

City of Marengo **COMPREHENSIVE PLAN**



community - history - pride - character - commerce - industry - nature - recreation - education - service

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Approved by City Council

Ordinance 04-5-7 - May 25, 2004

Prepared by Teska Associates, Inc.

April 2004

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Introduction

The City of Marengo is a community at the cusp of transition. While it has in many ways reached maturity as a rural community, growing development pressures suggest it may be only in its infancy as a more urban or suburban center. The community has recognized that this is a pivotal point in the Marengo's history and has resolved to take a proactive approach in defining the nature, scale, and pace of future development. To this end, the City Council has retained Teska Associates, Inc. to help facilitate and prepare an update to the community's Comprehensive Plan.



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Demographic and Economic Profile

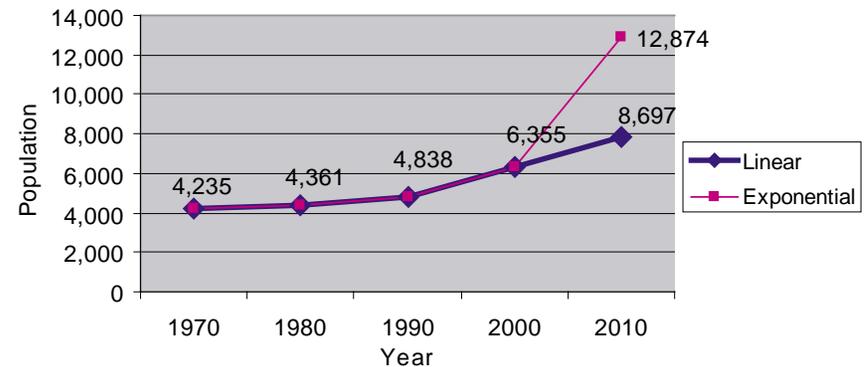
Planning for the growth and development of Marengo needs to consider the City's current and projected future economic and demographic conditions. Population trends will have a significant impact on long-range growth and development, particularly influencing the City's land uses and the policies that govern them. Demographic trends also have a strong impact on the kinds of services needed and the economic potential of the City.

POPULATION GROWTH

The City of Marengo has experienced an increasing rate of growth over the last several decades. Between 1970 and 1980 the population increased by 126 persons from a population of 4,235 to 4,361, or an increase of only about 3%, indicating an almost stagnant or flat rate of growth. Growth increased slightly between 1980 and 1990 as the City grew by 477 persons (11%), or 1.1% per year, to a total of 4,838. Although increasing at a greater rate of growth, the 1980s were still characterized as a relatively slow growth period compared to other communities in McHenry County. Marengo's growth took a dramatic turn in the 1990s, increasing at a rate three times that of the previous decade. Between 1990 and 2000 it grew 31.4%, resulting in a population of 6,355. Population growth in Marengo is currently fueled primarily by new single-family residential construction at the periphery of the community.

Recent projections by a national demographic data service suggest that the increase in population over the next several years will be a slower rate than the previous decade (1.9%/year), indicating a population of 7,599 by 2007 (13% increase over 2000 population). However, when compared with the growth rate of other McHenry communities to the east, combined with evidence of building permit and development proposals before the City currently, the projections by the Northeastern Illinois Planning Commission (NIPC) (2020 population projected at 7,800), and the 2007 estimate appear to be underestimating Marengo's potential growth rate for the next ten years.

Population in Marengo



In an effort to establish a more reasonable rate of growth, two alternative techniques were used to project future population. The first assumes that the population of Marengo will continue to grow by the same number of people in the next decade as it did during the past decade. This linear growth model projects that the population of Marengo will reach approximately 8,697 persons by 2010, similar to the projection by NIPC.

The second method projects into the future a rate of growth that is based on the growth rate trends of the last thirty years. This approach results in an exponential growth rate curve that forecasts Marengo's population to grow at an increasing rate over the next ten years. This model yields a 2010 population of approximately 12,874.

While, neither of these models takes into account external and internal factors which could influence population growth, such as a downturn in the economy or the availability of infrastructure for development, they are useful in determining the impact new growth will have on community services and housing. Generally, the actual population is expected to fall between the two projections. However, given recent

trends in surrounding communities and anecdotal evidence of current development pressures at play in Marengo, it is likely that previous long-range projections are considerably understated. Therefore, it is critical that this Plan anticipates and expects significant population growth, and that it develops land use policies adequate to effectively manage such growth.

AGE

The median age in Marengo has risen from 32 years in 1990 to 35 years in 2000, and is projected to increase to 36 by 2007. This increase can be partially attributed to a relatively consistent increase in percentage of residents 45 years and over, which mirrors the trends nationally with the aging of the baby-boomer generation. In addition, slow growth was experienced within the 21-24 age cohort. However, while the median age has increased, the City has continued to experience significant growth in the 0-5 year bracket, evident of the fact that Marengo is still attracting and/or retaining relatively young families who are occupying new homes. It is anticipated that a reversal or slowing down of the “aging” trend will continue over the next ten years and beyond, suggesting that the City and other institutions (schools, parks) will need to develop facilities to serve these expanding younger households. Furthermore, the City will need to continue to support a diversity of affordable housing types (single-family and multiple family) to respond to the income limitations of these younger families.

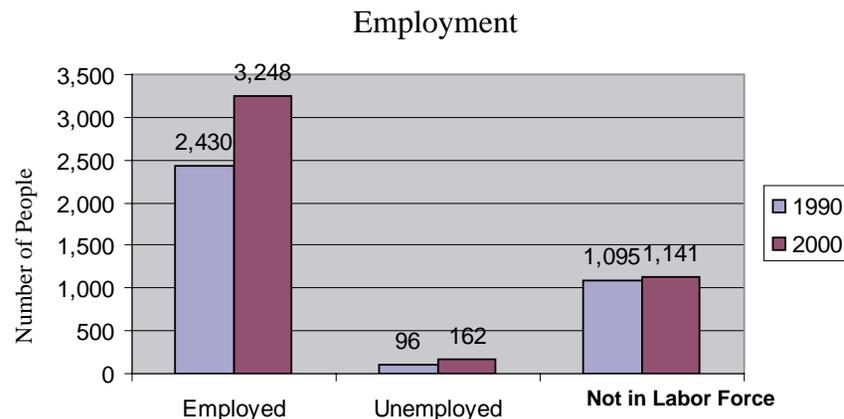
EMPLOYMENT

The total number of employed persons residing in Marengo has increased from 2,430 in 1990 to 3,248 in 2000. This represents an increase of 34%. In addition, Marengo has seen a decrease in unemployment from 3.6% in 1990 to 2.7% in 2000. The increase in number of employed persons is consistent with the aging of the population. The implication of increased employment is a larger population of individuals earning and spending money, which translates into more buying power. Land use and economic development planning efforts must ensure a high capture rate of this additional spending.

ECONOMIC CHARACTERISTICS

To understand the economic characteristics of a given community it is helpful to juxtapose the characteristics of the subject community against those of comparable communities and more encompassing jurisdictions.

Given new growth and generally high price points of new home construction in Huntley and the City of McHenry, it should not be surprising that Marengo trails these communities with respect to median household income. Marengo’s median household income of \$66,051 is also below that of McHenry County (\$82,761). This too can be explained by the development trends of McHenry County, where significant new growth is occurring or has occurred. Development patterns in McHenry County are clearly moving in a southwest direction, and therefore, it would appear inevitable that Marengo will be affected by this outward migration. New growth will likely result in a comparable increase in median income levels. However, current income levels in Marengo are still relatively strong when compared to the State, and to the requirements of major retailers to support new commercial development.



Source: U.S. Census

From an economic standpoint, it is generally desirable for a community's total number of jobs to exceed or approach the total number of employed residents. From this perspective, Marengo, which boasts 3,248 jobs versus 3,397 employed residents, is very healthy. Essentially, this suggests that Marengo is capturing the majority of its employment base, meaning that there is a relatively balanced residential and non-residential tax base.

While the community is doing well retaining jobs, Marengo has not been particularly successful capturing the money spent by its residents. Currently, Marengo reports a capture rate of 80%, meaning that the total probable consumer retail expenditures of people located within the capture area is less than the total revenues being generated by retail business within the same area. Simply stated, residents of Marengo are spending more money outside of the City than within. This suggests that Marengo is underserved by retail uses. An inequity between consumer demands and commercial opportunities is supported by testimony provided by community leaders at the onset of the Comprehensive Planning process.

Table 1 – Comparable Communities

	Marengo	Illinois	McHenry County	Huntley	McHenry
Basic Variables 2002					
Total Population	6,703	12,703,587	277,332	6,346	22,493
Total Households	2,508	4,705,146	95,325	2,578	8,259
Average Household Size	2.69	2.63	2.89	2.65	2.68
Median Age Total Population	35	35	35	34	35
Household Income 2002					
Median Household Income	\$66,051	\$49,622	\$82,761	\$82,188	\$68,861
Average Household Income	\$65,794	\$64,715	\$80,933	\$75,458	\$66,761
Income \$75,000 +	44.6%	36.4%	54.8%	55.9%	45.7%
Business Summary 2002 Total					
Total Employees	3,397	6,473,318	114,755	3,286	11,961
Total Establishments	266	497,494	10,899	297	1,051
Consumer Expenditures (Avg Hhld Exp) 2002					
Total Retail Expenditures	\$21,660	\$21,095	\$24,943	\$23,852	\$21,829
Housing Units 2002					
% Owner-Occupied	67.88%	63.13%	80.89%	81.87%	73.88%
Capture Rates	80.8%	132.0%	111.3%	212.8%	286.3%

Demographic data © 2002 by Experian/Applied Geographic Solutions. Il. Dept. of Revenue, 2002

MARKET ASSESSMENT

As outlined in the Framework Plan, Marengo has three types of retail and service development possibilities: downtown, convenience level centers, and regional level centers. The success of each of these development models depends on the strength of the surrounding markets and the center's ability to connect to those markets. Although, ultimately Marengo's stores and services in these clusters share many customers, they each also have a distinct natural customer base, their primary trade area.

Retail businesses draw 50-80% of their customers from a primary trade area, which is determined by physical and psychological characteristics of the surrounding neighborhoods. Physical features that constrain or expand a trade area include access to major roadways, edges caused by water, large rail yards or vast tracts of vacant land, and nearby competition. Psychological factors include a sense of affiliation (e.g., that is my dry cleaner, my coffee shop, or my town), perception of safety, and confidence in the quality of the merchandise selection offered by stores in the area. Convenience centers rely primarily on proximity, the population within a short drive, for their primary trade area. The regional centers have the toughest challenge as they must combine the appeal of convenience with the demands for high volumes to support rapidly growing national businesses. The key to successful coexistence for all commercial development types is understanding how to tenant, market and develop to strengthen each focus.

