the project)

As a result of the feedback and comment received from the public at the December 8 public meeting, the Consultant Team prepared a strategic plan for the advancement of the revitalization of the North Main and Auburn Business District.

Current Conditions

Like most planning processes, this study begins with an understanding of current conditions. Conditions relevant to revitalization are physical, functional, financial, appearance and in the hearts and minds of business operators and residents: emotional. The Consultant Team examines current conditions from independent perspectives related to their expertise in traffic, planning and market analysis. Their perceptions can be aggregated as follows:

Strength of location – The North Main and Auburn District is centrally located to serve four distinct neighborhoods. As will be described in more detail later in this report, the demographics of residents in these neighborhoods will support additional retailing in the district. In addition, these neighborhoods are among the strongest and most stable in Rockford.

Buildings with value – This district had character and drew real investment in its prime. There are quite a number of buildings with materials, details and design that enhance the character of the place as a neighborhood commercial district.

Entrepreneurs – Buildings do not make a business district, businesses do. Without entrepreneurs with ideas and with the willingness to take calculated risks, we would all be reduced to shopping at Wal-Mart, all the time. The North Main and Auburn District is endowed with several specialty shops, restaurants and unique stores, run locally, with the characteristics that are complementary and likely to induce repeat customers. Their customers are not limited to the neighborhood, evidencing that good retailing can survive even where other stores cannot.

Vacancy and obsolescence – The business district is not dead. In fact, there are some very exceptional shops which are thriving because of their uniqueness or because they are thoughtfully designed and managed. However, the vacancies, stores with irregular hours, uninviting or unattended to Main Street storefront displays, stores that appear to be under-stocked or stocked with dated, slow moving merchandise contribute to the perception of a business district in serious decline.

Physical decay – The business district is not young, as evidenced in the building survey completed by the City, and its age has become a contributing factor in the decline of the functionality and attractiveness. Age alone does not explain the physical decay of structures, site improvements, and tenant improvements. Decline in maintenance, repair and reinvestment are the principal causes. As the income to property owners and tenants declines due to competition, economic cycles or change in supporting demographics, less investment is made in counteracting the effects of aging of buildings and businesses. Examination of the buildings in the district reveals depreciation of physical maintenance, building deterioration, obsolescence, and excessive vacancy.

Traffic congestion – As is more thoroughly described later in this report, the business district is negatively affected by traffic volumes in peak hours, and by the perception of significant traffic congestion and inconvenience associated with the North Main and Auburn intersection. Both of these arterials are heavily traveled by Rockford residents and employees moving between their homes, work and retail destinations, increasingly outside of the district and its supporting neighborhoods, and thus create what is considered by some as “undesirable through traffic”.

Decline of market position – Many business operators and residents who are long-time Rockford citizens speak about North Main and Auburn in its heyday. It has been described to the consultant team alternatively as “bustling”, “lively”, “the heart of the community”, and as a “traditional community business district that met all our needs.” Most would agree that it is none of these now; a mere shadow of its former vital strength. A dramatic shift away from neighborhood based commerce, and in fact away from central business district commerce, to the commerce of automobile oriented corridors has further contributed to the decline of North Main and Auburn business district. East State Street, Alpine Road, Perryville Road and other commercial corridors have eclipsed and strangled local retailing, making it ever more difficult to support neighborhood and community business districts that cannot present strong distinguishing appeal.

A FOUNDATION FOR CONSENSUS

Revitalization Goals and Objectives

The overall goal of this plan should be **to achieve a consensus on the future of the district and what will need to be done to establish that future condition.** What does the community want? What will be viewed as a success? Before the community can agree about the details, it will need to agree on the basics. From conversations with business operators, neighborhood representatives, community leaders, City Staff, and from similar experiences outside Rockford, the Consultant Team suggests the following should be at the foundation for successful revitalization:

Business District Vitality – In each of the stakeholder interviews, residents, business operators, and community leaders all expressed a fundamental interest in transforming the North Main and Auburn Business District into an active retail and business district. Other uses, including residential uses, were considered by most to be acceptable if accessory to the principal use within this district being community-oriented retailing. There is considerable nostalgia among residents and owners who have witnessed a decline in the vitality of the district. However, the notion that the district should return to what existed thirty or more years ago was rejected by each of the stakeholders as unlikely, unrealistic or unsupportable. Vitality will be measured in the diversity of goods and services available, in the hours of operation, in the store revenues which support rents and reinvestment in property, in the diversity of clientele (demographic, geographic, lifestyle, etc.) and, in the presence of store patrons on the sidewalk, in the parking lots, and in the stores.

Serving Community Needs – Often interwoven with issues of scale and character, stakeholder interviews and comments at the public meetings underscored the desire to ensure that the businesses within this district were serving neighborhood and community needs, not those of the greater Rockford area. This is consistent with the community’s desire to limit the traffic through the district, and the disinterest in large, chain stores and “category killers” that can crush local business without contributing to the main street competitive-but-cooperative business environment.

Market Driven – The need to make this revitalization achievable, and not exist as a vision without a realistic potential for implementation, was reiterated and reinforced in public comment. For it to be achievable it must be attractive to uses/businesses and activities which will invest in the district, will be supported by sufficient sales to support that investment, and be sustainable over time without disproportionate or continuing subsidy from public investment. In short, it must be a market driven solution. It is not unreasonable to expect, nor abhorrent to public opinion that some public funding will be necessary to induce the changes necessary to the district. In fact, there is considerable force in the perception that the North Main and Auburn business district and the surrounding communities have long been ignored by the City and are now deserving of exceptional attention and public investment.

None the less, financial realities, both public and private, require that the scale and mix of uses will need to fit the market's long term ability to support the public and private investment in change.

An Attractive Place – There are, and there will remain, differences of opinion about the underlying quality and character of the existing buildings and spaces which form the district. There is considerable agreement that there should be no radical shift in the neighborhood friendly scale and the “fit” within the community.

Accessible to the Community – Long ago, it was location within the proximity of supporting neighborhoods, with face to face stores lining Main Street that made this district prosper. In its present conditions with high automobile traffic volumes on both Main and Auburn, with no street parking adjacent to store fronts, and with inconsistent hours of operation of businesses, North Main and Auburn is not accessible or convenient to customers. Revitalization may not be able to reestablish the pace of life or the physical conditions that supported the rise and success of business here, but it must be able to make stores accessible and convenient for customers to arrive by automobile, bicycle, wheelchair, stroller or just walking. The nature of this study and the plan that emerges from it is bound by the requirement to simultaneously accommodate both local needs for comfortable accessibility to the site, and the contradictory needs of accommodating regional arterial traffic.

Pedestrian Friendly – Beyond accessible, people must be able to enjoy being in the district. They must be able to feel safe and comfortable walking on the sidewalks, finding entries easily, and moving from shop to shop. This sense of security must extend into evenings and weekends. Pedestrian friendly is not just the design and maintenance of walking surfaces, it is lighting, landscaping, display windows, awnings, signage, entry orientation, and the well-defined connection between parking and store spaces. It is the interface between urban form and good marketing. In the case of North Main and Auburn, it must also address the critical issues of roadway and intersection design which inhibit comfortable access to the district.

The Form of Revitalization: Land-Use and Urban Design

Revitalization is mercurial. It is held steady in a vessel of buildings, roads, and supporting physical improvements on the land. The degree to which we shape the form of the vessel influences both the character and the sustainability of the revitalization. The physical features alone may induce a sense of place (positive or negative), but it is the activity and the people that occupy those spaces which induce vitality and drive our sense of community. The revitalization plan, therefore, is grounded in a physical plan for the use of land and the character of buildings which will support those uses.

Transportation and land-use are irreversibly interwoven so that planning for land uses cannot proceed without regard to access and right-of-way, and vice versa. Previous planning efforts for the roadways and for the use of land have largely been independent, leading to unresolved conflicts, expectation, and no movement toward revitalization. The process to prepare this plan requires a supposition (starting point), investigation, revaluation and refinement, in a repeated series of examinations of land use and transportation alternatives.

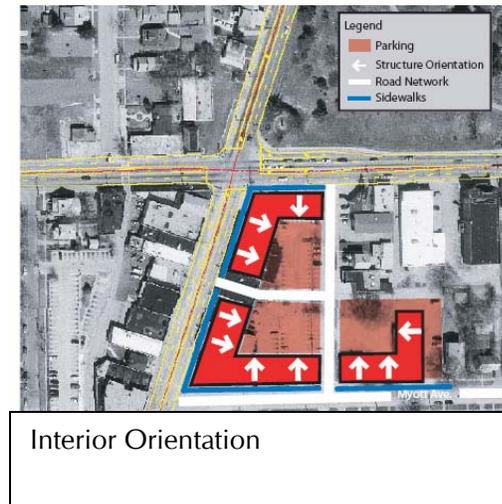
The four roadway alternatives proposed by the Consultant Team as a starting point [(1) No change; 2) Reassignment of lanes; 3) Right-of-way expansion for dedicated turn lanes; and, 4) a modern roundabout] were investigated, at first, independently of the land-use. In preparing initial land use scenarios, the Team proposed a series of “what if’s”:

- If there is no change to the right-of-way
- If there is significant loss of buildings to right-of-way acquisition
- If the loss of buildings was limited to the area immediately adjacent to intersection
- If district is subdivided—cut by a road which inhibits commercial synergy across the road

How do land uses respond to these different potential futures? How should the form of the buildings and site designs best support the differences based on these varying futures? The existing buildings along much of both North Main and Auburn present two forms: attached, common-wall commercial structures, with and without second floor uses; and, detached commercial buildings in scales varying from small converted “service stations” of less than 1500 sq. ft. to buildings of more than 18,000 sq. ft. converted from grocery/retail to furniture store use. Most buildings have flat roofs, brick or stone-clad walls with stone or wood accents and trim, display-window facades, recessed entries allowing doors to swing out without encroaching into the sidewalk, and traditional double hung windows where there are second floor uses. Many also have dropped interior ceilings and lost the original glazed area above the display window in favor of sign friezes. Too many have lost their original character to “updating”, and new materials masking traditional commercial district facades. On the periphery of the district are single-family homes and small multi-family buildings, some having been converted to multiple family uses or commercial uses that transition into the surrounding neighborhoods. All of these buildings were constructed with an orientation facing the street, though some business responding to the inhospitable traffic and loss of parking on North Main have resorted to reorienting their businesses to the “back door” off street parking. This scale, including one and two story structures, is conducive to pedestrian friendly shopping and business...even if the traffic and parking is not. The plan suggests the following:

Building scale, height and typology – Regardless of the nature of the roadway, the primary buildings in this area should present two story facades to the street. It may be possible to construct buildings up to four stories in height where that taller portion of the building has limited visibility from the street, but this should be the exception, not the rule. The community has expressed continued appreciation for the “main street” character compatible with the aggregation of smaller buildings, and an anxiety toward the suburbanization and coarseness associated with larger “big box” forms.

Building orientation – three basic building orientations were investigated, labeled as Street orientation, interior orientation and island orientation.



– Street orientation is the historic and traditional orientation of buildings and principal building entries toward the street. In the case of commercial uses, and in particular within the North Main Corridor, buildings were constructed at the front property line, coincident with the sidewalk. In its original condition, this meant that the customer parked their vehicle at the curb (or walked in from the surrounding neighborhood) and was able to walk from store to store to view goods displayed in front windows and to gain access to the store through an obvious entry. Entries commonly were recessed, allowing for doors to swing out without intruding into the sidewalk, and to afford some protection in conditions of inclement weather. This orientation created a face to face “main street” condition across North Main Street. This is also true, to a somewhat lesser extent along Auburn and Myott, and to a much lesser extent along Toner Ave. Use of a street orientation is independent of whether parking can be returned to the street. However, if parking is not allowed on the street, or in sufficient numbers, the development pattern would require some means of conveniently accessing off street parking.

– Interior orientation is the opposite of street orientation. It would turn building orientation and principal building entry points toward the center of blocks, focusing on a shared parking lot or other central feature. Buildings are still visible to the street, and efficient use of the sites may induce the property owners to pull the buildings directly up to the right-of-way. As such, these may continue to present the attractive business district corridor, but only if the street side of the buildings is sensitively designed so as not to present long undifferentiated facades to the street. Use of interior orientation would place non-principal entries to the street, but would potentially allow for convenient access to parking.