CONVENIENCE AND REGIONAL LEVEL CENTERS

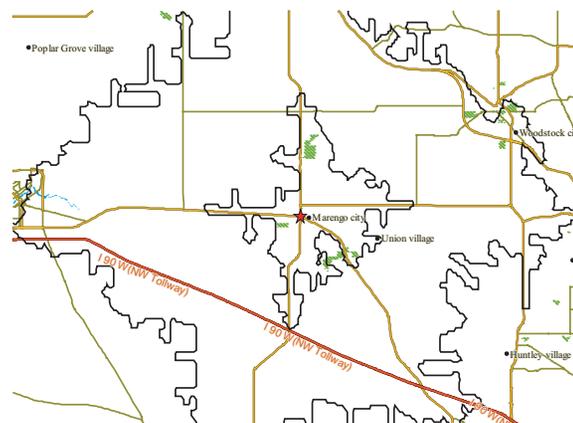
From the consumer perspective, the difference between convenience and regional centers is the visit frequency. Convenience centers may be visited daily or once or twice a week for groceries, dry cleaning, day care, etc., whereas regional centers are visited approximately monthly for clothing, home improvement items, etc. In an ideal situation, each resident has appropriate access to both types of centers. It is also the ideal that each center's boundaries would not overlap. However, competitive retail practices lead businesses to prefer to be close to competition so consumers can be easily attracted from competitors. This practice leads to the vacant "big boxes" resulting from a "victory" in a very competitive category. (Target beat K-Mart; Home Depot beat Builder's Square and is current in the crosshairs of Lowe's) By controlling the approval of overly duplicative centers, Marengo's commercial development clusters would minimize the possibility of development that exceeds the buying power necessary to sustain them. The areas identified in the Framework Plan are limited to prevent overbuilding and the resulting vacancies.

One measure of the strength of commercial development centers is the total population and total retail expenditures within a given drive time. The larger the population and the greater retail expenditures the stronger the market. Within a 5-minute drive time, major convenience oriented retailers (i.e. Walgreen's, Jewel) are looking for a population draw of 10,000 or more. Larger retailers (i.e. Applebee's, Home Depot, Target) tend to look for a population of 50,000 or more within a 15-minute drive time. At just over 8,000 people within 5 minutes and 47,000 within 15 minutes, Marengo is approaching these conventional thresholds and, therefore is well poised to attract retail and service oriented commercial investment. Relatively high retail expenditures in these drive time radii contribute to the attractiveness of the marketplace.

Table 2 – Drive Time Market

	Marengo	5 Minutes:	15 Minutes:
Basic Variables 2002			
Total Population	6,703	8,244	47,093
Total Households	2,508	3,034	16,610
Average Household Size	2.69	2.7	2.81
Median Age Total Population	35	35	35
Household Income 2002			
Median Household Income	\$66,051	\$67,734	\$64,213
Average Household Income	\$65,794	\$66,985	\$66,694
Income \$75,000 +	44.6%	45.5%	42.4%
Business Summary 2002 Total			
Total Employees	3,397	4,473	21,431
Total Establishments	266	372	2,080
Consumer Expenditures 2002			
Total Retail Expenditures	\$54,323,280	\$66,529,552	\$361,749,190
Housing Units 2002			
% Owner-Occupied	67.88%	68.84%	69.44%

Demographic data © 2002 by Experian/Applied Geographic Solutions.



DOWNTOWN

Marengo benefits from a relatively dense and demographically consistent and urban core. In fact, the majority of Marengo residents live within one mile of the downtown. In addition, median incomes within a .5 and 1-mile radius are relatively high. Combined these suggest significant buying power within walking distance to downtown. Therefore, regardless of future growth, Marengo is currently well poised to support and retain limited retail and service uses at its core.

While downtown should not be viewed as the economic engine for Marengo's future, its revitalization is a critical component in the development and maintenance of a sense of place and community core. However, successful redevelopment of the downtown as a tourist attraction could provide a significant boost to the local economy.

Table 3 – Pedestrian Market

	Marengo	0.5 Miles:	1 Miles:
Basic Variables 2002			
Total Population	6,703	2,956	6,559
Total Households	2,508	1,118	2,444
Average Household Size	2.69	2.65	2.69
Median Age Total Population	35	35	35
Household Income 2002			
Median Household Income	\$66,051	\$63,143	\$65,842
Average Household Income	\$65,794	\$62,277	\$65,600
Income \$75,000 +	44.6%	43.6%	44.5%
Business Summary 2002 Total			
Total Employees	3,397	1,445	3,319
Total Establishments	266	123	264
Consumer Expenditures 2002			
Total Retail Expenditures	\$54,323,280	\$23,303,592	\$52,829,504
Housing Units 2002			
% Owner-Occupied	67.88%	64.06%	67.66%

Demographic data © 2002 by Experian/Applied Geographic Solutions.



SUMMARY

As you tease out the relevant findings with respect to the data provided above, it becomes evident that Marengo is a community that has and will continue to experience new residential growth and is on the cusp of attracting significant commercial investment from major national

- Good incomes
- Good mix of housing types
- Good employee to household ratio
- Dense core population
- Low capture rates
- + Strong buying power
- Attractive Retail Market

retailers. While the introduction of new commercial, particularly retail, uses will help to enhance the tax base and provided convenient shopping opportunities for residents, there has been a voiced concern regarding the negative effects new "big box" national retailers will have on the rural character of the existing community. It is the charge and intent of this Comprehensive Plan to provide a framework and action oriented approach to managing future growth in such a manor that allows the residents of Marengo to enjoy the benefits of an enhanced tax base and new commercial opportunities while protecting the fundamental character of the community, as it exists today.

The Vision

A community's comprehensive plan is a declaration of intent. It serves an advisory function to help guide decision-making on matters affecting the community's future. Although the plan itself does not constitute a regulation, it may be used to direct the preparation of regulations that govern a community's land use and development.

This comprehensive plan provides a vision of the community in the future and a statement of goals and objectives to support that vision. Goals and objectives provide the policy framework upon which all land use decisions, both now and in the future, should be made. Visions, goals and objectives are distinguished as follows:

VISION	The overall idea of the future
GOAL	The stated ends which form the vision.
OBJECTIVE	A specific target established to achieve a goal.



VISIONING PROCESS

This plan embodies the commitment of the City to ensure that it reflects the concerns and vision of its residents. Several avenues were taken to gather input from the community. Marking the first opportunity for public input into the comprehensive planning process, "key person" interviews were conducted on June 5 and July 10, 2003 with more than 45 select public official, residents, business representatives, property owners, and other stakeholders in order to provide staff and the consulting team with the community's perceived strengths, weaknesses, and opportunities. These interviews were supplemented with write-in surveys that were distributed to over 100 community leaders.

Another opportunity for public input was provided on July 24, 2003, where more than 60 public officials, civic leaders, business owners, and residents participated in a three-hour visioning workshop to build consensus on a shared vision for the future of Marengo. Citizens involved in the Visioning Workshop participated in a hands-on, collaborative process to identify issues and establish Marengo's long-range plan.

The Visioning Workshop began with an overview of the community economic and demographic profile of the City and an identification of potential issues and opportunities that were intended to guide the discussion of each participant work group. This presentation was followed with the visual image survey, in which participants were asked to evaluate over 100 images (many of which were provided by workshop participants) that illustrate various planning features (e.g. residential design, streetscape design, location of parking, land use compatibility, etc.) to identify development features worthy of replication and those to be avoided.

Participants were then randomly assigned to one of eight work groups. Each group was charged with generating a common vision for the future of Marengo by identifying preferred densities, ultimate population size, land uses, street network, quality standards, etc.

The input gathered through this visioning process was synthesized and has become the basis for policies, strategies, and ultimate direction for future growth within the City of Marengo for the next ten years and beyond.

VISION STATEMENT

The following is a community vision statement reflecting the guidance provided by community leaders, stakeholders and citizens:

The City of Marengo will evolve into a balanced, sustainable, community offering a high quality of life to its residents. It will continue to be a desirable place to live, raise a family and retire in, a community dedicated to excellence in governance, housing, schools, parks and community facilities.

Residents will continue to live primarily in attractive and well-maintained neighborhoods consisting of a diversity of housing types. New, high-quality, and attractive multi-family developments will also be available to meet the needs of smaller households, professionals, seniors, and others in the local workforce. These developments will be provided in appropriate locations near future transit service, near or above commercial buildings, and will provide transition between higher intensity commercial uses and lower density single-family residential development.

The City will preserve and capitalize on its numerous natural and historic features by establishing itself as one of the regions leading tourism and recreating destinations. New, high quality developments will be connected to a coordinated and comprehensive open space system that follows natural features and links residences to the River, parks, schools, downtown, and other areas of interest. The City will encourage the introduction of bed and breakfast establishments, hotels, wildlife and sporting good stores, outdoor recreation and or equestrian facilities, antique shops, restaurants, and other uses that will help to establish Marengo as a true tourist destination.

The revitalized downtown will serve as the City's sense of place and will provide an attractive and vibrant mixed-use center with quality businesses, public services, and housing options that meet the demands of local residents. The downtown, with its attractive and well-maintained streetscape improvements, will foster a pedestrian-friendly environment that serves as a community gathering place and a professional and personal services center.

New retail, office, and industrial businesses will be clustered in appropriate locations along major arterials and will help to balance the tax base while providing residents with convenient access to a wide variety of goods and services. The successful business community will be highly valued because of its high level of civic involvement and its strong relationships with all segments of the community. New businesses will be drawn to the City because of its reputation for quality development and business friendly practices.

The City of Marengo will be a community proud of the quality of life it helped create and the successes it will have accomplished through vision, comprehensive planning, and continual evaluation of effectiveness.

Growth Management

Goal:

Preserve, maintain, and enhance the established character and qualities of the existing community, while allowing the community to grow in a highly controlled, balanced, and organized fashion.

Objectives

1. Provide for the managed growth of the City in a contiguous and compact manner.
2. Limit new development to land contiguous to existing development, so as to minimize sprawl and reduce infrastructure expansion costs.
3. Prioritize the sequence of land development by creating and enforcing urban growth limits, beyond which municipal services will not be extended until such time when high priority growth areas are built-out. Explore development options along the I-90 highway when such projects are feasible, and when such development will not substantially change the City's growth plan.
4. Prohibit development in ecologically sensitive and/or high quality natural areas such as the Kishwaukee River, streams, wetlands, watersheds, forest clusters, etc.
5. Develop strict standards that require the reservation of open space to meet the demands of current and future residents. Open spaces should be linked to each other by greenway corridors and should be allocated equitably throughout the City and its planning area.
6. Promote the integration of traditional neighborhood design (TND) techniques within new subdivisions located on sites appropriate for moderate densities and a mix of residential uses.
7. Promote the incorporation of conservation – or “cluster” design techniques within new subdivisions located on sites appropriate for low-density single-family residential uses to preserve the existing rural character of the community and to maximize the usability of open space.

8. Allow for, but limit the total number of multi-family/attached-residential units to less than 15% of the total number of residential units within the Marengo's planning area.
9. Direct large-scale commercial development to sites clustered at the intersections of major arterials or in established commercial districts, as indicated on the Land Use Plan.
10. Direct industrial development to sites within existing business parks and in areas that have high accessibility and which present minimal negative impacts on natural features and existing or planned residential areas.
11. Implement and enforce development impact fees, which sufficiently offset the public costs of new development. Work with school officials to keep impact fees current with neighboring towns.
12. Minimize the pace of growth such that it does not exceed the capacity and timely expansion of schools and public infrastructure.
13. Preserve the historic character of Route 20 by restricting commercial development and redirecting truck traffic.
14. Protect the City's numerous historic structures and sites through restoration, landmarking and/or the establishment of an official historic district and associated regulations.
15. Actively pursue the development of a by-pass route that eliminates commercial truck traffic and reduce congestion in the downtown and along historic Route 20.



Downtown

Goal:

Revitalize downtown as an attractive and vibrant, pedestrian-oriented, mixed-use center with variety of quality businesses, public services, and housing options that meet the demands of local residents and cater to the interests of tourists and visitors.

Objectives

1. Work with IDOT and McHenry County to develop and enforce alternative routes, which redirect heavy truck traffic away from the downtown.
2. Review the integration of the road grid system, the sidewalks and the bike pathways in order to enhance the overall functioning of downtown.
3. Review and effectuate public infrastructure policies and procedures in terms of both infrastructure renewal and maintenance.
4. Develop and implement short and long-term streetscape enhancement programs focuses on, signage, lighting, sidewalks, street trees, and landscaping.
5. Review and improve parking location, lot maintenance and parking policy should be to reflect the new vision for the downtown.
6. Identify and prioritized downtown redevelopment sites for development within the context of the best land use mix to support the downtown vision.
7. Consider the development of a tenant and developer recruitment program as a structured regional outreach process not simply a local initiative on a case-by-case basis.
8. Play off the theme of Marengo as a historic and natural tourist destination with the active promotion of stores, restaurants, lodging, year-round recreational opportunities (i.e. golf, camping, hiking, biking, horseback riding, cross country skiing), special celebrations (i.e. maple syrup gathering, Civil War Days, Settler's Days, Miniature Farm Toy Trade Days, Winter Walk, Autumn Drive) and other services that cater to this niche.

9. Create a Historic Preservation District in the Downtown, requiring any new development to adhere to the architectural styles, building materials and integrity of existing structures.
10. Consider the development of design guidelines for the private sector as financing mechanisms to encourage private sector improvement and maintenance including façade and sign enhancement.
11. Review and refine zoning ordinance, regulations, code enforcement and the development review process to reflect a contemporary approach to development and the vision to revitalize historic downtown buildings.
12. Link and communicate the overall community planning and implementation process (with emphasis on the downtown) with the private sector's interest in being involved, and the community's interest in understanding the overall plan and the action steps to achieve the overall plan.



Transportation

Goal:

Develop and maintain a balanced, efficient, safe, and attractive transportation system that allows for the movement of vehicles, pedestrians, and bicyclists through, around, and within the City.

Objectives

1. Actively pursue the development of a by-pass route that eliminates commercial truck traffic and reduce congestion in the downtown and along historic Route 20.
2. Limit access to major arterial roads by minimizing curb-cuts and requiring cross-access easements between properties.
3. Develop and maintain a hierarchy of roadways and utilize traffic calming techniques that minimize conflicts between local and non-local traffic.
4. Reserve corridors for future primary roads in new developments.
5. Program transportation improvements in conjunction with infrastructure and replacement and improvements to support business and residential growth.
6. Provide a comprehensive system of pedestrian trails, walkways, and bikeways that link open spaces and encourages safe and easy circulation throughout existing and future developments within and beyond the City.
7. Require interconnections between commercial and residential projects to allow for pedestrian and vehicular access and to reduce congestion on major roads.
8. Provide adequate on and off-street parking facilities throughout the City.
9. Continue to pursue opportunities for increasing connections across the railroad tracks and the Kishwaukee River.
10. Work with Metra to actively pursue the establishment of a commuter rail station in Marengo.
11. Work with railroads to establish crossings at key intersections.

Housing and Residential Development

Goal:

Preserve the single-family residential nature of the existing community while expanding the range of housing options and high quality, attractive, and safe neighborhoods of both a traditional and rural character.

Objectives

1. Require well-designed, walkable residential developments, which are accessible to open space and recreation facilities, commercial and employment centers, and basic community services.
2. Emphasize quality over quantity of new residential development by favoring smaller custom builders to wholesale “tract” housing developers.
3. Encourage the expansion of the traditional urban core in a manner that is highly compatible and complimentary to the existing neighborhoods.
4. Favor large lots or conservation/cluster designed subdivisions at the periphery of the urban core and in areas containing high quality natural features.
5. Provide additional housing options for senior citizens, empty nesters.
6. Diversify density and housing types to offer varied neighborhoods.
7. Establish standards of excellence for the design, construction, and maintenance of all residential structures, to minimize monotonous development.
9. Provide buffering to separate residential areas from incompatible uses.

Open Space and Natural Resources

Goal:

Offer a balanced relationship between human activities and the environment that minimizes the adverse impacts of development on natural resources while maximizing the impact of open space and natural resources on the quality of life for residents.

Objectives

1. Identify and reserve sufficient land resources in the City to meet current and future recreation needs, in cooperation with the Park District.
2. Design all new developments to create a minimum disturbance to natural drainage patterns, natural landscape, vegetation, and the ability of land to absorb rainfall and prevent erosion.
3. Use clustering or planned development techniques to reduce floodplain development by transferring density to non-flood areas.
4. Encourage land use patterns that preserve the integrity of existing environmental corridors as a means of natural erosion control and protecting the environmental quality of the City and its surroundings.
5. Establish minimum setback and buffer areas along creeks, streams, rivers, and wetlands to reduce the impacts of development on water quality.
6. Ensure that all new developments provide storm water retention through the adoption of NIPC's Storm Water Management Ordinance. Whenever possible, safe, and practical, retention areas should be set aside for recreational uses.
7. Preserve nature and indigenous, existing trees through ordinance by requiring removal permit and provide additional trees at a one to one ratio of caliper inches, not to exceed 9 caliper inches for one tree removed.
8. Provide a comprehensive system of pedestrian trails, walkways, and bikeways that link open spaces and encourages safe and easy circulation throughout existing and future developments within and beyond the City.
9. Continue work with the Park District to seek opportunities to enhance and expand park facilities.

Public Facilities, Services, and Administration

Goal:

Provide the residents and businesses of Marengo with high quality, efficient, effective, and responsive public services and facilities.

Objectives

1. Maintain and regularly update a community based Comprehensive Plan
2. Update/create municipal ordinances that support the recommendations of the Comprehensive Plan
3. Establish and maintain intergovernmental agreements with adjacent municipalities and special districts regarding municipal boundaries, land uses, and public services.
4. Explore the potential and desire to establish a historic district and inventory structures and sites that would contribute to the district.
5. Do not extend utilities to serve flood hazard areas.
6. Work cooperatively with the school districts to establish an adequate number and location for new schools to serve Marengo's residents.
7. Where possible, retain municipal and public facilities (i.e. City Hall, Fire, Police, Library) in the downtown area to serve as a major activity generator, thereby enhancing the business climate.
8. Establish a capital improvement program for community facilities
9. Bury utility lines wherever possible and encourage the use of attractive poles to mitigate the appearance of above-grade utility lines.

10. Improve conditions of sidewalks and local streets
11. Link park, recreation, and open space with residential neighborhoods via safe pedestrian and bicycle routes.
12. Locate active recreation sites (ball fields, game courts, etc.) near visible traffic corridors and promote the interrelationship of passive recreation sites and open space environmental corridors.
13. Require local neighborhood parks, such as smaller tot lots, in all residential development.
14. Encourage the establishment of community involvement programs.
15. Establish beautification projects along major arterials, including Route 20, 23, and 176.
16. Require continuity of form, color and material in all fencing facing onto major arterials.
17. Provide streetscape improvements within the downtown, such as brick crosswalks, landscaping, and period streetlights.
18. Update and maintain the City's website regularly with an emphasis on having meeting notices and agendas posted.

Economic Development

Goal:

Establish and preserve a diverse and balanced tax base that expands employment and commercial opportunities, through careful land planning that provides appropriate locations and distribution of revenue generating businesses, with the aim of supporting the high quality of life standards envisioned for the residents of Marengo.

Objectives

1. Develop a marketing and business recruitment strategy that capitalizes on the City's numerous natural and historic features by establishing it as one of the regions leading tourism and recreating destinations.
2. Actively recruit a variety of new businesses that are needed to serve existing and future residents' consumer demands and enhance the tax base. Of particular interest are home improvement stores, discount stores, grocery stores, electronic/entertainment stores, pharmacies, etc.
3. Establish programs to encourage locally owned small businesses.
4. Invest in the downtown to show existing and potential future businesses that the City will support their efforts to remain and/or locate there.
5. Create an economic strategy that provides an attractive environment for expansion of existing and future business developments.
6. Promote the introduction of youth oriented businesses and services such as video stores, music stores, a movie theater, a bowling alley, etc.
7. Utilize developer donation requirements to internalize the costs associated with new growth to the specific project, and to provide added amenities to be enjoyed by all residents of Marengo.

The Framework Plan is the expression of the essential planning principles that have been employed to create the “framework” for more detailed land use recommendations and design guidelines for Marengo. These “principles” are the basic organizational elements that must be in place in order for the City to be successful, and to achieve the goals and objectives contained in this report. While the particulars of the land use plan may change over time, the principles illustrated within the Framework Plan, should continue to provide the foundation on which subsequent changes will be evaluated.

The essential elements of the Framework Plan are grouped according to the following functional categories:

OVERALL FRAMEWORK ELEMENTS

- Commercial Development Centers
- Employment/Business Park
- Residential – Conservation Design
- Residential – Traditional Neighborhood Design
- Potential By-Pass Corridor/Parkway
- Historic Highway Treatment
- Potential Greenway Corridor
- Potential Park
- Potential Metra Station Location
- Potential Library Sites

DOWNTOWN FRAMEWORK ELEMENTS

- Central Business District Enhancement Area
- Potential Redevelopment Opportunity
- Potential Residential Special Use Area
- Possible Historic District

OVERALL FRAMEWORK ELEMENTS

Commercial Development Centers

Commercial development centers are viewed as the optimal locations for commercial development within the City. Generally located at major road intersections and along major road corridors, these development centers provide the greatest potential to support the types of future commercial development that were perceived as desirable by residents and City officials. Commercial development centers help increase the commercial tax while providing a variety of places for residents and visitors to purchase goods and access services. The hierarchy of commercial development centers is as follows.

Level #1: Regional Level Center

A Regional Level Center supports larger commercial developments that focus on serving the City as well as surrounding communities. Serving a market radius of five miles or more, a Regional Level Center typically attracts two or more large-scale anchor stores and supporting businesses. Large-scale anchors may include (but are not limited to) discount stores such as Target and Wal-Mart, bookstores such as Borders and Barnes & Noble, or home product stores such as Lowe’s and Home Depot. Small supporting businesses have a wide range including small restaurants, home and gardening stores, clothing stores, and private offices (e.g. dentists, optometrists, etc.).

Level #2: Community Level Center

A community Level Center generally provides goods and services that local residents need on a regular basis. Grocery stores, convenience stores, pharmacies, laundry services, gas stations and day-care centers are examples of community-level businesses. Typically serving a radius of 1-5 miles, the goods and services offered by a Community Level Center satisfy the needs of the immediate and surrounding neighborhoods in which the commercial uses are located.

Employment/Business Park

Due to its proximity to 1-90 and its excellent workforce, Marengo has enjoyed a relatively strong and stable industrial presence and has the potential to attract even more office and industrial developments. The continual growth of industrial and office developments provides great opportunities for employment, and creates a healthy business environment. The objective of these areas is to provide economic development opportunities for office, distribution and limited manufacturing businesses that are compatible with the vision imagined for Marengo.