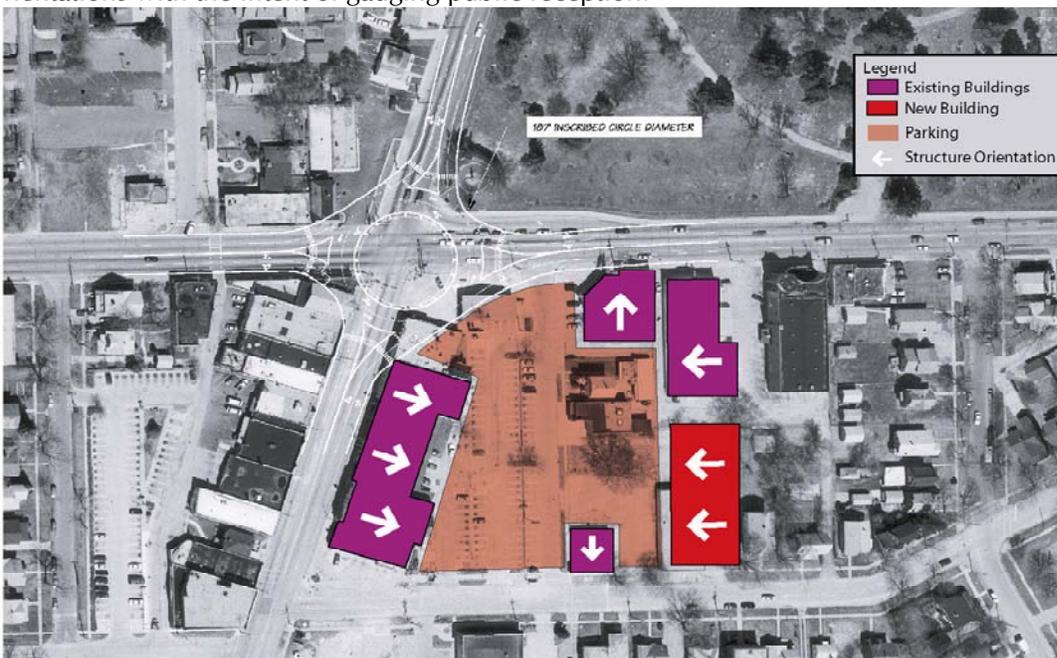
– The third orientation is “island” orientation in which the building is placed on a site, setback from property boundaries. This may allow circulation and parking to “ring” the building, and is preferred by many auto-oriented uses...particularly drive-through banks, restaurants and drug stores. By its nature, an island presents a physical barrier of cars between adjacent uses, is the least conducive for pedestrian oriented business environments, and the preferred orientation of suburban infill developers. It is often the least efficient use of sites, in terms of the total number of square feet of building that can be accommodated.

Vehicular and pedestrian access – Though it is possible that building form and vehicular and pedestrian access are independent, in reality, vehicular parking and access are driven by the need to provide as many parking spaces as close to the front door as possible to satisfy the customer’s perception of parking. Most retailers do not desire to operate two customer entries, due to security and costs, and therefore the location of parking resources often dictates the location of the pedestrian access. The nature of the intersection, and the inherent conflict between road capacity and property accessibility, is likely to restrict the locations and number of ingress/egress points to the private property in relation to the proximity of the intersection itself.

Site amenities – Most people do not consider parking as a site amenity. Retailers consider it a necessity or a utility. However, well designed, attractively landscaped parking areas are amenities which lend to the use and enjoyment of the business district. So, too, are open spaces, courts, plazas, site landscaping features and fountains where shopkeepers, customers and the community can find shelter, comfort or amusement. Shopping is often an activity of entertainment, not necessity. Participants are diverse in age, gender and interest. As such, site amenities are often used to comfort and occupy one or more members of the party while the principal member shops. Special open spaces may also lend certain uses such as restaurants, residences and offices an enhanced experience when viewed from the inside of buildings.

Public Comment

As part of the first public meeting, the Consultant Team presented a series of development schemes, focusing on the southeast corner of the intersection using the modern roundabout as a guide to roadway and right-of-way impact. Each of the schemes depicted a combination of building forms and building orientations with the intent of gauging public reception.



Southeast Corner Redevelopment Concept 1:
Buildings to Street with New Structures Complementing Existing
N. Main St. and Auburn Intersection Improvement Study
City of Rockford, IL





**Southeast Corner Redevelopment Concept 2:
Buildings to Street with New Structures**
N. Main St. and Auburn Intersection Improvement Study
City of Rockford, IL

187' INSCRIBED CIRCLE DIAMETER

10/15/2004



**Southeast Corner Redevelopment Concept 3:
Parking to Street with Single User Structure**
N. Main St. and Auburn Intersection Improvement Study
City of Rockford, IL

187' INSCRIBED CIRCLE DIAMETER

10/15/2004



**Southeast Corner Redevelopment Concept 4:
Parking to Street with Multi-User Structure**
N. Main St. and Auburn Intersection Improvement Study
City of Rockford, IL

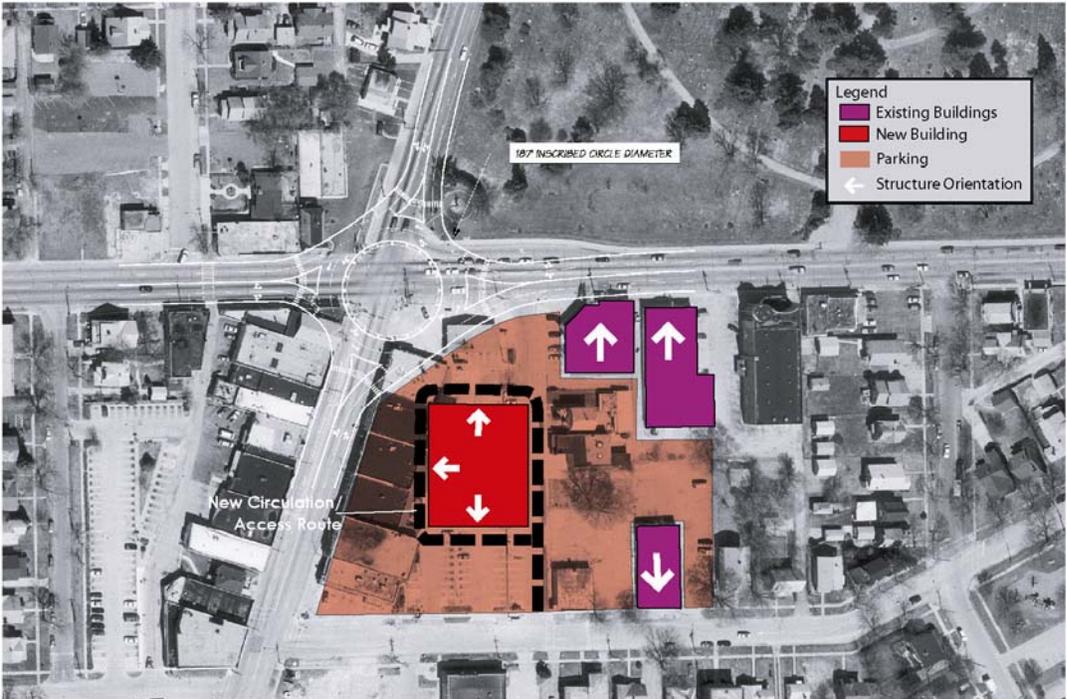
187' INSCRIBED CIRCLE DIAMETER

Legend

- Existing Building
- New Building
- Parking
- Structure Orientation

New Circulation/
Access Route

10/15/2004



**Southeast Corner Redevelopment Concept 5:
Existing Structures with Conventional User**
N. Main St. and Auburn Intersection Improvement Study
City of Rockford, IL

187' INSCRIBED CIRCLE DIAMETER

Legend

- Existing Buildings
- New Building
- Parking
- Structure Orientation

New Circulation/
Access Route

10/15/2004

Public comment generally favored street orientation which reinforced the existing Main Street “main street” orientation, with the hope that as little damage as possible would be done to the existing buildings. Several community members supported the interior orientation where the buildings continued to frame the street in the traditional manner, but where parking was convenient, and building access was oriented to the parking. Clearly the most negative response was evoked by the island orientation which disrupted the existing district pattern and focused on the vehicular orientation around the building.



Interior orientation holding the street line against Main Street



“Suburban” street orientation



OPTION B
Concept Development - Multi-Tenant Retail Concept
 N. Main St. and Auburn Intersection Improvement Study
 City of Rockford, IL

Scale: 0 50 100 200 Feet
 METRO
 10/20/2004

Island orientation

TRAFFIC AND ROADWAY ANALYSIS

Existing Roadway and Traffic Conditions

In order to gather existing data related to the Main Street/Auburn Street intersection, Metro referenced data and information compiled by Wilbur Smith Associates, during a previous review of the study intersection. This data includes existing lane configurations, signal timings, and traffic volumes. This section of the report presents this data.

Area Land Use

Currently, the intersection is surrounded by multiple land uses. A memorial and a cemetery are located on the northeast corner of the intersection. Retail uses occupy the northwest, southeast, and southwest corners of the intersection. Beyond the immediate intersection corners are residential neighborhoods.

Intersection Roadways

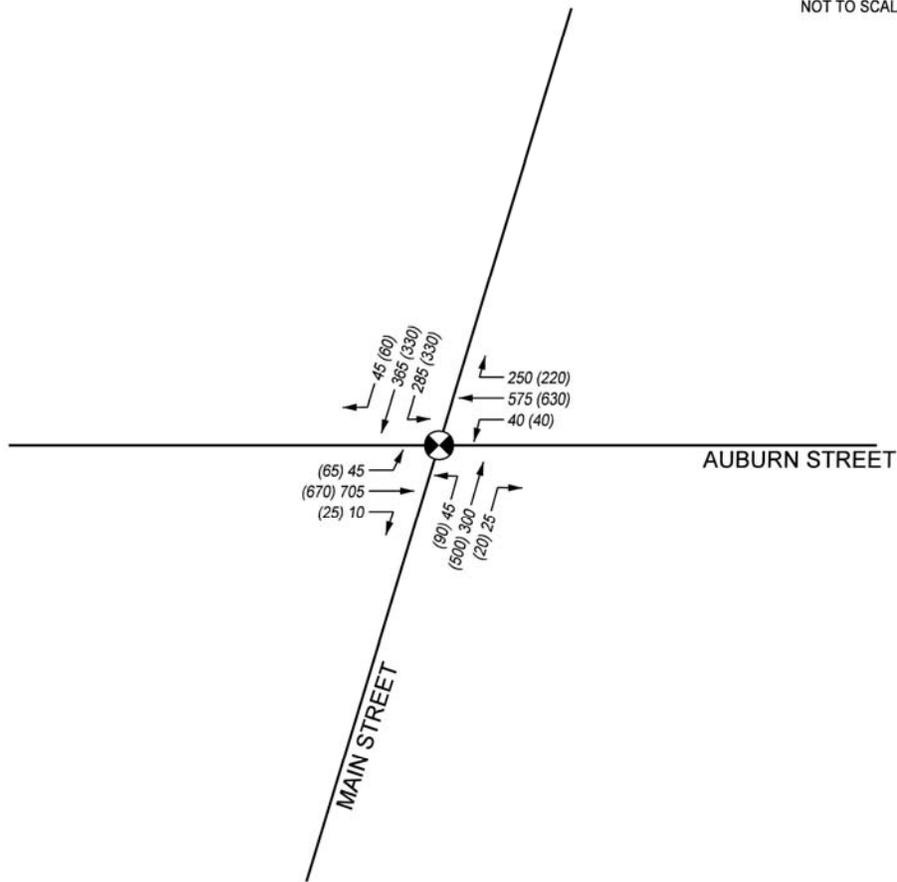
The study intersection is signalized and comprised of two roadways: Main Street and Auburn Street. These roadways are described below in more detail.