Residential - Conservation Design

The guiding principle for low-density residential development in this plan is the concept of “conservation design” - the promotion of single-family residential development that integrates existing open space and conserves natural corridors. Common elements of design include the clustering of homes, minimized road widths, an interconnected and integrated road system, innovative subdivision layouts, and path and trailway connections.

Key principles in the design of “conservation design” communities include the following:

Open space detention areas should be designed and situated to serve as focal points which are accessible for enjoyment by all residents;

- *Site plans/layouts should organize and arrange dwelling units so that they are adjacent to or near open space;*
- *Whenever and wherever feasible, open space should be linked into a continuous greenway.*

Under the concept of “conservation design,” the same number of homes that would be constructed under a conventional development plan (typically as single-family-detached units) are grouped more closely together on



down-sized lots, with the remaining area of the parcel left as permanently preserved open space. The undeveloped portion of the parcel is then managed by a homeowner’s association, deeded to the municipality or a land trust, or retained by the original owner who has surrendered (sold) all of the development rights.

Areas recommended for conservation design, as illustrated on the Framework Plan Map, represent sensitive environmental areas or areas that include high-quality natural features. Conservation design principals are also recommended to apply to all types of rural subdivisions, as a method to preserve the open space character of the countryside, and create further opportunities to interconnect greenways and open spaces. The designation of these areas for conservation design is an attempt to preserve and protect natural features while limiting the expansion of the more traditional urban core.

Residential – Traditional Neighborhood Design

Traditional Neighborhood Design (TND) is a technique that focuses on the creation of mixed-use pedestrian oriented neighborhoods as the basic building block of a community. While TND is intended to support this intimate blend of land uses, it is comprised on predominantly single-family residences. TND promotes a relatively dense and highly connected street network, which favors a grid pattern. On these streets, there is an emphasis on non-motorized, pedestrian travel. There is, at the same time, a de-emphasis of the narrowly defined performance standards (mainly travel capacity and speed) that tend to dictate how streets and many suburbs look today. TND encourages moderate residential densities, small setbacks, and rear garage access with all units oriented toward the public street. Essentially, TND reemphasizes the established characteristics of many of the older existing neighborhoods located within Marengo's core.

Areas recommended for TND, as illustrated on the Framework Plan Map, are areas that are viewed as appropriate for moderate residential developments and logical opportunities for expansion of the traditional urbanized core of the City.

Potential By-Pass Corridor/Parkway

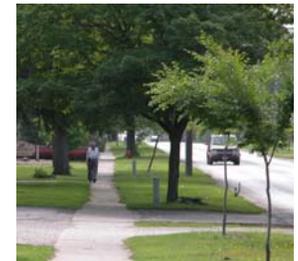
There is very strong consensus on the part of residents, City officials and planning consultants that commercial truck traffic traveling along historic Route 20 and through the downtown is a major problem that must be addressed. The potential by-pass corridor – or “parkway” - as illustrated on the Framework Plan Map, forms a continuous ring of improved major arterials surrounding the existing community and linking the major existing arterials Route 20, 23, and 176. The by-pass is primarily intended to provide an alternative route for commercial truck and through traffic, however it will also help to form an ultimate “edge” to the future growth of the community. The by-pass should be constructed as a “parkway”, featuring limited access (including no individual residential or commercial curb-cuts), minimum 100-foot setbacks, and native prairie landscape treatments. While the goal should be the ultimate development of the entire parkway ring, the

economics of the project will likely result in segment-by-segment phasing. The transportation plan indicated the prioritized improvement program.

It is important to note that while there is general consensus on the need for a by-pass, there is not yet an established consensus on the precise routes or corridors that should be utilized. Therefore, this plan provides only a conceptual route for consideration, which is not intended to be interpreted as a literal recommendation. The ultimate routes/corridors that should make up the by-pass will be subject to a greater level of input from the City of Marengo, Village of Union, McHenry County, Illinois Department of Transportation, surrounding townships, and other affected governing bodies and community groups. This Comprehensive Plan recognizes the By-Pass Steering Committee, which has been established to advocate for and oversee the by-pass initiative, as the designated recommending body for by-pass related issues. The final findings generated by the Marengo By-Pass Task Force should be incorporated into the Comprehensive Plan.

Historic Highway Treatment

This element of the Framework Plan calls for the preservation and enhancement of the historic Route 20 corridor. Along this segment of the corridor, efforts should be made to improve the visual qualities of the streetscape through roadway improvements, landscaping, and private investment, while preserving and protecting the historic residential character toward the core of the community.



Potential Greenway Corridor

As illustrated on the Framework Plan Map, these corridors generally follow natural features such as streams, wetlands, etc. Greenway corridors should be protected from future development and should be linked to one another and to parks and conservation areas to form a comprehensive open space network. Greenway corridors should incorporate trails, paths, and other recreational amenities.

Gateway/Focal Point Opportunity

The current gateways into Marengo are either undefined, unkempt, and/or generally unrepresentative of the pride that community members have for the City. Gateway features such as signage, landscaping, and monuments can help to define the edge and character of a community. Because gateway treatments provide the first impression of a place, they play an important role in establishing a community's overall identity. The Framework Plan recommends establishing strong gateways at the intersections of major arterials on all sides of the City.

Potential Metra Station Location

The potential extension of commuter rail service to Marengo is an opportunity that the community has committed to pursuing. Metra service would not only provide residents of Marengo and its hinterlands with direct access to Chicago, it would provide much of the region with direct access to Marengo. Given the opportunities for tourism, this service would be a great asset and a contribution to economic development efforts.

The Framework Plan Map identifies three general locations. Currently the preferred location for a full service station, including adequate commuter parking, is on the Arnold Engineering site due to its size and proximity to downtown. Ideally a smaller satellite station would be located in the heart of the downtown so as to take advantage of the dense pedestrian environment.

Potential Library Sites

Currently the Library District is in need of a new facility to house its growing collection and technological needs. The District anticipates a need for a minimum of 25,000 – 30,000 square feet for the new facility. There is strong consensus throughout the community the Library should stay in the downtown, as is illustrated on the Downtown Framework Map. The possibility of a partnership between the City and the Library District on developing a temporarily shared facility should be explored.

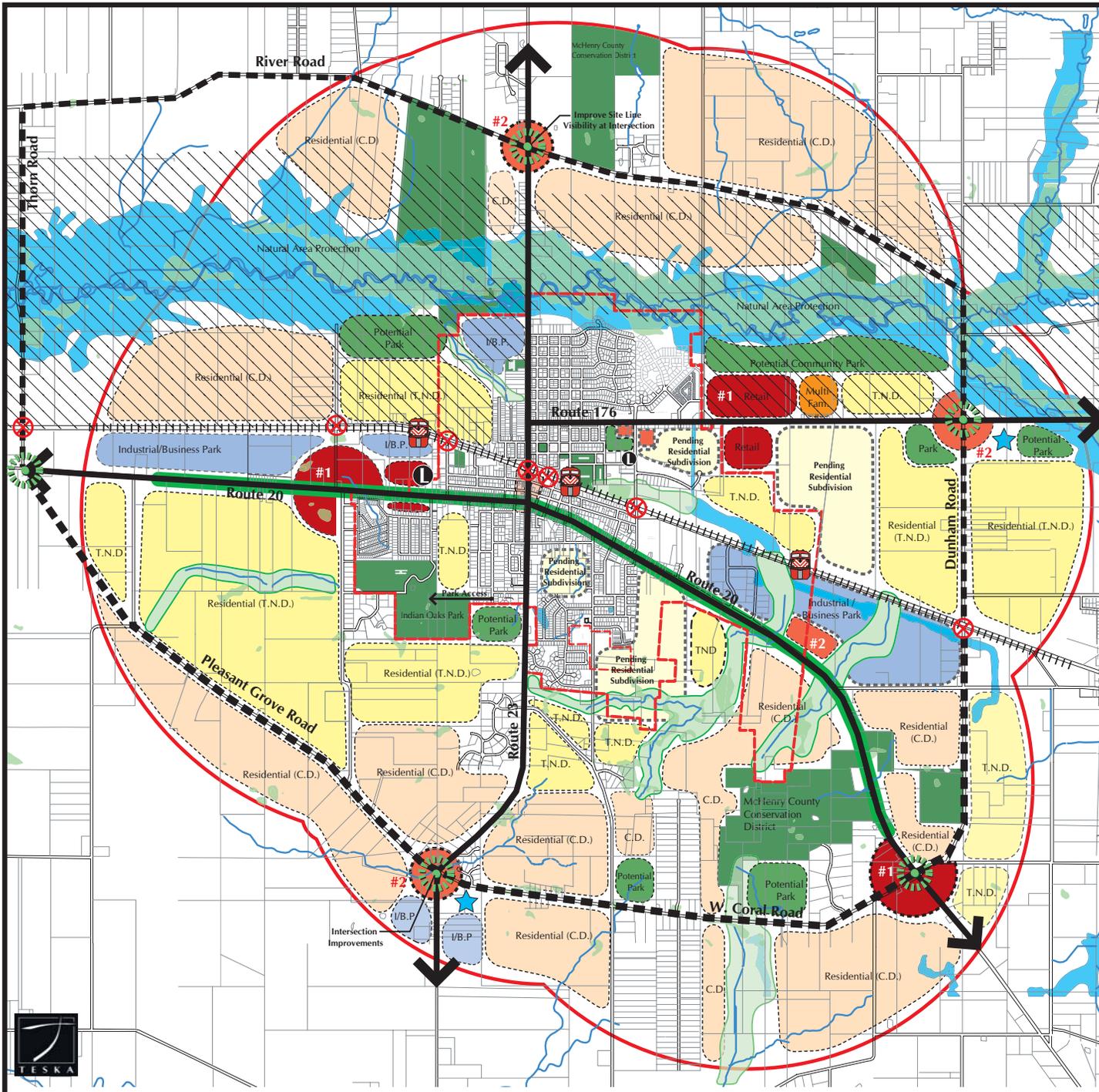
Potential Park Sites

Integral to a balanced land use program, and ultimately a high quality of life for a community's residents, is the provision of adequate and usable parkland. Marengo is fortunate to benefit from a strong Park District and from a significant amount of open space within and around the community. While comprehensive park planning falls under the purview of the Park District, it is important to provide the appropriate accommodations for future park development at the municipal level. This plan identifies a number of sites or land reserves for future park development. Generally, these sites try to take advantage of natural features such as the river and the McHenry County Conservation District areas. The sites are intended for community level parks and are distributed to serve all current and future residents. In addition to community level parks, the City should require the inclusion of neighborhood level parks within all new residential developments. Standards for parkland donation or compensations should be established and adopted as City code.



Figure 1 City of Marengo Comprehensive Plan

Framework Plan



- Planning Area Boundary
- - - Municipal Boundary
- ↔ Major Arterial
- Railroad Tracks
- Conceptual By-Pass Corridor/Parkway
(The corridor depicted on this plan is used for illustrative purposes only. The actual by-pass corridor should be consistent with the recommendation of the Marengo By-Pass Task Force.)
- Historic Highway Treatment
- Streams
- Wetlands
- Existing Open Space
- Floodplains
- Potential Park/Conservation Area
- Potential Greenway Corridor
- Potential Conservation Corridor
- #1 Commercial Development Center
Level #1: Regional Level Center
Market Service Radius: 5-15 miles
- #2 Commercial Development Center
Level #2: Community Level Center
Market Service Radius: 1-5 miles
- Industrial/Business Park
- Pending Residential Subdivision
- Residential/Conservation Design
- Residential/Traditional Neighborhood Design
- Gateway/Focal Point Opportunity
- Potential Metra Rail Station Location
- ⊗ Existing Railroad Crossing
- L Potential Library Site
- ★ Potential Fire Station Site



1/2 mile

1 mile

80 Acres

20

April 2004

DOWNTOWN FRAMEWORK ELEMENTS

Central Business District (CBD) Enhancement Area

The CBD enhancement area encompasses buildings fronting either side of State Street, between the railroad and Route 20. This area has historically served as the commercial and civic center of the community. While changing market trends preclude its revival as the true economic center of the City, there continues to be an opportunity to revitalize this area as a vibrant and healthy mixed-use center, which provides a sense of place and a social and physical core for the community. Within this area efforts should be made to improve the physical quality of the streetscape through landscaping, façade improvements, adding pavers and decorative lighting.

Potential Redevelopment Opportunities

This element of the Framework Plan identifies key sites for redevelopment that will have a significant impact on the revitalization of the downtown, and is broken into two parts; short and long-term. Short-term opportunities should be explored within 3-5 years. These are seen as the priority sites due to the desirability and underutilization of the land. Long-term opportunities should be considered reserves, and should not be pursued until full development of priority sites has occurred. A sensitive relocation effort of business and residents is an imperative part of any successful redevelopment project.

Potential Residential Special Use Area

This element of the Framework Plan represents an attempt to preserve the historically residential qualities of portions of Route 20 and 23 that have already or may become subject to commercial development pressure. The concept of a transitional use area is to allow for the conversion of residences into office and limited retail uses, while prohibiting significant physical modification to an existing residential structure and site. Limited signage should be allowed for business identification. Parking should be relegated to the rear or side yards of the structure. Finally, all new construction in

Residential Special Use Areas should maintain the character of historic Route 20.

Possible Historic District

Marengo benefits from an inventory of architecturally and/or historically significant structures that positively contribute to the identity and character of the community. While preservation efforts have had varying results in the past, it is clear that protecting historic structures is a priority of a large segment of the community. This element of the Framework Plan highlights a specific area of study for the possible establishment of an official historic district.



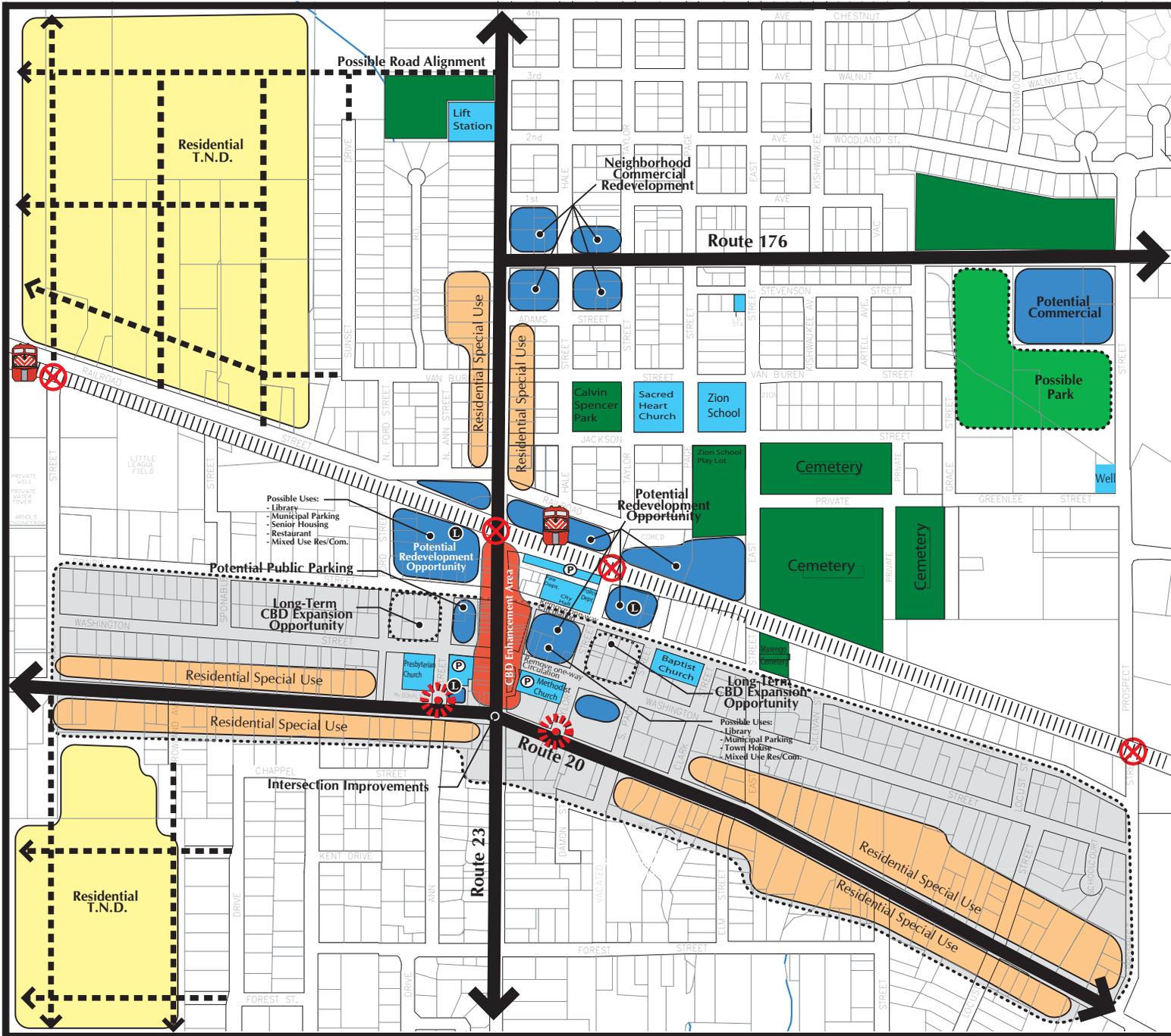


Figure 2
City of Marengo
Comprehensive Plan
Downtown Framework Plan

- ↔ Major Arterial
- ||||| Railroad Tracks
- - - Possible Road Alignments
- Institutional
- Existing Open Space
- P Municipal Parking
- ⊗ Existing Railroad Crossing
- L Possible Library Site
- ⊗ Secondary Downtown Gateway
- 🚂 Potential Metra Rail Station Location
- Pending Residential Subdivision
- Potential Residential (Traditional Neighborhood Design)
- Central Business District (CBD)
- Enhancement Area:
 - Streetscape Improvements;
 - Facade Improvements;
 - Business Enhancement;
 - Street Lighting, Etc...
- Potential Redevelopment Opportunity (Short-Term) 5-10 years
- Potential Redevelopment Opportunity (Long-Term) 10+ years
- Residential Special Use:
 - Conversion of residential uses to limited commercial and office uses;
 - Preserve residential nature of streetscape;
 - Preserve residential character of structure;
 - New construction should maintain the character of historic Route 20.
- Possible Historic District
- Possible Park

250' 500'

April 2004

GROWTH AREAS

The negative impacts that uncontrolled, unmanaged suburban development has had on the physical landscape are evident in urbanized areas throughout the country. The concept of “growth areas” - or growth boundaries - has emerged in response to, and rejection of this phenomenon. Essentially, growth areas limit and prioritize the sequential development of land according to principles rooted in fiscal responsibility, functional efficiency, environmental sensitivity, and aesthetic quality.

Marengo is a community that recognizes and treasures its small-town character. However, it is also a community that recognizes the inevitability of future growth within and around its corporate limits. In an effort to bring order to future development the City has adopted a managed growth policy. As a tool to effectuate this policy, all land within the City’s planning limits has been organized into three “growth areas”; Primary Growth Area, Secondary Growth Area; Rural Residential Reserve.

Primary Growth Area (PGA)

All new development that occurs within the City’s planning boundaries within the next 20 years should be limited to the PGA. Within this area the new projects should be contiguous to existing development in an effort to minimize infrastructure expansion costs and fragmented land use patterns. Given population projections for Marengo, it would appear that the PGA as illustrated on Figure 3 will be sufficient to absorb all new growth within a 20 year time frame.

Secondary Growth Area (SGA)

The SGA represents land that should remain agriculture, or undeveloped until the PGA has been fully built out. New development occurring within this area prior to full build out of the PGA should be relegated to low density (1+ acre lots) detached residential uses, which do not require municipal utilities such as sewer and water.

Rural Residential Reserve

Given the environmental sensitivity of the land and the financial and practical barriers to extending roadways and utilities across the Kishwaukee River, all land north of the River should remain in the County indefinitely. While all measures should be taken to direct development away from this area, if development does occur it should be relegated to very low density (2+ acre lots) detached residential uses, which do not require municipal sewer and water.

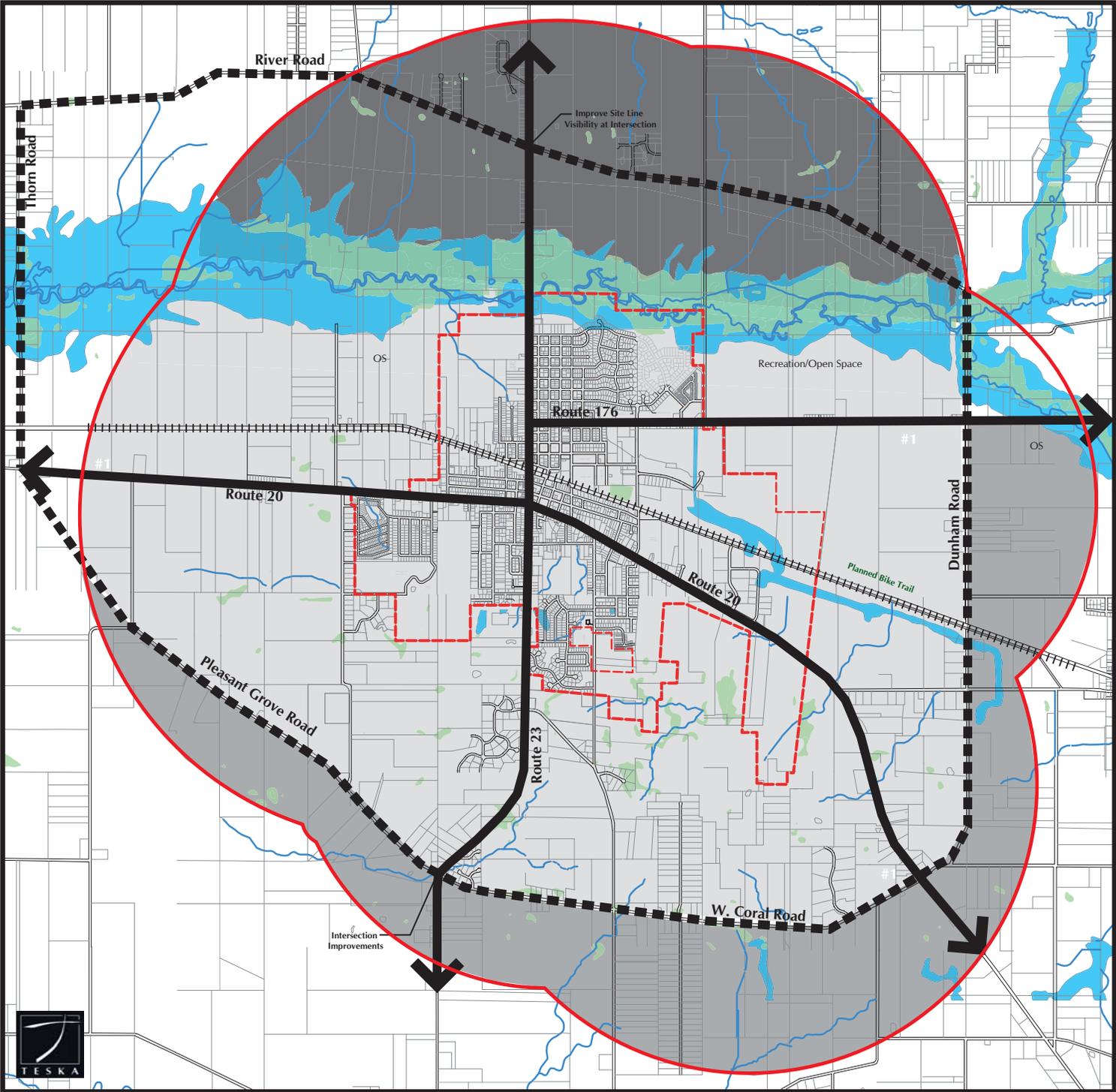
Managing an urban growth area policy is a joint effort. The City will play a key role, but there are other important participants. While the growth areas are subject to the city’s comprehensive plan, McHenry county controls zoning and land use permits there until the area is annexed or becomes developed to urban standards. In addition, special districts participate because they provide important services such as fire protection and water in the urbanized area. Therefore, all affected governing bodies should work together to ensure the effective institution of growth management policies.