Main Street (IL Route 2) is generally a north/south arterial roadway providing two lanes in each direction. The northbound and southbound approaches of the intersection each provide a shared thru/left-turn lane and a shared thru/right-turn lane. Main Street has a posted speed limit of 30 mph and is under the jurisdiction of the Illinois Department of Transportation (IDOT).

Auburn Street is an east/west roadway providing two lanes in each direction. The eastbound approach of the Main Street/Auburn Street intersection provides a shared thru/left-turn lane and a shared thru/right-turn lane. The westbound approach of the intersection provides a shared thru/left-turn lane, one thru lane, and a separate right-turn lane. Auburn Street has a posted speed limit of 30 mph and is under the jurisdiction of the City of Rockford.

Existing Traffic Counts

Metro referenced previous intersection traffic counts, conducted in April 2004. The intersection turning movement counts were conducted over a 12-hour period from 6:30 AM to 6:30 PM. The existing weekday morning and evening peak hour traffic volumes are illustrated on **Figure T1**.



LEGEND

- XX - Weekday A.M. Peak Hour
- (XX) - Weekday P.M. Peak Hour
- ⊗ - Existing Traffic Signal



EXISTING TRAFFIC

Figure T1

Existing Capacity Analysis

Capacity analyses were conducted to evaluate the overall operations of the existing study area intersections. The analyses were conducted for the weekday morning and evening peak hours using *Synchro (Version 6)* software.

The effectiveness of how well an intersection operates is measured in terms of Levels of Service (LOS). Levels of Service range from LOS "A" (best) to LOS "F" (worst). The minimum intersection LOS that is generally accepted by IDOT standards is LOS "D". **Table T1** summarizes the capacity analyses for existing conditions.

Table T1
Intersection Level of Service (LOS)
Main Street / Auburn Street Intersection

Scenario	AM Peak Hour	PM Peak Hour
Existing Conditions	E (55.4)	E (75.6)

(delay) -sec/veh

Currently, the Main Street/Auburn Street intersection operates at an unacceptable LOS E during the morning and evening peak hours. Based on the referenced existing signal timing data, the intersection utilizes a split-phase timing plan on all approaches for both peak periods. By switching to a two-phase timing plan with permitted left-turns for all approaches, the intersection capacity improves to LOS B and LOS C during the morning and evening peak hours, respectively.

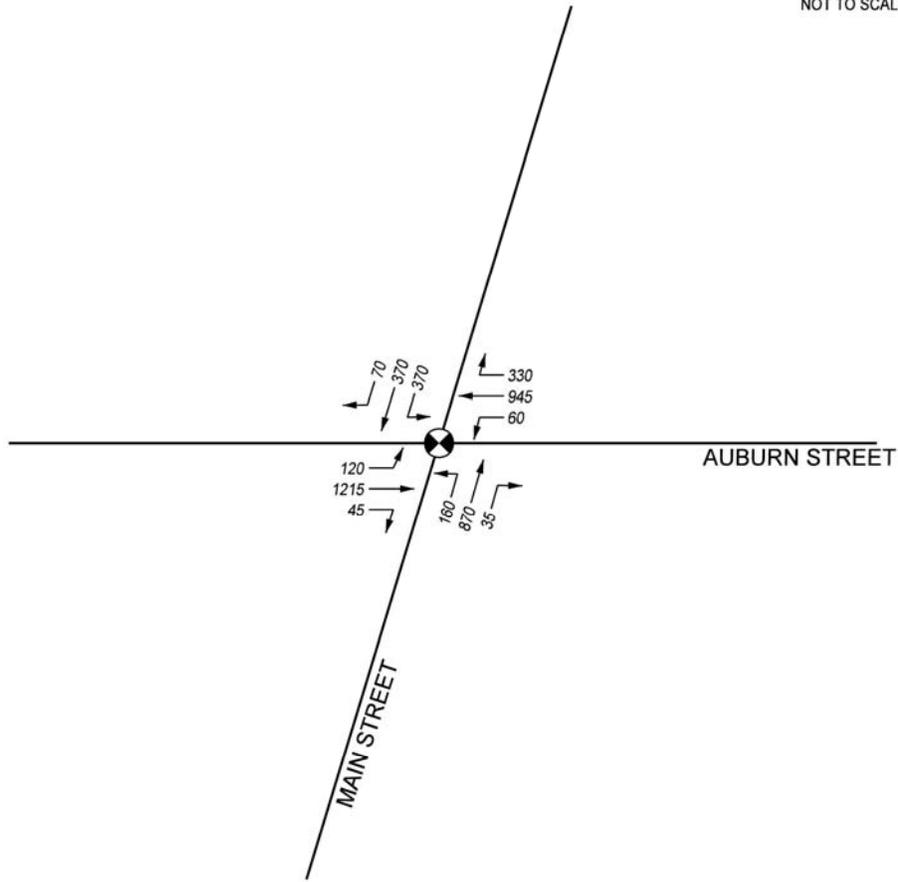
It should be noted that this intersection used to operate with a two-phase timing plan, but was changed due to a high level of rear-end collisions of vehicles turning left. Although a two-phase operation would improve the LOS from a capacity standpoint, the accident rate could increase as in the past.

Future Conditions - Year 2025

To evaluate alternative improvement configurations at the Main Street/Auburn Street intersection, a future design horizon of Year 2025 was established. Metro referenced projected traffic volumes developed by Wilbur Smith Associates in cooperation with the City of Rockford and RATS. This portion of the study summarizes the analysis of future conditions and presents each of the alternative configurations evaluated.

Projected Traffic Volumes

The design horizon for the alternative analysis was established as Year 2025. Metro referenced the projected traffic volumes from data provided by Wilbur Smith Associates in cooperation with the City of Rockford and RATS. The projected traffic volumes were developed based on forecasted approach volumes provided by the Rockford Area Transportation Study (RATS) and the distribution of individual turning movements resulting from the existing evening peak hour traffic volumes. The forecasted 2025 traffic volumes for each approach was converted to turning movement volumes by applying the existing evening peak hour turning movement percentages at the respective approach. Projected traffic volumes were developed for a single PM peak hour. The projected Year 2025 traffic volumes are presented on **Figure T2**.



LEGEND

- XX - Projected Peak Hour
- ⊗ - Existing Traffic Signal



PROJECTED TRAFFIC
(YEAR 2025)

Figure T2

It should be noted that a comprehensive alternative analysis should consider AM and PM peak hour traffic conditions, rather than a single hour. Designs and analysis based on traffic patterns and characteristics occurring during one peak hour may not properly serve the traffic patterns of another peak hour.

Future Capacity Analysis: Year 2025 No-Build Scenario

Metro evaluated the intersection capacity using the projected Year 2025 peak hour traffic volumes with no intersection improvements. Analysis of the No-Build scenario includes the existing intersection lane configuration without any physical improvements. However, the analysis does include optimizing the intersection signal timing. **Table T2** presents the peak hour capacity analysis for the Year 2025 No-Build scenario.

Table T2
Level of Service (LOS)
Main Street / Auburn Street Intersection

Scenario	Projected Analysis Peak Hour
Year 2025 No-Build Conditions	F (168.2)

(delay) - sec/veh

As shown in Table 2, the intersection will operate at a failing condition or LOS F if the projected traffic growth is realized and no capacity improvements are made at the intersection.

Alternative Analysis

Metro evaluated various intersection improvement concepts for the Main Street/Auburn Street intersection including adjustment of signal timing plans, modifying lane configurations, adding travel lanes, as well as reconfiguring the intersection into a modern roundabout.

Alternative Improvement Concepts

Various intersection improvement concepts were developed to address long-term traffic growth at the Main Street/Auburn Street intersection. Metro evaluated multiple concepts including adjusting lane configurations, providing additional lanes, applying uncommon signal phasing, and converting the intersection to a modern roundabout. The following lists the four alternative concepts:

1. Convert the northbound and southbound approaches to left-turn lane and thru lane configurations (Re-striping only)
2. Add a single left-turn lane to all approaches
3. Provide 3 thru lanes eastbound and westbound + Alternative 2
4. Convert the intersection to a modern roundabout

Future Capacity Analysis: Alternate Improvement Concepts

To evaluate the Year 2025 peak hour intersection capacity for Alternatives 1 thru 3, Metro utilized *Synchro (Version 6)* software. The intersection capacity for the roundabout concept in Alternative 4 was performed using *Rodel 1.0* software. The intersection lane configurations evaluated are included in the description of each alternative. The Year 2025 capacity analyses for Alternatives 1 thru 4 are presented in **Table T3**.

Table T3
Level of Service (LOS)
Main Street / Auburn Street Intersection

Scenario	Projected Analysis Peak Hour
Alternative 1 <i>(Convert NB/SB Approaches to Left-Turn Lane and Thru Lane)</i>	F (288.5)
Alternative 2 <i>(Add Left-Turn Lanes on All Approaches)</i>	E (56.7)
Alternative 3 <i>(3 Thru Lanes Eastbound/Westbound + Alternative 2)</i>	D (43.8)
Alternative 4 <i>(Roundabout)</i>	C (21.8)

(delay) - sec/veh



MAIN AND AUBURN
ALTERNATIVE 1

Figure T3

Alternative 1: Convert Northbound/Southbound Approaches to Left-Turn and Thru Lane Configuration

Alternative 1 consists of re-striping the existing lane configurations for the northbound and southbound approaches of the intersection without any roadway widening or property acquisition. Under this alternative, the northbound and southbound approaches would be re-striping to provide a separate left-turn lane and a shared thru/right-turn lane. **Figure T3** illustrates the lane configuration for Alternative 1.

Traffic Operations

Based on the capacity analysis, the intersection will operate at an unacceptable LOS F during the Year 2025 projected peak hour. In fact, this alternative results in increased vehicle delay when compared to the No-Build Alternative.

Property Acquisition

Alternative 1 utilizes the existing pavement area by reconfiguring the lane assignments and requires no property acquisition.

Safety

Under Alternative 1, the intersection will experience considerable congestion. As traffic congestion at the intersection increases, so does delay, driver frustration, and the likelihood of vehicle-vehicle and vehicle-pedestrian accidents.

Cost

The general costs associated with Alternative 1 are relatively low and include routine maintenance of the traffic signal and restriping the lanes and lane assignments.

Alternative 2: Add a Single Left-Turn Lane to All Approaches

The second alternative concept includes the addition of a separate left-turn lane to each approach of the Main Street/Auburn Street intersection. The resulting lane configurations on the northbound, southbound, and eastbound approaches will include a separate left-turn lane and two thru lanes with a shared right-turn movement. The westbound approach will provide a separate left-turn lane, two thru lanes, and a separate right-turn lane. This improvement allows left-turning vehicles to queue outside of the flow of thru traffic and improves the ability to utilize protected/permitted left-turn phases in signal timing plans. **Figure T4** illustrates the lane configuration and potential intersection alignment for Alternative 2.

Traffic Operations

During the Year 2025 projected peak hour, the intersection is expected to operate at LOS E. While most of the individual movements operate at LOS D or better, the eastbound thru, northbound thru, and southbound left-turn movements operate at an unacceptable LOS E or LOS F.

Property Acquisition

Due to the physical constraints presented by the cemetery on the northeast quadrant of the intersection and the existing commercial uses on the southwest quadrant of the intersection, widening to provide the separate left-turn lanes will require up to approximately 12 feet of property acquisition along Main Street and Auburn Street on the northwest and southeast intersection quadrants. **Figure T4** illustrates the lane configuration and potential intersection alignment for Alternative 2.



MAIN AND AUBURN
ALTERNATIVE 2

Figure T4

Safety

By providing separate left-turn lanes on all approaches, the occurrence of rear-end collisions is likely to decrease when compared to the existing lane configuration. However, various intersection movements will continue to experience significant congestion during the peak periods. As congestion through these movements increases over time, so does the delay, driver frustration, and potential for accidents.

Cost

General costs associated with Alternative 2 include maintenance and revised signal timings for the traffic signal, property acquisition within the northwest and southeast intersection quadrants, new pavement/curb and gutter, utilities, and lane restriping.