Figure 3

City of Marengo Comprehensive Plan

Growth Areas

- Planning Area Boundary
- Municipal Boundary
- Major Arterial
- Potential By-Pass Corridor/Parkway
- Railroad Tracks
- Streams
- Wetlands
- Floodplains
- Primary Growth Area
- within 20 years
- Secondary Growth Area
- Beyond 20 years
- Rural Residential Reserve
- Indefinitely



April 2004



The City of Marengo Future Land Use Plan map provides a framework to assist the City in planning and regulating development. While, it is not necessarily to be viewed as a direct indication of the appropriate zoning regulations to immediately apply to a specific parcel of land, the Land Use Plan should be viewed as the basis for deciding on future zoning and rezoning requests. The timing of development, however, of any given parcel will to a large extent depend upon the availability of municipal utility services.

All recommended residential densities described below are based upon the “net buildable acreage,” or “net” acreage of a site. The net buildable part of land is determined by subtracting those portions of the property which cannot or should not be developed due to the presence of such features as floodplains, wetlands, poor soils, endangered wildlife and natural areas, and prime woodland areas.

The land use categories described below are illustrated on the Future Land Use Plan maps.

CONSERVATION/ COUNTRYSIDE RESIDENTIAL

This category is designed to accommodate larger home sites in areas that may not be served by municipal water or public sewer. The intent is to encourage clustering of lots through creative design of subdivisions that preserve high quality natural areas and provide open spaces to the extent possible, and large lot single-family residential which preserves the rural, countryside character, and serves as a transition to the agricultural areas beyond. Compatible governmental, educational, religious, and recreational uses are also appropriate in these areas. Densities shall not exceed 1 dwelling units per net acre.

TRADITIONAL RESIDENTIAL

The Traditional Residential category builds upon the historic single-family residential pattern that is reflected in Marengo’s existing neighborhoods. Its purpose is to create identifiable, well-organized, mixed-use neighborhoods that are interconnected with each other to form a community. “Traditional” neighborhood development areas are intended to encourage a variety of housing types and prices. While anticipated to contain primarily single-family detached housing, some attached housing units may be considered within a planned unit development. The density for each traditional neighborhood development shall not exceed six (6) dwelling units per net acre, on sites where adequate public sewer and water systems exist or can be made available. Compatible governmental, educational, religious, and recreational uses are also appropriate in these areas.

MULTIPLE-FAMILY RESIDENTIAL

This land use category allows for single-family attached residences such as duplexes, triplexes, quadraplexes, townhome buildings, and low rise multiple-family residences. This category provides opportunities for people whose lifestyles benefit from common exterior maintenance and more affordable housing alternatives. This category also may act as a transition between lower density residential categories and non-residential uses. The intent is to provide attached single-family and multiple-family residential with a density less than or equal to 10 dwelling units per acre.

DOWNTOWN- MIXED USE

This land use category is intended to encourage commercial uses, small-scale retail shopping, entertainment uses, convenience stores, office, and personal and business service uses. Residences may be located on upper floors of commercial buildings. Building heights should generally not exceed four stories, except where it can be demonstrated that additional height would not alter the historic character of the downtown.

RESIDENTIAL SPECIAL USE

This land use designation acknowledges the existing pattern of development that has occurred along major road, which includes a number of former single-family homes that have been converted to office or commercial use. The intent of this category is to permit the continued expansion of residential conversions only when a change in use does not substantially alter the historic character of existing single-family homes. On sites which do not currently contain a single family home, new office or commercial development should be compatible in scale and character with the existing or converted residences.

GENERAL COMMERCIAL

This land use category is intended to provide for retail establishments that offer a wide range of goods and services in locations which are along or front, and have access to, either directly or via frontage roads, heavily traveled major arterial roads. The purpose is to provide for commercial uses that are oriented to the automobile, and which do not depend upon adjoining uses for reasons of comparison-shopping and pedestrian trade. Included in this category are large-scale retail developments, often referred to as “big-box” developments, defined as a retail establishment or any combination of retail establishments in a single building, occupying more than 25,000 gross square feet of lot area.

INDUSTRIAL/ BUSINESS PARK

This category includes non-agricultural manufacturing, warehousing, distribution, and office facilities. The intent is for industrial uses of a “clean” and quiet nature and supporting retail or service uses, in well-planned industrial parks. The intent of this category is to require a master plan site approach to the development of large parcels incorporating high quality design standards for building, landscaping, and signs.

INSTITUTIONAL/ PUBLIC

Public uses are properties owned and operated by a federal, state, or local government including schools, maintenance facilities, and public cemeteries. Institutional uses are private uses that generally serve the public, including churches and private schools. The intent of this category is for public or quasi-public uses which provide governmental, educational, religious, medical, cultural, or social services.

PUBLIC PARKS / RECREATION

Land that has been permanently dedicated for public recreational open space uses owned or operated by the Marengo Park District, or City of Marengo, falls into this land use category. Private recreational space such as golf courses or private parks located in residential developments would also be included in this category. The intent is for permanent private or public open space used for active and passive recreational purposes.

OPEN SPACE / CONSERVATION

This category identifies lands owned by the McHenry County Conservation District, or other public agency dedicated to protecting lands that are sensitive to development, and which contain unique environmental characteristics that should be preserved. These characteristics include: wetlands, floodplains, creek and stream drainageways, woodlands, and prairies. In addition to their sensitive nature, these areas provide the City with such natural functions as flood storage and conveyance, pollution control, and wildlife habitat areas. (Areas shown for open space/ conservation may also include portions of private property that should remained in an undeveloped state).

It should be noted that the precise boundaries of the floodplains, wetlands, and soils which might limit development are imprecise. A trained wetlands conservationist or soil specialist needs to be consulted to determine the particular constraints for specific sites.

LAND USE CAPACITY ANALYSIS

As illustrated on the Land Use Plan, all parcels within the City’s planning jurisdiction have been assigned a land use category. Because each land use category recommends density and floor area ratio limits, it is possible to quantify the anticipated population and commercial and industrial square foot yields at full build out for the entire planning area. Since there are many variables that dictate the amount of “buildable” land within a given parcel (i.e. open space, right-of-way, slopes, etc.), both population and non-residential square footage estimates are provided in a high-low range. The actual yields should fall between the two.

The following table suggests an estimated ultimate population between 26,400 – 47,000. It is important to note that these estimates assume full buildout of all land within the City’s planning area. It is also important to note that the Growth Area Plan recommends a phasing of land development and places a physical limit on growth over given intervals of time.

FUTURE RESIDENTIAL	Gross Acres	Net Acres	Dwelling Units Per Acre		New Units Added		Projected Population		
			Low	High	Low	High	Pop. Per Unit	Low	High
Traditional	3,081	2,003	3.5	6	7,010	12,017	2.64	18,507	31,726
Estate/Conservation	5,870	4,872	0.5	1	2,436	4,872	2.64	6,431	12,862
Multiple-Family	177	133	6	10	796	1,327	1.91	1,521	2,534
Total Residential		7,007			10,242	18,216		26,458	47,122

One of the most important elements of a healthy community, and one that has the most significant impact on property tax bills is schools. Therefore, it is important to estimate the total number of school-aged children that can be expected to result from full buildout of the planning area. The following table illustrates the potential school aged children estimates.

Student Generation								
Elementary Students K-5	Net Acres	Dwelling Units Per Acre		New Units Added		Projected Students		
		Low	High	Low	High	Pop. Per Unit	Low	High
Traditional	2,003	3.5	6	7,010	12,017	0.53	3,715	6,369
Estate/Conservation	4,872	0.5	1	2,436	4,872	0.53	1,291	2,582
Multiple-Family	133	6	10	796	1,327	0.09	68	114
Total New Students	7,007			10,242	18,216		5,075	9,065
Jr. High Students 6-8	Net Acres	Dwelling Units Per Acre		New Units Added		Projected Students		
		Low	High	Low	High	Pop. Per Unit	Low	High
Traditional	2,003	3.5	6	7,010	12,017	0.30	2,089	3,581
Estate/Conservation	4,872	0.5	1	2,436	4,872	0.30	726	1,452
Multiple-Family	133	6	10	796	1,327	0.04	33	56
Total New Students	7,007			10,242	18,216		2,848	5,089
High School Students 9-12	Net Acres	Dwelling Units Per Acre		New Units Added		Projected Students		
		Low	High	Low	High	Pop. Per Unit	Low	High
Traditional	2,003	3.5	6	7,010	12,017	0.36	2,524	4,326
Estate/Conservation	4,872	0.5	1	2,436	4,872	0.36	877	1,754
Multiple-Family	133	6	10	796	1,327	0.05	37	61
Total New Students	7,007			10,242	18,216		3,437	6,141

Given the amount of land devoted to commercial and industrial uses, as illustrated on the Land Use Plan, the community has reserved enough space to accommodate between 2.3-3.8 million square feet of commercial space, and between 7.9-11.9 million square feet of industrial/business park space. While there is little potential the community will ever realize 100% buildout of these areas given the City’s current markets economics, it is important to reserve enough land at the on-set of a development boom to accommodate non-residential growth if it should become a possibility. This is particularly true for communities, such as Marengo, that have more than enough land to accommodate the desired amount of residential development.

NON RESIDENTIAL	Gross Acres	Net Acres	Floor Area Ratio		New Square Feet	
			Low	High	Low	High
Commercial	440	352	0.15	0.25	2,299,612	3,832,686
Industrial	1,138	910	0.2	0.3	7,930,375	11,895,562

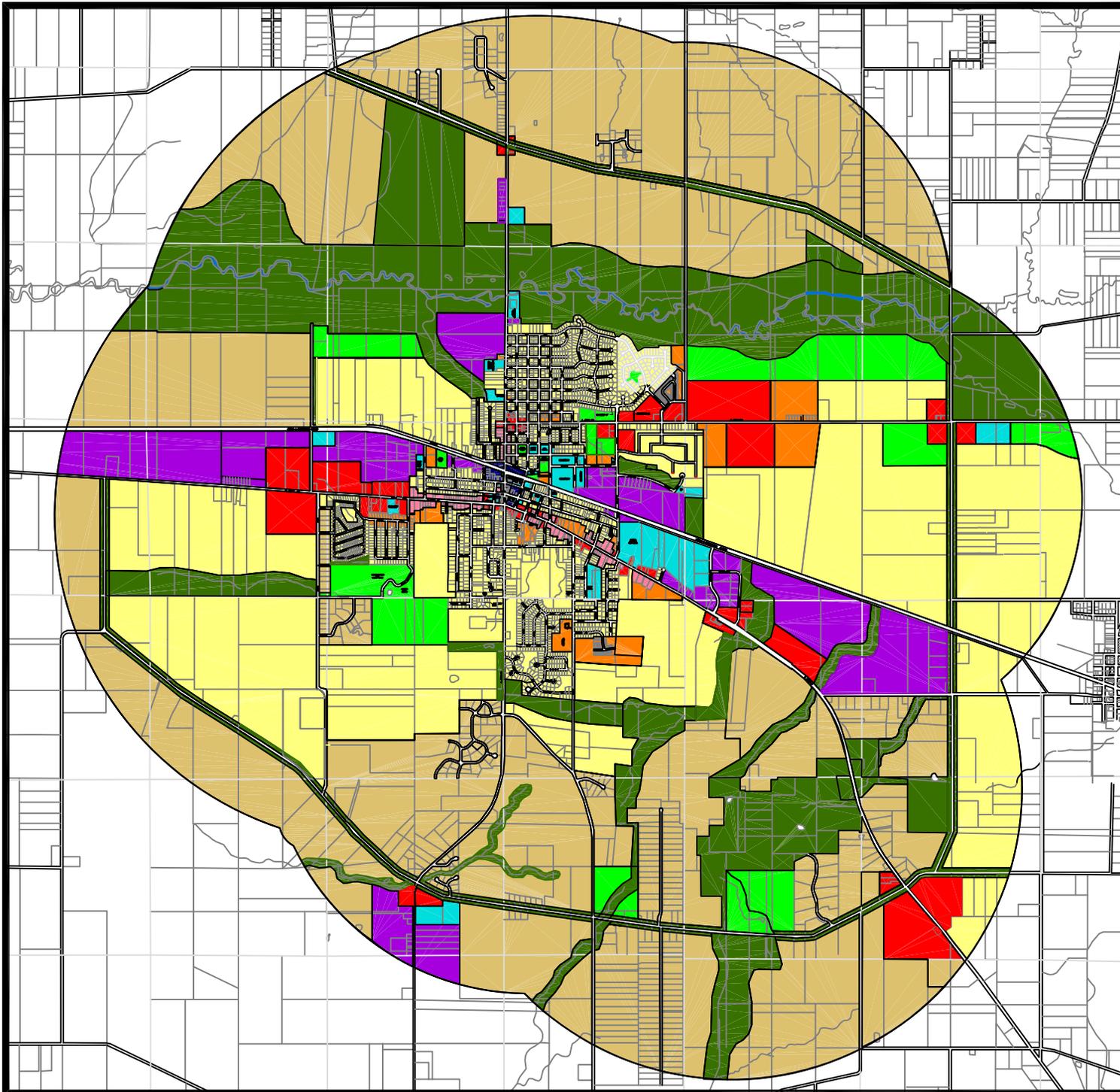
Figure 4

City of Marengo

Comprehensive Plan

Future Land Use

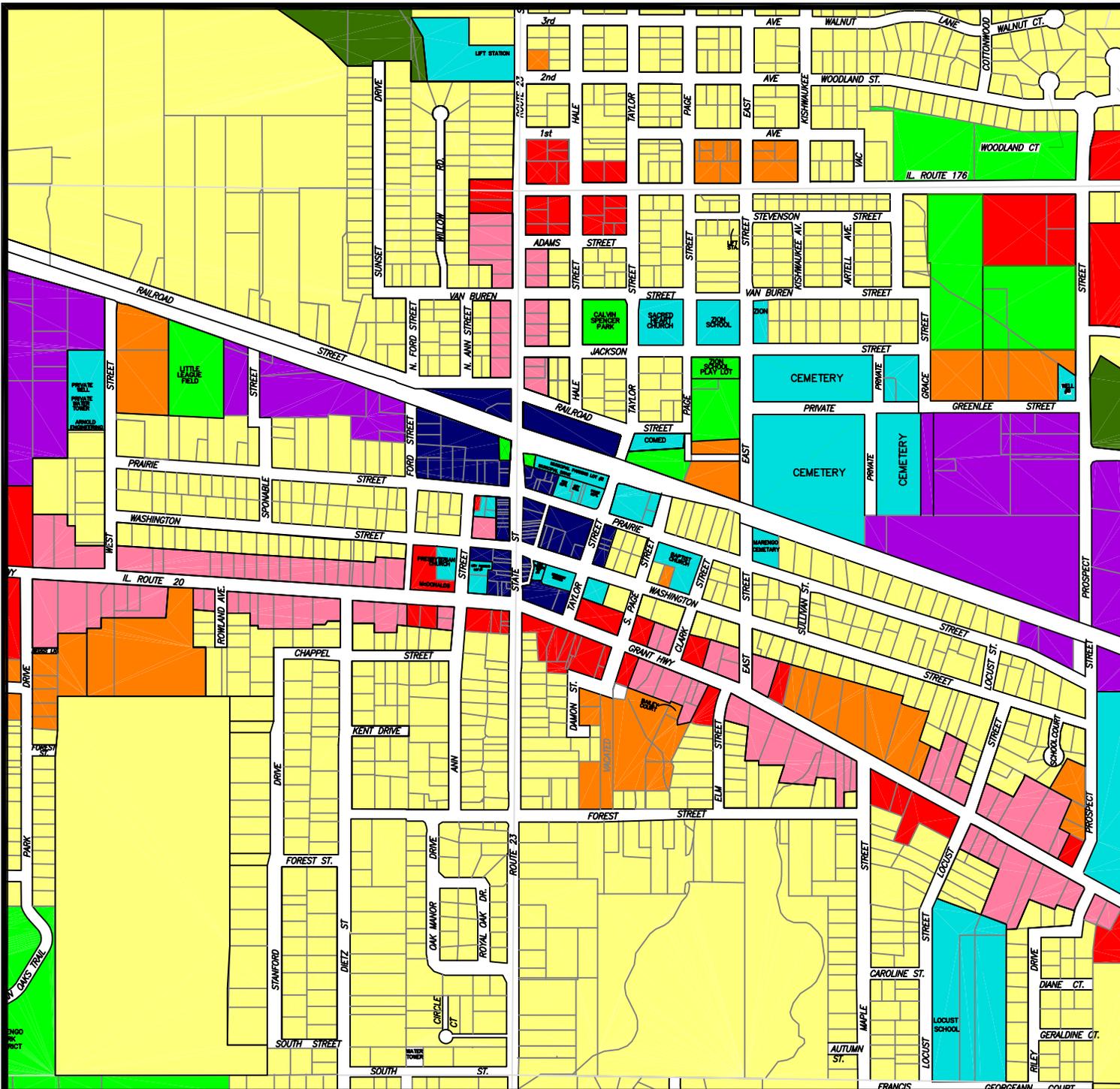
- Conservation/Countryside Residential
- Traditional Residential
- Multiple-Family Residential
- Residential Special Use
- General Commercial
- Downtown Mixed-Use
- Institutional/Public
- Industrial/Business Park
- Open Space/Recreational
- Conservation



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Figure 5 - Revised
City of Marengo
 Comprehensive Plan
 Future Land Use - Downtown



- Conservation/Countryside Residential
- Traditional Residential
- Multiple-Family Residential
- Residential Special Use
- General Commercial
- Downtown Mixed-Use
- Institutional/Public
- Industrial/Business Park
- Open Space/Recreational
- Conservation



April 2004



Transportation

The purpose of the Transportation Plan is to provide a framework for the ultimate development of a comprehensive and integrated transportation system within and around Marengo. As the City grows, the transportation system will provide direction for ensuring safe and efficient movement of all types of traffic through a well-integrated street network. This will require the improvement of existing roadways and the coordinated and strategic alignment of new roadways. An improved arterial and collector network will distribute traffic among many different roadways and minimize congestion, while reducing traffic penetration into residential neighborhoods.

Roadways have three basic functions:

- ▶ To provide mobility;
- ▶ To provide land access; and
- ▶ To define the character of the community.

From a design standpoint these functions can be contradictory. For mobility, high speeds and uniform traffic flows are desirable. For land access, low speeds are desirable and usually accompanied by inconsistent flows. More restrictive access controls permit increased mobility and travel at higher speeds in a more uniform manner.

For transportation planning purposes, as well as for design purposes, roadways are most effectively classified by function. Functional classification reflects distinct stages of trip-making, including primary movement, collection/distribution, access, and termination.

To facilitate these movements, three general classes of roadways are recognized:

- ▶ Arterials;
- ▶ Collectors; and
- ▶ Local streets.

The road network system works to disburse high-speed traffic from the arterial roads that lead into and through the City to collectors. The collectors function to gather slow-moving traffic that is further disbursed on local roads.



Traffic on Route 20



Traffic on Route 23

ARTERIALS

Arterials are intended to provide a high degree of mobility and function as the primary travel routes for vehicles entering, leaving, and passing through urban areas. They are generally located about a mile apart to form a grid street system and are intended to carry high volumes at high operating speeds (35-45 mph) and have adequate capacity to operate at high levels of service. Although arterials do serve such major developments as central business districts, large suburban commercial centers, industrial parks and residential areas, access management is essential to preserve capacity. Signalized intersections should be spaced far enough apart (typically ½-mile as a minimum) to permit efficient two-way progression of traffic, and left- and right-turn lanes should be provided at these intersections to ensure that traffic capacity and level of service is maintained.

As identified in the goals and objectives section, Heavy congestion and commercial truck traffic on historic Route 20 and Route 23 (south of 176) are among the most persistent and pressing issues surrounding the quality of life and ultimate economic viability of the downtown. As has been recommended in previous planning efforts, there is a need to develop an arterial system (by-pass) that provides an alternative route for commercial truck and through traffic.

This plan envisions the establishment of a continuous ring of new arterials surrounding the existing core community and linking to all existing arterials. As indicated in the Framework Plan this arterial (by-pass) ring should be designed as a parkway. This design favors limited access, 100 foot setbacks, and native landscaping.

It is important to note that while there is general consensus on the need for a by-pass, there is not yet an established consensus on the precise routes or corridors that should be utilized. Therefore, this plan provides only a conceptual route for consideration, which is not intended to be interpreted as a literal recommendation. The ultimate routes/corridors that should

make up the by-pass will be subject to a greater level of input from the City of Marengo, Village of Union, McHenry County, Illinois Department of Transportation, surrounding townships, and other affected governing bodies and community groups. This Comprehensive Plan recognizes the By-Pass Steering Committee, which has been established to advocate for and oversee the by-pass initiative, as the designated recommending body for by-pass related issues. The final findings generated by the Marengo By-Pass Task Force should be incorporated into the Comprehensive Plan.