Alternative 3: Provide 3 Thru Lanes Eastbound and Westbound + Alternative 2

In addition to providing separate left-turn lanes on all approaches as included in Alternative 2, the third improvement concept increases the intersection capacity by providing an additional thru lane eastbound and westbound along Auburn Street. However, the transition between the proposed seven-lane cross-section and the existing four-lane cross-section is substandard. The potential intersection alignment and configuration is illustrated in **Figure T5**.

Traffic Operations

With separate left-turn lanes on all approaches and three thru lane in each direction on Auburn Street, the intersection is expected to operate at LOS D during the projected Year 2025 peak hour. All individual intersection movements will also operate at LOS D or better.

Property Acquisition

All widening would occur along Main Street and Auburn Street on the northwest and southeast quadrants of the intersection. However, additional widening on Auburn Street would be needed to provide an additional through lane in each direction. Along Main Street, approximately 12 additional feet would be needed in the northwest and southeast intersection quadrants to accommodate the widening for separate left-turn lanes. Approximately 36 feet will be necessary along the north side of Auburn Street west of Main Street and the south side of Auburn Street east of Main Street to accommodate the separate left-turn lanes and an additional thru lane in each direction. Due to the additional thru lanes on Auburn Street the transition area to the existing four-lane cross-section will occur further from Main Street, compared to Alternative 2, resulting in more R.O.W. acquisition further from the intersection.

Safety

Compared to the existing lane configuration, providing separate left-turn lanes on all approaches will reduce the potential of rear-end collisions. The additional east and west through lanes will reduce congestion, delay, and allow the intersection to operate more efficiently.

Cost

The general improvement cost of Alternative 3 is larger than the previous alternatives due to greater amount of new pavement and property acquisition.



MAIN AND AUBURN
ALTERNATIVE 3

Figure T5

Alternative 4: Convert the Intersection to a Modern Roundabout

The fourth alternative consists of converting the existing signalized intersection to a modern roundabout. A Modern Roundabout is a circular intersection with yield control on all approaches. There are fewer conflicts between vehicles, and islands separate the flows of traffic from each other, and from pedestrians. The designs include geometric features to slow down traffic. Thus, they are generally safer, more pedestrian friendly, and often better aesthetically than traditional signalized intersection design.

Metro developed a preliminary configuration for a potential Modern Roundabout at the Main/Auburn intersection. The inscribed diameter of the roundabout would be approximately 187 feet with two circulating lanes. All four of the approaches on Main Street and Auburn Street would each have two lanes entering and two lanes exiting, thus matching the existing north, south, and west intersection legs and reducing the number of lanes on the east leg by eliminating the westbound separate right-turn lane.

The conceptual layout of the roundabout shifts the center of the roundabout to the southeast of the center of the existing intersection. Due to the sensitivity between roundabout design parameters, traffic operations, and safety, the ultimate design and location of a roundabout at the Main Street/Auburn Street intersection may vary from the preliminary layout. In addition, the design may also change if AM peak hour volumes are analyzed. The preliminary location of the roundabout is illustrated in **Figure T6**, and the preliminary size and configuration is shown in **Figure T7**.

Traffic Operations

Based on the analysis using *Rodel* software of the Year 2025 projected peak hour traffic, the roundabout would operate at LOS C (reported as an unsignalized intersection).

Property Acquisition

As a result of the size of the roundabout, critical design parameters, and the constraints of the adjacent properties, the center of the roundabout would shift southeast of the center of the existing intersection. With a roundabout, property acquisition is focused primarily on the current intersection corners rather than along Main Street and Auburn Street extending from the intersection.

Safety

Research has indicated that modern roundabouts realize significantly increased safety benefits when compared to a conventional intersection. The number of vehicle-vehicle and vehicle-pedestrian conflicts are substantially reduced in a modern roundabout. Increased safety and a reduction in accidents would be expected with Alternative 4 compared to existing conditions and the previous three alternatives.

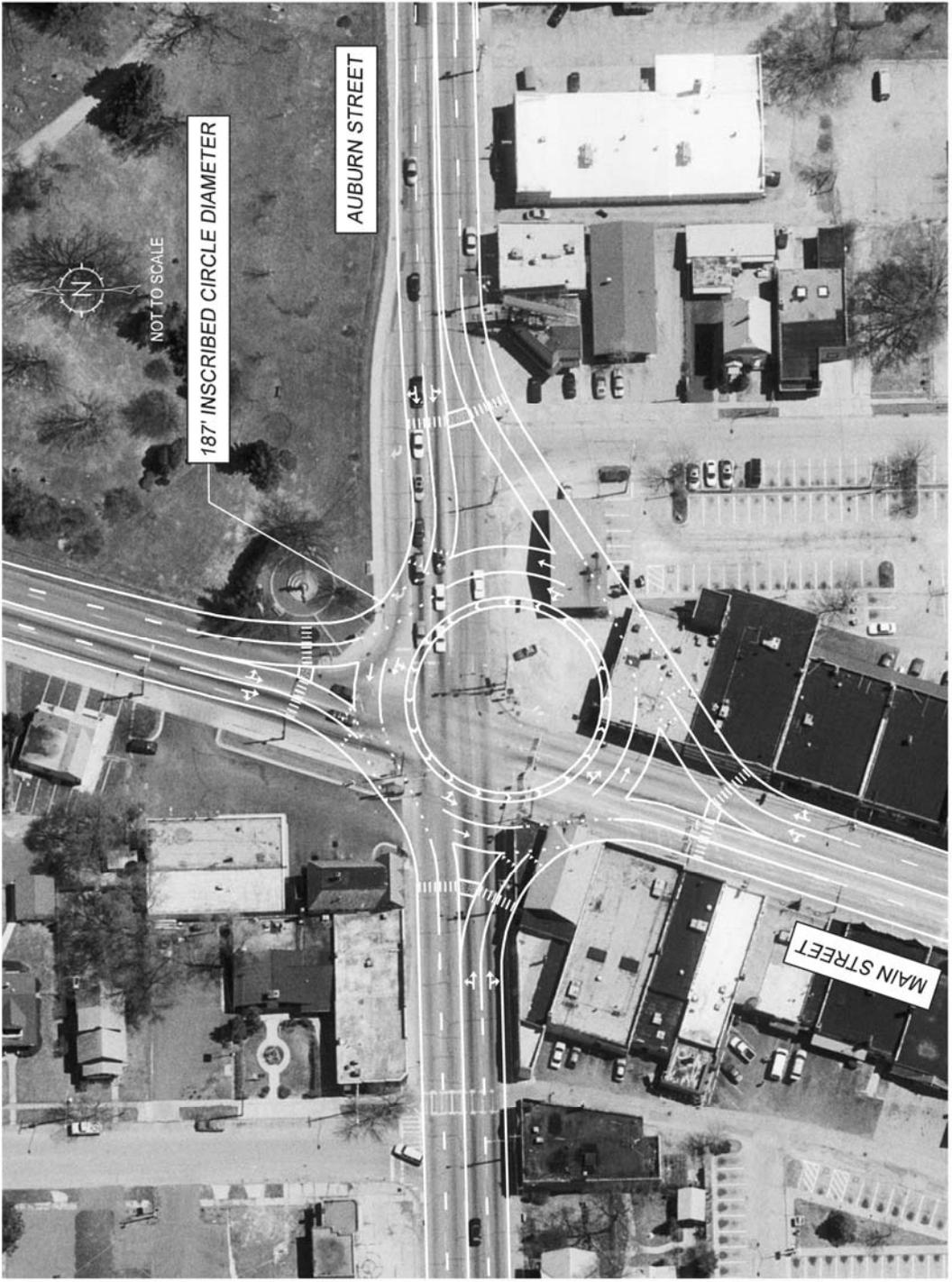


Figure T6

MAIN AND AUBURN
ALTERNATIVE 4





ALTERNATIVE 3 CONCEPTUAL DESIGN

Figure T7

Performance Criteria

The four evaluated alternatives for the Main Street/Auburn Street intersection were presented to city staff for review and comment. Based on their review, city staff identified Alternative 3 and Alternative 4 as the only two alternatives satisfying the performance criterion (LOS D or better).

Conceptual Intersection Designs

Metro developed concept designs for Alternative 3 and Alternative 4. These concepts were overlaid on an aerial photograph of the Main Street/Auburn Street intersection to provide context and identify potential property and building impacts of each alternative.

The roadway widening associated with Alternative 3 is expected to impact over 24 parcels and 16 buildings near the intersection along Main Street and Auburn Street. The modern roundabout included in Alternative 4 impacts 11 parcels and 6 buildings primarily on the southeast and southwest corners of the intersection. The overlaid conceptual designs for Alternative 3 and Alternative 4 are illustrated in **Figure T7** and **Figure T8**, respectively.

The overlaid conceptual designs and associated impacts were presented to city staff, elected officials, and to the public at a community workshop. They were also presented to IDOT District 2.

Recommended Alternative

Converting the Main Street/Auburn Street intersection to a Modern Roundabout (Alternative 4) is the preferred alternative. Of the two alternatives that met performance criteria (LOS D or better), the Roundabout would be safer, operate at a better LOS (C versus D), would impact fewer properties and buildings, and would be less expensive. Further, public reaction to the Roundabout at the community workshop and since, has been generally positive. Although IDOT requested taking the Roundabout design beyond the conceptual design, they were also interested in this alternative.

Conclusion

The Main Street/Auburn Street intersection has been experiencing capacity and safety problems for some time. As traffic grows, these problems will increase. There are two alternative improvements that would allow the intersection to operate at acceptable Levels of Service. They are:

- Alternative 3: Traditional Intersection Widening - shown in Figure T7
- Alternative 4: Modern Roundabout - shown in Figure T8

The Roundabout (Alternative 4) is recommended for the Main Street/Auburn Street intersection because it would be safer, operate at a better Level of Service, impact fewer buildings and properties, and be less expensive than Alternative 3.

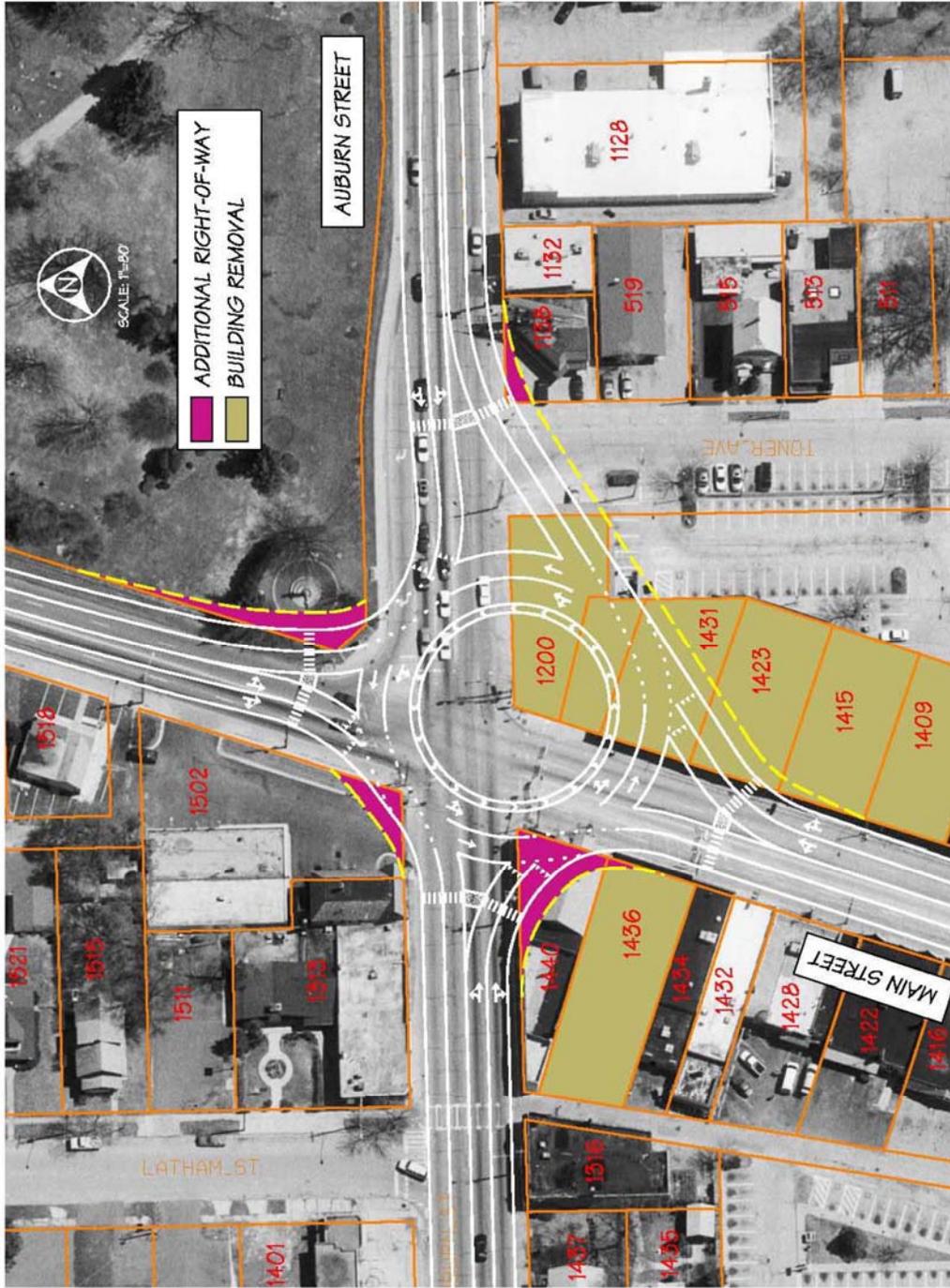


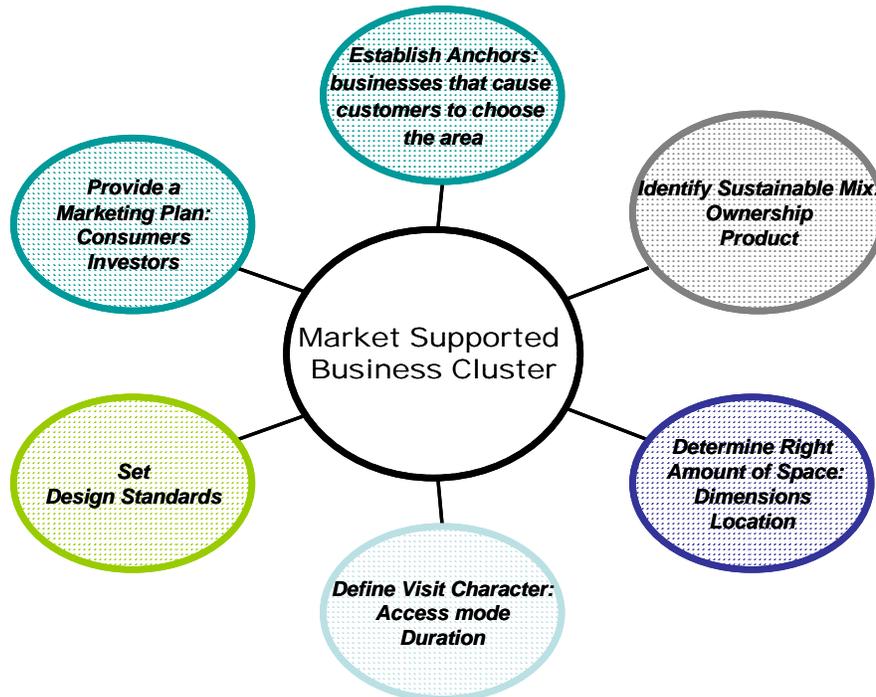
Figure T8

ALTERNATIVE 4 CONCEPTUAL DESIGN



MARKET REVIEW

The key to creating a desirable business cluster at North Main and Auburn is to match the market with the offering of stores, restaurants, and services in a manner that complements the scale of the buildings and preferences of neighborhood residents. This diagram provides a model for achieving that goal.



This model “Market Supported Business Cluster” is attained through a balanced relationship between design elements like access, appearance standards, and building sizes and market elements like the business mix, marketing plan, and anchors. The publicly funded improvements proposed for the intersection of North Main and Auburn propose the design changes that can improve the North Main and Auburn District’s match to this model. Balancing changes to the other parts of this model would capitalize on the district’s potential. This market review first verifies the underlying spending power available to the District and then recommends strategies to improve the organization and offering of the North Main and Auburn business district.

Core Retail Market Concepts

Equally important as the relationships illustrated above are the size and character of various markets that can be attracted to North Main and Auburn. Regardless of where a retail business concentration is located, markets must fit these core concepts and generate enough spending power to support the area’s success.

1. There must be a large enough, close enough **residential base** interested in purchasing the store’s offering. Although employees, commuters, and tourists are “add-on” markets that can convert a marginally successful retail districts into a very successful one, local residents are the backbone of every commercial area. Residents must be counted on upon to produce from 70-90% of each business’s sales. The addition of a significant concentration of employees is very beneficial to restaurants since it adds a lunch seating and “cocktail hour” that can increase business by up to 1/3. Attracting tourists through events or a unique feature would register high numbers on a few days and provide the bonus of

significant sales through extreme effort during that limited time. Commuters can add sales as they are intercepted to purchase necessities during their daily travels. The importance of these add-on markets to the residential base' spending power is clear given the business setback resulting from a 5% to 10% decline in sales. Those sales add the marginal profit that can be reinvested in expanding and improving store appearance.

2. There must be enough **similar businesses** to allow consumers to comparison shop. In the abstract, logic suggests that the ideal commercial area is a broad mix of businesses satisfying the "cradle to grave" needs of local residents. But that concept defies the very term "shopping" because there never could be enough space for enough business of all types for all residents to feel that they had visited sufficient businesses to be confident in their selection. Consequently, while all successful shopping districts offer convenience shopping, such as a drug store, different shopping districts have evolved to satisfy varying niches for other items. Strong retailers like to cluster near competitors because they know that such an area gets a reputation as "the place to go to shop for...."

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

The North Main and Auburn District, like other communities across the country, must constantly monitor these factors to present the best possible environment for business. The analysis that follows evaluates how well the current and potential market realities match these core concepts.

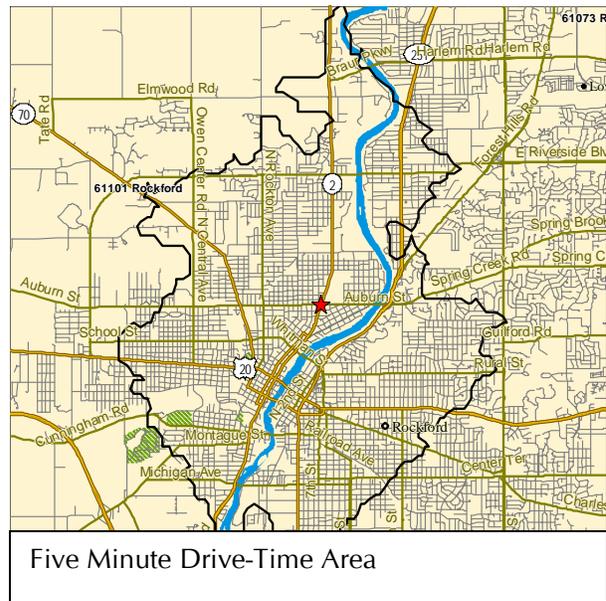
Residential and Bonus Base

The table that follows documents the quality of the residential population close to the intersection of North Main and Auburn. The ½-mile radius identifies the population who could be pedestrian customers and the 5-minute area identifies people who could conveniently drive to the North Main and Auburn District for shopping.

	½ Mile	5 Minutes	Rockford
Population 2004			
Population	4,888	91,667	152,130
Population Density (pop per sq. mile)	6,223	3,931	2,682
Total Population Median Age	33.0	33.8	35.3
Household Income 2004			
Household Average Income	\$52,663	\$45,240	\$54,127
% Income \$75,000 Plus	17.9%	14.7%	20.7%
Business Summary 2004			
Total Jobs in the Area	762	54,102	97,410
Consumer Expenditure 2004			
Total Retail Expenditure	\$35,261,095	\$618,822,778	\$1,150,369,186
Housing Units 2004			
% Owner Occupied Units	61.9%	52.2%	57.8%

Demographic data © 2004 by Experian/Applied Geographic Solutions.

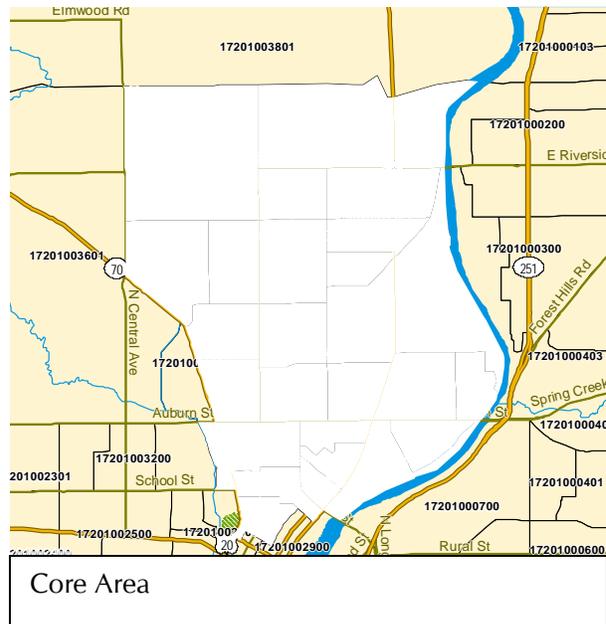
Although incomes in this neighborhood are slightly below national and Rockford averages, the relatively high density means that the total spending power is high enough to support a commercial district at this intersection. These maps illustrate the extent of these markets:



Interviews associated with this project emphasized the connection of this district to specific neighborhoods. The area expected to most strongly connect to the North Main and Auburn District is described by these demographic characteristics and illustrated on this map.

	Core Market
Population 2004	
Population	28,251
Population Density	4,054
Total Population Median Age	35.7
Household Income 2004	
Household Average Income	\$48,180
% Income \$75,000 Plus	16.9%
Business Summary 2004	
Total Employees	12,733
Consumer Expenditure 2004	
Total Retail Expenditure	\$203,660,047
Housing Units 2004	
% Owner Occupied Units	56.3%

Demographic data © 2004 by Experian/Applied Geographic Solutions.



With over \$200 million in spending power within this core market and another \$400 million in spending power within a quick 5-minute drive, there is a market large enough to support a vital retail cluster at the North Main and Auburn District. The key is identifying the right businesses and providing quality access through a design that attracts both this local market and a commuter bonus market.

Retail Size and Tenanting

As Rockford reviews North Main and Auburn’s commercial development prospects, it should recognize that the district will compete with centrally managed, auto oriented shopping centers. Although this district differs from those centers, it can benefit by studying development standards for those centers to define a competitive size and business offering for the North Main and Auburn District.

As shopping center development has evolved, seven types of centers emerged: Convenience, Neighborhood, Community, Regional, Super Regional, Power, and Lifestyle. The first five centers increase in size from the under 30,000 square feet of the Convenience Center to the over 1,000,000 square feet of the Super Regional Center. Power and Lifestyle Centers are variations that do not have anchors but rather compete with the Regional and Super Regional centers to skim targeted customers. As the size and complexity of the center increase, the frequency of each consumer’s visits decreases and consequently the distance from which the center must draw customers increases. Convenience and Neighborhood Centers with their gas stations and grocery stores might be visited multiple times per week by a family living very close by while a Super-Regional Center is only visited a few times per year as a planned, time consuming excursion. These classifications are important in retail development because tenants tend to fit their operating format to specific types of centers.

The Power Center, an innovation of the last 15 years that capitalizes on the match between high volume, large format stores and the consumers’ interest in price over amenities, is particularly important to this analysis because of the Wal-Mart under construction at the northern boundary of the core market area. The choices made to strengthen North Main and Auburn must complement the Wal-Mart offering rather than compete directly. These conditions as well as the site constraint of urban scale lots and nearby neighborhoods inappropriate for redevelopment point toward a format more similar to the centrally managed Community or Neighborhood Center. That center is of a limited size that can be accommodated within the existing area as the table below reveals by comparing North Main and Auburn to standards for community and neighborhood centers.

	<i>Main & Auburn Current</i>	<i>Community Center</i>	<i>Neighborhood Center</i>
Total site acreage		10-30	3-10
Total retail sq. ft.		100,001-400,000	30,000-100,000+
Number of stores		15-25	5-15
Anchor tenants	None	Full line discounter, jr. department store or category killer	Supermarket or drug store
Goods and services	Small assortment focusing on dining. a small mix of shopping goods and convenience goods and services	Moderate assortment focusing on a mix of shopping and convenience oriented goods and services	Small assortment focusing on convenience oriented goods and services.
Minimum population to support center	Core Area: 28,000 5-minutes: 92,000	50,000-250,000	10,000-50,000
Urban Trade area drive time	Core Area	Up to 10 Minutes	Less than 5 minutes

Source: ICSC.org; ULI, Dollars and Cents of Shopping Centers 2004; BDI

Although the 5-minute drive time population warrants considering the possibility of a community center, the competitive nature of the market developing at West Riverside Boulevard and core market population suggest a better fit with a neighborhood center size.

Retail Sales Volume

As communities seek to develop retail businesses to serve their populations, it is important to recognize the interplay of sales volume, owner profitability and perceptions of a “vital retail environment.” A sales volume that can sustain the profitability of a business sufficient to provide the owner with enough income to support a family leads to business longevity. Both the number of customers necessary to support that level of sales and the stability of key businesses create the vital business district image. The table below calculates the store and owner return on a \$500,000 annual sales sustainable retail business.

Sales	\$500,000	Owner Return	
Merchandise Cost	\$250,000	50 Hour Weeks	\$19,724
Gross Margin	\$250,000	50% of Net	\$18,750
		Total	\$38,474
Rent	\$50,000		
Salaries	\$100,000		
Supplies	\$25,000		
Reserve for repair	\$12,500		
Advertising	\$25,000		
ROI, Taxes & Profit	\$37,500		

The relatively high costs of a commercial kitchen and the number of employees necessary to provide the service level expected at a sit down restaurant, sets the sustainability sales level for restaurants at approximately \$80,000 per month or \$1 million annually. Because of low margins, full service grocery stores need to sell approximately \$200,000 per week for annual sales of at least \$10 million.

The goal for North Main and Auburn is to provide the correct number and size of retail spaces organized to make sustainable stores, restaurants, and consumer services possible. The key to setting that number is determining the spending power that could be captured by each type of businesses located in the district. The table that follows illustrates the spending power by category of residents living within previously identified core market.

	2004 Estimate Total Expenditures	Average Sales per Sustainable Independent Store	Stores Supported	Average Sales per Chain Store	Stores Supported
Apparel	\$26,369,170.50	\$500,000	52.7	\$2,000,000	13.2
Dry Cleaning & Tailoring	\$3,393,555.00	\$250,000	13.6		
Books	\$889,248.00	\$500,000	1.8	\$2,000,000	0.4
Groceries	\$47,426,167.50	\$10,000,000	4.7	\$20,000,000	2.4
Restaurant (not including drinks)	\$27,513,229.50	\$800,000	34.4	\$4,000,000	6.9
Footwear	\$4,938,788.25	\$500,000	9.9	\$2,000,000	2.5
Furniture	\$4,713,532.50	\$500,000	9.4	\$3,000,000	1.6
Gifts	\$14,672,356.50	\$500,000	29.3	\$2,000,000	7.3
Hair Care	\$691,545.75	\$100,000	6.9	\$350,000	2.0
Housewares & Small App	\$10,220,935.50	\$500,000	20.4	\$3,000,000	3.4
Indoor Plants & Fresh Flowers	\$878,415.00	\$500,000	1.8		
Jewelry	\$1,158,542.25	\$500,000	2.3	\$1,500,000	0.8

Demographic data © 2004 by Experian/Applied Geographic Solutions; ULI, 2004 Dollars and Cents of Shopping; BDI.

This table then uses estimates of the sales necessary for a sustainable independent or nation chain store targeting each category to estimate the number of business the core market population supports. For example, the table reports over \$26 million in apparel spending by the core market. That spending supports between 13 and 52 apparel stores, depending on whether the stores are national chains or local independents. Because apparel spending is so focused on the brand names primarily carried by national chains, one can logically assume that the number of apparel stores supported by this area to be approximately 20, on the low end of the 13 to 52 estimate. Whether any of those apparel stores should be located in the North Main and Auburn District is a decision to be made by the investors based on their experience identifying successful locations. Most urban business districts host few apparel stores because the investors choose to cluster in malls or near mass merchandisers who sell apparel like Wal-Mart. That decision is consistent with the concept of “shopping” and clustering identified in a previous section of this report.

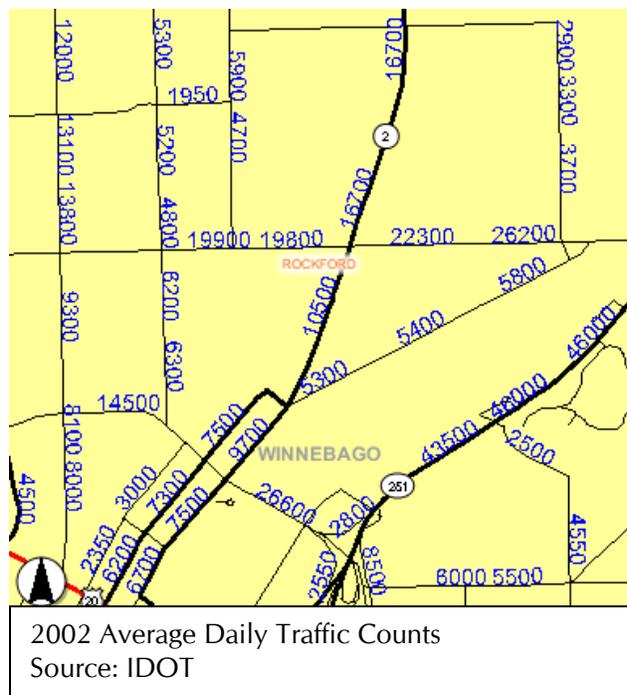
For restaurants the analysis is quite different. The table calculates support for between 7 and 34 restaurants of all types. Even with four national chains, there would still be support for another 16 independents for a total of 20 restaurants serving this population. Because the North Main and Auburn District already has a cluster of four restaurants, it would be strategic to expand the offering to 7 to 10 restaurants at this location. That stronger cluster would serve not only this market but it could draw from an even larger area and thereby attract enough sales to allow owners to invest in enhanced appearance and amenities.

The lack of national chain competition for gift stores makes that category another important opportunity for the North Main and Auburn District. Adding two to four gift stores to the District’s mix would attract more gift sales make the revenue “pie larger” allowing smaller, but higher volume, “slices” per store. Services like dry cleaning and hair care also are categories that frequently choose locations in districts like North Main and Auburn.

Retail Mix and Anchors

The spending power of the core market surrounding the District and the configuration model of a neighborhood center would recommend a mix and anchor strategy for the district.

- Phase 1: 50,000 SQFT Neighborhood Center
 - Single anchor: 10,000 to 13,000 SQFT store
 - 15 to 20 additional business
 - 5-7 restaurants averaging 4,000 SQFT
 - 8 to 15 stores and services averaging 1200 SQFT
 - Public space
 - Existing building rehab.
 - New Residential
- Phase 2: Add 20,000 to 50,000 SQFT
 - 2nd Anchor: Urban Grocery Store
 - Conversion of homes facing west side parking lot to specialty commercial



The anchoring store would occupy a site designed to capitalize on the traffic counts on Auburn. Because this store relies heavily on auto-oriented customers, parking must be conveniently located nearby. The creation of this ideal anchor site should strongly influence the redesign associated with improving traffic flow through the district. As depicted in the graphics related to the Form of Development, above, new construction would be expected to support the street or interior orientation by maintaining a “flush to the sidewalk” siting, particularly along Main Street.

The redesign also should retain the strong existing restaurant businesses in their existing space and create locations that could readily accommodate additional restaurants. That space should offer patios for outdoor seating screened from passing traffic and convenient to the kitchen.

Additional store space should fit the format of smaller gift and accessory stores. That space would best be rehabbed vintage space of approximately 1,000 to 2,000 square feet that uses a unique building appearance to add character to the business’s image. Those same size spaces can also host personal care businesses like hair salons and dry cleaners that prompt local residents to visit frequently.

Public space created as part of this project should enhance the area’s image without creating an opportunity to host vagrants or illegal activities. The plans to create an enhanced “green circle” are an example of this type of open space. So too is the potential use of public space to open views into the interior of the site from Main and from Auburn.

Adding residential units would provide an opportunity for housing choice near Rockford’s urban center. Plans associated with this project recommend a limited number of units that could add vitality through their attractive appearance and signal strength to local real estate investors. This modest addition of town homes or condominiums to the regional market would allow both young childless couples and empty nesters to find new construction at this location rather than only on the outskirts of Rockford. This arrangement has successfully become part of the offering in other mid-size urban markets like Champaign and Elgin. Although new residential development will marginally improve the area’s spending power, its primary improvement is to the appearance of the area and perception of the market.

Building on the success of these initiatives, the second phase would seek to add another anchor, perhaps an urban grocery store of approximately 15,000 square feet. That store would require sales of another \$5 to 8 million. As demand for boutique space and places for additional services develop, the residences facing the parking located west of North Main would likely be converted for commercial uses. The photos that follow illustrate similar conversions completed in the Broad Ripple neighborhood of Indianapolis.



Broad Ripple neighborhood, Indianapolis, IN.

Market Conclusion

There appears to be a very viable match between the spending power of the core market available to the North Main and Auburn District and a mix of approximately 50,000 square feet of stores restaurants and services. The initial phase of a store anchor, 5 to 7 restaurants, and 8 to 15 stores, would require sales of \$9 to 20 million, representing 4.5% to 10% of the \$200 million in spending power by the core market residents. This relatively modest share of spending power is reasonable despite the coming competition from Wal-Mart and the existing competition from strong, centrally managed centers to the east.

Market Implementation

The remaining element essential for implementing a market-driven business district is a plan for marketing North Main and Auburn to both consumers and investors. That element hinges on both the investment dynamics of the area and programs to fill gaps between the market’s return expectations and current market realities. The appeal to customers is dependent on the efforts of individual businesses but would be greatly enhanced by an organization that provides district marketing.

The redevelopment of the North Main and Auburn District will be a combination of building rehab and new construction. The access improvements will require the demolition of six buildings, with those costs included in the road improvement budget. The whole area’s revitalization will be a mix of rehab and redevelopment of additional buildings that the market must drive by providing investor returns to cover the cost associated with improvements.

Interviews associated with this project revealed that the net rents for buildings in the North Main and Auburn District are currently quite low, estimated at an average of \$4 per square foot. As the “Existing Building” column in the table below illustrates, those rents have made the district’s buildings affordable and the district’s best businesses have taken advantage of that affordability and purchased their buildings. The owners then invest as necessary to improve the building to fit the needs of their businesses. In the table below, the “New Construction” and “Renovator” columns make a simplified calculation of how investors who expect to lease space and receive a 10% return on their investment might value property and its improvement in the North Main and Auburn District.

<i>Per Square Foot</i>	<i>Existing Building</i>	<i>New Construction</i>	<i>Catalyst Renovators</i>	<i>Later Renovators</i>
Average Net Rent	\$4.00	\$14.00	\$10.00	\$13.25
Investment	\$40.00	\$140.00	\$100.00	\$132.50
Construction Costs	\$0.00	-\$85.00	-\$70.00	-\$70.00
Design, financing, & fees	\$0.00	-\$20.00	-\$7.00	-\$7.00
Tenant improvements	\$0.00	-\$20.00	-\$10.00	-\$10.00
Site improvements	\$0.00	-\$10.00	-\$5.00	-\$5.00
Land costs	\$40.00	\$5.00	\$8.00	\$40.50
<i>Sample Project</i>				
Retail Square Footage	5,000	5,000	5,000	5,000
Property Purchase Price	\$200,000	\$25,000	\$40,000	\$202,500
Value After Improvement	\$200,000	\$700,000	\$500,000	\$662,500

The sample project looks at the amount an investor would pay for a potential restaurant property that could be rented for the amount per square foot associated with that column and the value associated with the completed improvement. If market-driven development is to occur, the purchase price associated with an improvement strategy must exceed the value of an existing building. In the table’s examples, only “Later Renovators,” where the newly remodeled space rents for \$13.25, provides a

purchase price, \$202,500, higher than the \$200,000 value of existing 5,000 square foot buildings. For the other scenarios, "New Construction" and "Catalyst Renovators," the difference between the "property purchase price" and value of an existing building will prevent investors from acquiring property to build those improvements. That difference, the \$175,000 between \$200,000 and \$25,000 for the "New Construction" and \$160,000 between \$200,000 and \$40,000 for "Catalyst Renovators," is the "gap" between market driven development and current realities. Successful implementation of a strategy to revitalize this district will require that programs like Tax Increment Financing be used to fill that gap by subsidizing the property acquisition. These projects must occur before "Later Renovators" can provide unsubsidized redevelopment of properties.

The North Main and Auburn District is fortunate to have an existing, active merchant's association. As redevelopment moves forward, that organization can undertake additional responsibilities for communicating with target customers. Important programs include creation of a business directory, advertising that provides opportunities for the market to view the area as whole competing with other organized shopping centers and events that contribute to the positive image of the area.

Market Summary

Rockford's North Main and Auburn District is a commercial area that currently offers a modest mix of specialty stores and restaurants but could be much more. The upcoming projects to improve traffic flow through this key intersection can be catalysts that help this area realize its potential. Although public investment will be important to this effort, there is also a need for private commitment to continue collaboratively managing the cluster.

REVITALIZATION CONCEPT PLANS

As a result of comments made at the first public meeting, and in particular, the significant majority (though not unanimous) support for the modern roundabout, the Consultant Team prepared three concepts for public comment in a follow-up public meeting. These concepts serve several purposes. First, to apply the urban forms described above to the site and test the resulting concepts against the objectives identified in the section on “A Foundation for Consensus”. Second, to present the market conclusions along with the concepts, and to gauge public reaction to the conceptual alternatives. Third, to consider the development economics of the concepts so that we may determine whether they could be supported by the financial realities of both real estate entrepreneurs and by public redevelopment financing. The concepts, designated 1A, 2A, and 3A share a basic form but are of increasing intensity, 1A being the least intense, 3A being the most intense. The three concepts were prepared as interchangeable parts, all focusing on the quadrants south of Auburn. The first interchangeable part is east of North Main, between Auburn and Myott Avenue (referred to as the east part). The second part is south of Myott Avenue and King Street (referred to as the south part). The third interchangeable part is west of North Main, between Auburn and King Street (referred to as the west part).

Concept 1A

The first concept plan makes no modifications to the Myott Ave. King St. intersection. As do each of the other concepts, existing buildings close to the modern roundabout would be lost to provide necessary right-of-way for the roundabout. In the east part, the plan would maintain each of the remaining buildings along Main Street and Auburn. Several buildings along Myott Ave. and internally facing Toner Ave. are lost in favor of a unified central parking area serving the remaining businesses. Access is provided off Myott Ave., with service access along the eastern edge of the district, running between Auburn and Myott, far enough away from the roundabout that it does not pose a traffic conflict. One new three story mixed use building is proposed in the southeast corner of this east part, providing both ground floor retail/service space and upper floor townhomes. This was suggested as a possible “live-work” type building in which owner occupancy of either the first and/or upper floors would serve the purpose of introducing additional residents (customers) to the district, and supportive of relocation sites for existing displaced business operators. Each of the remaining buildings will require reinvestment.

In the west part, no additional buildings are anticipated. At least one building at the northern end of the Main Street-facing shops will be lost to right-of-way at the roundabout. Three significant changes to this west part are suggested: First, the parking lot behind the shops is redesigned to provide more spaces with greater landscaping. Second, the homes facing Latham could be converted to boutique shops facing the parking lot, contributing to the critical mass of retailing west of Main Street. An additional well landscaped parking lot behind (west) these converted buildings would support the shops while providing district unity. It would require a well landscaped buffer as a transition to the residences further west. Third, the informal modification to business orientation, from the Main Street side to the parking lot side, for businesses facing Main would be enhanced, through rear façade improvements and enhancement to building interiors.

In the south part, the southeast corner of the Main/Myott intersection, now hosting a modest open space, would become an enhanced, landscaped parking area serving the retail buildings which frame it. On the southwest corner, a modest building addition to support a financial institution could be introduced in the convenience center/gas station site.

In all, this concept supports about 120,000 sq. ft. of retail space plus about 8,000 sq. ft. of office uses. Of the three concepts, this is the greatest total sq. ft. of commercial uses.

Insert Concept 1A

Concept 2A

Concept 2A is a more significant physical change to the district, and includes the addition of 30 dwellings. The offset intersection between Myott and King, which has created an excessively broad crossing for pedestrians, makes the traffic on Main an even greater impediment to pedestrian friendly retailing. To reduce this impediment, the Myott King intersection is reconfigured. This shifts property on the south east corner of the intersection to the northeast corner, and permits the extension of the retail shops facing Main. In the east part, the framing of the Main and Auburn Streets and the roundabout itself are enhanced with the addition of a new retail building closest to the roundabout, and the replacement of the very deep building occupied by the printer with a new retail building along Auburn. The interior landscaped parking lot suggested in Concept 1A is enlarged in this concept, and further framed by a three story, 19 unit condominium with internal/enclosed parking in the southeast corner of the east part. As an alternative to the condominium, this site could also be used for a neighborhood oriented grocery store.

The west part reveals the same basic form as in Concept 1A, except that the existing single-family homes facing Latham have been consolidated and the buildings replaced with a three story mixed use buildings, similar to those suggested in the east part of Concept 1A as either live-work units, or more conventional residential units over first floor retail/service uses. A significant landscape buffer will be required to soften the impact of the increase in site/building intensity from the single-family dwellings to the west. Latham has been replaced with an expanded landscaped parking court.

In the south part, the existing commercial uses along the east side of Main and the South side of Myott have been redeveloped with townhomes, garage parking, and circulation. Three corners of the of Main Street Myott/King intersection sport a landscape/plaza treatment which complements the roundabout to the north. In total, this concept supports more than 90,000 sq. ft. of retail/restaurant space, about 8,000 square feet of office space, and 48 residences in condo's, townhouses and mixed use buildings.

Insert Concept 2A

Concept 3A

Concept 3A is the most significant change from current conditions. It continues to resemble the overall form established in the first two concepts, but it is both more intense, includes the greatest number of residential units, and the greatest total investment and increase in value. In the east part, with the exception of the existing Rathskellar restaurant, all of the buildings east of Toner would be replaced and sites redeveloped for a three story condominium with its own internal parking. Here, 84 dwellings in two separate buildings would probably be constructed in phases, with the south building first then north building second, to allow for the relocation and transition of existing businesses. Like Concept 2A, this alternative would take advantage of a reconstructed Myott King alignment by creating additional retail or restaurant at the Myott/Main intersection.

On the west part, this concept introduces more retail store spaces along Auburn, still accessible from the internal landscaped parking lot. The single family homes facing Latham would be redeveloped for two story condominium or townhomes with internal parking.

On the south part, retail buildings framing the Myott street side would be introduced to enclose the shopping court in the east part, and additional retail is located on the southwest corner of the intersection. This arrangement poses the most “regional-attractive” development sites, likely to attract the drive-up capable store on the east and the national coffee chain on the west. In total, this concept anticipates about 90,000 sq. ft. of retail restaurant uses, 8,000 sq. ft. of office, and 48 dwellings.

Public Comment

All three concept plans, presented at the second public meeting, received public support. Few members of the audience saw any of the elements as particularly onerous or inconsistent with the basic objectives of the study. Community members continued to debate the workability of the roundabout, and the comments, in the majority, remained positive toward the concepts and the roundabout. There appeared to be recognition that the concepts may have only a modest resemblance to the buildings and uses that will evolve out of the public and private investments necessary to induce the revitalization called for in this plan. In large part, the fact that the study recognized an existing and growing market, that the plan remained within the scale of the existing neighborhood, and that the roundabout was unlikely to require the dramatic loss of the Main Street corridor storefronts, the community appeared to generally relieved and positive about the plan as presented. Further, there was real recognition of the uniqueness of the roundabout and the potential for that feature alone to become an important element and identifying feature of the business district, contributing to district character and as a marketing tool.

Insert Concept 3A

REVITALIZATION STRATEGY

Making attractive land-use maps does not typically induce reinvestment and revitalization. The nature of revitalization and redevelopment is that the natural relationships between markets, entrepreneurs and investors have broken down. Only when communities intervene within a revitalization strategy and with public investment can these relationships be rebuilt. But the public's money is no different than private money; it only goes so far, and it cannot be spent carelessly in hopes of attracting a return on investment.

Build the Roundabout. Perhaps more than any other public improvement, building the modern roundabout will induce change. It presents the opportunity to remove the damaging influence of traffic congestion which has introduced traffic through neighborhood streets, and causes some potential customers to avoid the area altogether. It will be a one-of-a-kind image for the business district, and it will have the fewest buildings lost to right-of-way of the various studied alternatives. The uncertainty about the road's future remains an impediment to investment.

Public / Private Partnership. As stated in the presentation to the public at both the first and second public meeting, the basic strategy for implementing the plan will include leveraging private investment through the use of public funds. The experience of other communities has shown that the greatest success is a result of balancing the risks and rewards and sharing responsibilities between the public and private investors. Few communities have successfully taken on both the role of protecting public interests and the risk-taking role of the developer. The public has certain resources, authorities and interests. The private investors (both property developers and business operators) have different resources, different skills, and different motivations. Where existing property owners cannot or will not take the necessary risk-taking and development leadership responsibilities, often, a community will attract developers with demonstrated skills. Public / Private partnerships (not a partnership in the form of a corporation status, but as a term referring to working in concert) are most commonly the result of a recruitment of capable and interested private developer or developers, who are designated "developer of record". It may be appropriate for the City to discuss the opportunities presented by this redevelopment strategy and plan with skilled developers in the region, seeking their opinions of the market and gauging their interest in becoming a part of the revitalization process.

Establish Redevelopment Capacity. It is probably unlikely that the City will use operating funds to encourage the redevelopment as suggested in this plan. It is probably most likely that the City will need to use Tax Increment Financing or other redevelopment district authority to assemble property, support building rehabilitation and reinvestment, business relocation assistance for displaced businesses, and construct public improvements. This study suggests that the district is eligible for TIF, and adoption of a TIF district would be an important step toward implementation.

On following pages, a matrix is presented which depicts an action agenda for change. The agenda presents the strategic objective, action, timeframe and responsibility for each of the following goals of revitalization:

Development and Rehabilitation Activity. Provide a balance of new development and rehabilitation activity that serves the diverse local markets.

Retail Market Enhancement. Build a retail-friendly environment which can take advantage of an existing and growing market for retail and service functions that serve the neighborhood as well as the broader community.

Transportation and Pedestrian Safety. Resolve the conflict between local accessibility and regional through traffic that has created congestion, anxiety, and has deprived the area of a pedestrian friendly and retail supportive environment. Enhance pedestrian safety and comfort through vehicular and pedestrian separation, crosswalks, links to parking and calming the flow of vehicular traffic.

Business Development. Promote entrepreneurship and business development activities, while supporting and strengthening existing neighborhood business.

Physical Enhancements. Create a more cohesive retail environment, which minimizes existing physical barriers and enhances the overall aesthetic appearance of the district.

Enhanced Market Economics. Focus the physical improvements and the business selection which capture and capitalize on existing neighborhood markets, and where appropriate, introduce additional residential uses to strengthen the very local market demand.

Support Services. Build local capacity to compete, together, as a business district.

STRATEGIC CONCLUSIONS

The approach to revitalization of the North Main and Auburn Area presented by the Plan is sound, achievable, and likely to result in an attractive community asset. The reliance on public investment in physical improvements and solicitation of private investment is sound and tested. The focus of expenditure of public funds as described in the plan is a legitimate leveraging strategy.

Principles for a Priority-Setting System

There is a reality of scheduling a complex project: you cannot do everything at once, and not every project or task is of equal importance. The timing suggested in the action matrix is based on these principles. The implementation and management strategy should include a regular (at least annual) reevaluation of these priorities.

Use limited public funds to leverage private investment as early as practical.

- **Use public funds for infrastructure and community appearance improvements.** There are expensive capital investments which cannot be placed on the private development sector as an additional burden to the cost of owning, operating, renting or buying property. These are threshold improvements, the presence of which may not cause development to occur, but certainly the lack of these improvements inhibits development.
- **Place a high priority on projects which will generate or enhance markets (the demand for uses and private services.)** In essence, the Plan suggests that the business district is experiencing a collapse and negative spiral. Disinvestment follows income deterioration, which follows aggravating customer behavioral changes, which follow decay in neighborhood character, which follows disinvestment...etc. The inertia must be reversed so that new investment seeks opportunities to profit and succeed in capitalizing on an unmet market.

Shorten the schedule by focusing on the critical path (those projects which must be completed and whose serial links define the time schedule.)

- **Identify and place a high priority on the projects which are considered “predecessors” to the success of other projects.** Streetscape and public placemaking will be important to community image and turning point which may precede the market for private investment. It may be most effective to complete before tasks which rely on a market can begin. However, logic tells us that we do not want to follow a high priority streetscape improvement by ripping up the street for a subsequent and lower priority utility improvement, we may choose to assign the infrastructure an equal or greater priority to the streetscape.

Take advantage of the inevitable peaks and valleys for the human resources which support these projects.

- **Resource leveling is a technique which fills the slack time for one resource with a task less sensitive to timing or off the critical path.** Scheduling of those tasks which are not dependent on the existence of market demand (such as design standards, financial incentive programs, zoning strategies, etc.) should not be made contingent to the property acquisition process. These are not “just-in-time” tasks which will spoil due to prematurity. They should be scheduled in the “slack” periods (when the specific resource is not assigned a critical task with an impending deadline) early in the overall process.
- **Avoid losing track of Projects which are not time sensitive (yet are still critical to our measure of success.)** The management team should pick a specific, responsible party, a champion, to lead the sub-project team, and to pick a reasonable time frame for completion of the tasks. Successful completion of the entire project will require the efforts of staff in at least two City departments. This will require the champion and project leader to keep track of what’s happening in both departments (as well as keeping tabs on IDOT). It suggests a strong need for a mechanism to resolve inevitable resource conflicts. Project management techniques used by industry suggest the need for a functional work-order system. The purpose of a work order system is to document the transactions associated with scheduling, assigning, modifying, executing, and completing both critical (and not-yet critical) project elements. As the number of coincident projects and sub-projects and resources increases, particularly in a multiple-leader-multiple-team environment, the complexity of tracking assignments and resource conflicts grows geometrically.

When choosing between tasks of equal priority:

- **Choose the task which leverages the greatest potential positive visible change.**
- **Choose the task which eliminates the worst case soonest.**
- **Choose the task which has the greatest potential for inducing ownership and investment.**

Strategic Action Matrix

	<i>Strategic Objective</i>	<i>Action</i>	<i>Time Frame</i>	<i>Responsibility</i>
Development and Rehabilitation Activities	<ul style="list-style-type: none"> ❖ Establish authority, capacity and funding to support reinvestment and redevelopment. ❖ Forge partnerships with capable investors ❖ Build business owner-occupancy ❖ Support for rehabilitation 	<ul style="list-style-type: none"> ❖ Identify Right-of-way impacts ❖ Test the market interest ❖ Establish redevelopment authority or Tax Increment District designation ❖ Leverage other funding (CDBG, CMAQ, New Market Tax Credits, etc.) ❖ Recruit capable developer or master developer interest ❖ Partner with financial institutions to support rehab and reinvestment ❖ Ongoing dialog with property owners and business operators ❖ Assemble and prepare properties in advance of development, if necessary 	<p>Short Term:</p> <ul style="list-style-type: none"> ❖ Test the Market ❖ Establish TIF <p>Medium Term:</p> <ul style="list-style-type: none"> ❖ Recruit Developer ❖ Assemble property ❖ Provide rehab assistance <p>Long Term:</p> <ul style="list-style-type: none"> ❖ Add phases 	City of Rockford Community Development / Economic Development
Retail Market Enhancement	<ul style="list-style-type: none"> ❖ Marketing ❖ Communications 	<ul style="list-style-type: none"> ❖ Prepare demographics tearsheets for business and developer recruitment ❖ Co-promotion/advertising ❖ Build in residents ❖ Web-site for the Plan 	<p>Short term:</p> <ul style="list-style-type: none"> ❖ Demographics ❖ Co-promotion <p>Medium Term:</p> <ul style="list-style-type: none"> ❖ Residential construction 	<ul style="list-style-type: none"> ❖ North End Commons Association ❖ Developer of Record
Transportation and Pedestrian Safety	<ul style="list-style-type: none"> ❖ Pursue IDOT support, approval, funding and execution of the modern roundabout ❖ Enhance intersections 	<ul style="list-style-type: none"> ❖ Seek funding and authority to conduct Phase 1 engineering ❖ Design the Myott/King intersection improvement ❖ Vacate Toner Avenue 	<p>Short Term:</p> <ul style="list-style-type: none"> ❖ Roundabout engineering <p>Medium Term</p> <ul style="list-style-type: none"> ❖ Myott/King 	❖ Rockford Public Works Department

	<p>and pedestrian crosswalks throughout the district</p> <ul style="list-style-type: none"> ❖ Introduce streetscape and roadway design for traffic calming and prevent bypass traffic 	<ul style="list-style-type: none"> ❖ Design and install pedestrian scale lighting and landscaping improvements along Main, Auburn, Myott and King ❖ Install landscape gateway feature at Main /Myott intersection. 	<p>engineering;</p> <ul style="list-style-type: none"> ❖ Streetscape/lighting 	
Business Development	<ul style="list-style-type: none"> ❖ Promote Entrepreneurship 	<ul style="list-style-type: none"> ❖ Recruit regional “second stores” ❖ Construct owner-occupy-able spaces 	<p>Medium term:</p> <ul style="list-style-type: none"> ❖ Recruitment ❖ Space construction 	<ul style="list-style-type: none"> ❖ Developer of Record
Physical Enhancement	<ul style="list-style-type: none"> ❖ Urban design, site design and physical improvements to unify and functionally integrate sites and improves aesthetics ❖ Build in sense of place 	<ul style="list-style-type: none"> ❖ Develop design guidelines for new construction in the business district improvements, (both public and private sector improvements) 	<p>Short term:</p> <ul style="list-style-type: none"> ❖ Develop guidelines <p>Medium term:</p> <ul style="list-style-type: none"> ❖ Use guidelines in recruitment and review of proposed development and rehab assistance 	<ul style="list-style-type: none"> ❖ Community Development Staff ❖ Developer of Record ❖ Department of Public Works
Enhanced Market Economics	<ul style="list-style-type: none"> ❖ Communications, liaisons, and partnerships 	<ul style="list-style-type: none"> ❖ Modify zoning to accommodate mix uses, design guidelines, and community expectations ❖ Assemble sites ❖ Encourage appropriate use mix of retail and entertainment; and housing 	<p>Short term:</p> <ul style="list-style-type: none"> ❖ Modify zoning <p>Medium term</p> <ul style="list-style-type: none"> ❖ Site assembly <p>Long term</p> <ul style="list-style-type: none"> ❖ Build homes/retail 	<ul style="list-style-type: none"> ❖ Community Development ❖ Developer of Record
Support Services	<ul style="list-style-type: none"> ❖ Capacity Development ❖ Business and marketing education ❖ Joint marketing, promotion and event coordination 	<ul style="list-style-type: none"> ❖ Establish TIF and funding ❖ Neighborhood commercial revitalization specialists/team ❖ Business operator seminars ❖ Expand events program 	<p>Short term:</p> <ul style="list-style-type: none"> ❖ TIF <p>Medium term:</p> <ul style="list-style-type: none"> ❖ City capacity ❖ Seminars <p>Long term</p> <ul style="list-style-type: none"> ❖ More events 	<ul style="list-style-type: none"> ❖ Community Development and City Council ❖ Business district consultants

Appendix I

Quick Report: Intersection of North Main and Auburn

	0.5 Miles	5 Minutes	15 Minutes:	Core Market
Population 2004				
Population	4,888	91,667	250,156	28,251
Households	1,966	37,049	99,933	11,775
Average Household Size	2.44	2.4	2.45	2.31
Population Density	6,223.12	3,931.24	1,096.72	4,054.40
Total Population Median Age	33.01	33.78	36.32	35.68
Household Income 2004				
Household Average Income	\$52,663	\$45,240	\$56,466	\$48,180
Median Household Income	\$43,856	\$35,648	\$45,951	\$39,096
Household Income 2004				
Income \$ 75,000 to \$99,999	197	2,906	12,276	1,121
Income \$100,000 to \$124,999	64	1,187	5,804	427
Income \$125,000 to \$149,999	32	493	2,334	157
Income \$150,000 to \$199,999	21	326	1,491	99
Income \$200,000 Plus	37	531	2,117	184
Income \$75,000 Plus	351	5,443	24,022	1,988
% Income \$75,000 Plus	17.9%	14.7%	24.0%	16.9%
Business Summary 2004				
Total Employees	762	54,102	143,053	12,733
Total Establishments	115	4,018	10,909	847
Consumer Expenditure 2004				
Food and Beverages	\$13,770,611.08	\$243,005,872.96	\$754,944,847.83	\$79,574,625.75
Total Retail Expenditure	\$35,261,094.70	\$618,822,778.18	\$1,933,409,746.98	\$203,660,046.75
Food At Home	\$8,198,082.38	\$145,105,372.42	\$448,859,062.80	\$47,426,167.50
Food Away From Home	\$4,769,889.54	\$83,859,300.03	\$262,170,228.18	\$27,513,229.50
Housing Units 2004				
% Owner Occupied Units	61.93%	52.27%	64.97%	56.31%
Retail SQFT Supported	130,597	2,291,936	7,160,777	754,296

Demographic data © 2004 by Experian/Applied Geographic Solutions.

Appendix 2

	2004 Estimate Total Expenditures	Average Sales per Sustainable Independent Store	Stores Supported	Average Sales per Chain Store	Stores Supported
Alcoholic Beverages	\$4,635,228.75				
Apparel	\$26,369,170.50	\$500,000	52.7	\$2,000,000	13.2
Dry Cleaning & Tailoring	\$3,393,555.00	\$250,000	13.6		
Audio Equipment	\$747,594.75	\$500,000	1.5		
Books	\$889,248.00	\$500,000	1.8	\$2,000,000	0.4
Boys Apparel	\$1,420,065.00	\$500,000	2.8		
Cellular Phone Service	\$802,230.75	\$250,000	3.2		
Computer Hardware	\$3,801,912.00	\$500,000	7.6		
Floor Coverings	\$752,069.25	\$500,000	1.5		
Groceries	\$47,426,167.50	\$10,000,000	4.7	\$20,000,000	2.4
Restaurant (not including drinks)	\$27,513,229.50	\$800,000	34.4	\$4,000,000	6.9
Footwear	\$4,938,788.25	\$500,000	9.9	\$2,000,000	2.5
Furniture	\$4,713,532.50	\$500,000	9.4	\$3,000,000	1.6
Gasoline & Oil	\$17,129,092.50	\$3,000,000	5.7		
Gifts	\$14,672,356.50	\$500,000	29.3	\$2,000,000	7.3
Girls Apparel	\$1,697,601.75	\$500,000	3.4		
Hair Care	\$691,545.75	\$100,000	6.9	\$350,000	2.0
Housewares & Small App	\$10,220,935.50	\$500,000	20.4	\$3,000,000	3.4
Indoor Plants & Fresh Flowers	\$878,415.00	\$500,000	1.8		
Infants Apparel	\$1,221,303.00	\$500,000	2.4		
Jewelry	\$1,158,542.25	\$500,000	2.3	\$1,500,000	0.8

Demographic data © 2004 by Experian/Applied Geographic Solutions; ULI, 2004 Dollars and Cents of Shopping; BDI.