The following streets are currently classified as arterials:

- ▶ *Route 20*
- ▶ *Route 23*
- ▶ *Route 176*

COLLECTORS

The collector street system is designed to support the arterial network. Collector streets are generally located at the ½-mile points within the grid system and consist of medium-capacity, medium volume streets that serve to link high-level arterial streets to lower level local streets. Operating speeds are typically lower on collectors than arterials and should have limited continuity to discourage through traffic but still provide for local movement of vehicles between residential, commercial and industrial areas of the community. The collector system provides for some direct land access, but to a more limited degree than local streets.

The Transportation Plan Map identifies the following existing streets as collectors:

- ▶ *Deer Path Road*
- ▶ *Ratfield Road*
- ▶ *Maple Street*
- ▶ *Prospect Street*
- ▶ *Meyer Road*
- ▶ *Ocock Road*
- ▶ *W. Union Road*
- ▶ *S. Coral Road*

The Transportation Plan Map also identifies potential future collector alignments. These future collectors provide a critical means to orderly and efficient circulation in the short and long-term.

LOCAL STREETS

The role of the local street system is to carry low volumes of traffic at slow speeds to provide for safe and convenient access to housing areas and other land uses. Local streets also serve a social function for residents. Neighborhood streets are often a place where residents bike or walk when sidewalks are not provided. These two roles can, however, create potential conflicts.

Local streets provide direct land access. Movement along local streets is incidental and involves traveling to or from a collector facility. Therefore, trip lengths on local streets are typically short. The local street system is also typically planned to ensure that all neighborhoods are accessible by at least two routes for emergency and service vehicles.

Guidelines for Local Streets

- ▶ *Local streets should be protected from through traffic.*
- ▶ *Local streets should be protected from vehicles traveling in excess of 25 mph.*
- ▶ *Local streets should be protected from parking unrelated to residential or commercial activities in the neighborhood.*

All streets not identified as arterials or collectors on the Transportation Plan are classified as Local Streets.

COMMUTER RAIL

The City of Marengo should engage in negotiations with Metra to provide commuter rail service along the Chicago & Northwestern railroad right-of-way. As indicated in the Framework Plan, the community's preferred location for a full service station, including adequate commuter parking, is on the Arnold Engineering site due to its size and proximity to downtown. Ideally a smaller satellite station would be located in the heart of the downtown so as to take advantage of the dense pedestrian environment.

PEDESTRIAN/BICYCLE TRAILS

Pedestrian and bike paths should be an integral part of the transportation system, permitting alternative modes of movement to major activity centers of the City, and providing recreation opportunities. This plan proposes a comprehensive and integrated on-street and off-street trail system, which provides linkages between neighborhoods and points of interests, such as the River, conservation areas, parks, schools, and downtown.

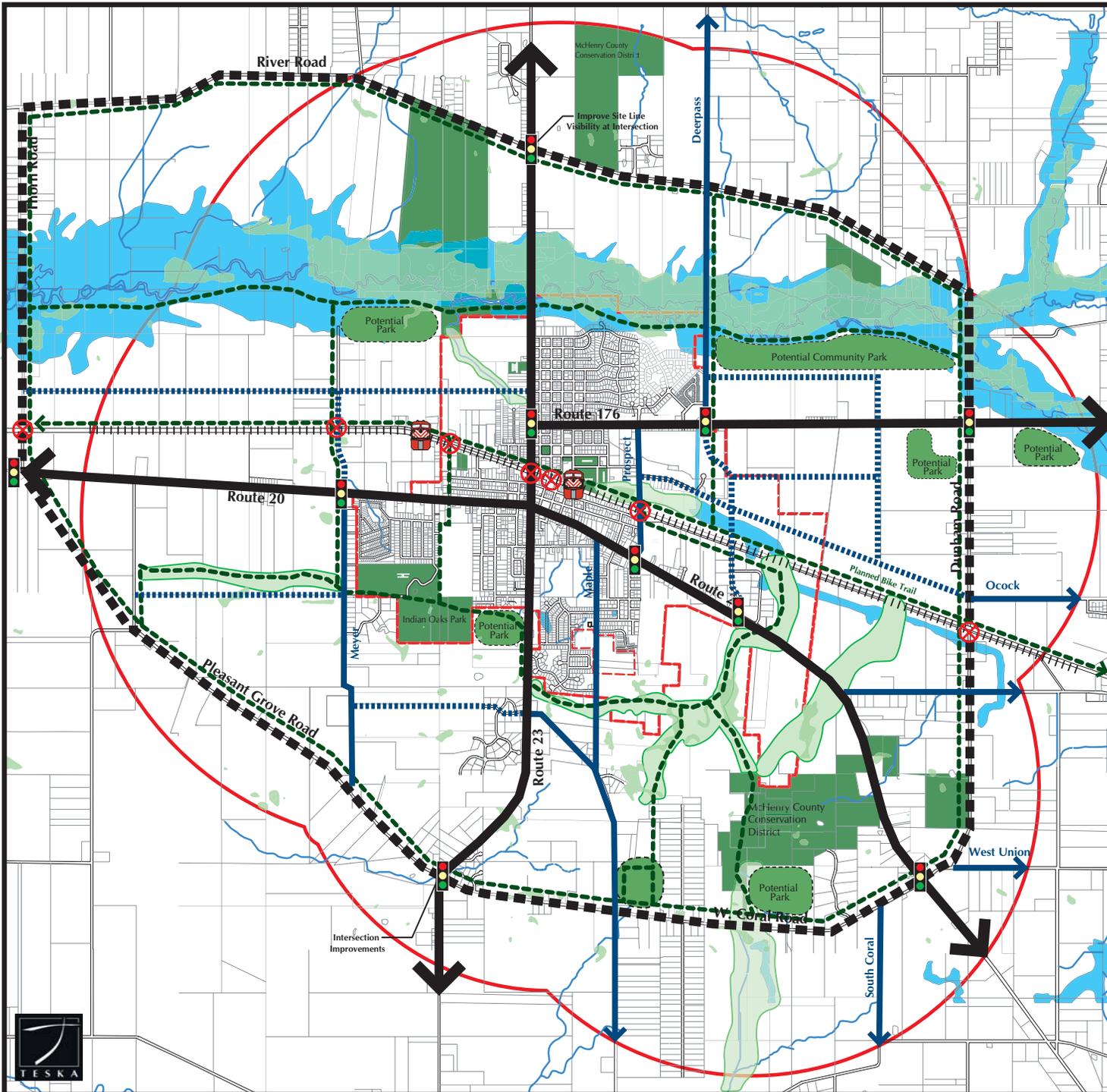
The proposed trail system is predominantly assigned to environmental corridors, along streams and floodways, and along important transportation corridors. The construction of these new trails should accompany, and in some cases precede, the proposed roadway improvements. Proposed trails should connect to existing trails.

In order to provide sufficient space for pedestrians and bicyclists, the recommended minimum width of improved pathway surface is eight feet. This standard is minimum acceptable width that the Illinois Department of Transportation (IDOT) will approve for grant funding purposes. In areas of high pedestrian/bicycle volumes, the minimum pathway width should be ten to twelve feet.

Figure 6

City of Marengo Comprehensive Plan

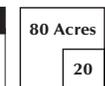
Transportation/Opens Space Plan



- Planning Area Boundary
- Municipal Boundary
- Major Arterial
- Conceptual By-Pass Corridor/Parkway
(The corridor depicted on this plans is used for illustrative purposes only. The actual by-pass corridor should be consistent with the recommendation of the Marengo By-Pass Task Force.)
- Collector Road
- Possible New Collector Road
- Railroad Tracks
- Potential Bike Path
- Potential Metra Rail Station Location
- Potential Traffic Signals
- Existing Railroad Crossing
- Streams
- Wetlands
- Existing Open Space
- Floodplains
- Potential Greenway Corridor
- Potential Community Park



1/2 mile



80 Acres

20

April 2004



Community Facilities

The capability of a City to grow is limited not only by its environmental system but also by its man made systems: the water and sewer systems, the transportation system and community facilities systems. Water and sewer capacities are limited by supply, discharge, processing and line collection and distribution. Over the past several years the City has been undertaking a comprehensive water system improvement program to upgrade and improve water service for existing and new residents, which will be operational in 2004.

WATER SUPPLY

The City's water supply is from three wells. The existing wells are shallow in depth (less than 100 feet in depth) and draw water from the glacial drift. The well capacity is limited by the pumps as follows:

Well Number	(gallons per day)
#6	1,080,000
#7	720,000
#8	500,000

Water System Capacity

The Illinois Environmental Protection Agency recommends that municipalities protect shallow wells by adopting and enforcing a setback of 1,000 feet for potential sources of contamination, mostly nonresidential uses. Because wells #6 and #7 are located in an area zoned for Industrial use, the setback is impractical. The City currently meets all EPA standards for water quality except benzene. A typical source of benzene pollution is equipment and vehicle cleaning with petroleum based solvents.

WATER STORAGE

The City has recently completed a new ground level storage tank providing a 1.0 MG capacity, and a booster pump station with a new tank will provide a 3.0 MGD capacity. Above ground storage should equal peak one to two day demand. These improvements, together with water storage in conjunction with the wells on the system, namely a 300,000-gallon above ground storage tank in the southern part of the City near South Street, satisfy current need. The City will need additional improvements to meet the long term needs of new growth as envisioned in this Plan.

WATER DISTRIBUTION SYSTEM

As part of the City's water system improvement program, the water distribution system is being upgraded and expanded to strengthen capacity of the current system, and connect pumping stations to missing links to adequately loop the system.

WASTEWATER TREATMENT PLANT

Sewage treatment is provided by a 0.9 MGD capacity secondary treatment plant utilizing an activated sludge oxidation ditch, discharging into the Kishwaukee River that plant is currently operating at a 0.6 MGD demand, or about 67% of capacity. The plant was designed with a wet water overflow facility and was designed to meet a maximum peak flow of 5.94 MGD. The design capacity and the IEPA permit for the plant were used to evaluate the available capacity of the plant. A wastewater facilities evaluation would need to be completed to determine if the plant is operating as designed.

COLLECTION SYSTEM

The City's sewer system employs several pumping stations to move the waste from three separate sewer basins to the waste treatment plant. The City's collection system extends in such a manner that most of the vacant land in and adjacent to the City can be served by public sewer.

The principal concerns of the water system, outside of the short-term need to loop the system, are to provide more above ground storage and to avoid contamination of the surficial aquifer.

SUMMARY COMMENTS

Both water and sewer are growth-limiting factors. The existing sewer system should be adequate to handle a doubling of the population but probably not much more. Plans for increasing water and sewer capacity will need to be addressed in the near term. Finally, the impact of new development on all public infrastructure should be sufficiently off-set by developer contributions/impact fees.

Special Area Plans

There are areas within Marengo, which because of their importance and uniqueness, require more detailed analysis than can be provided in the more encompassing sections of the Comprehensive Plan. These “special areas” include Downtown, the Route 20 corridor, and the potential future Metra site. This Chapter provides a deeper level of analysis and recommendations for these special areas, and illustrates the appearance and development design principles that should be adhered to in any subsequent developer proposal.

Downtown

The community’s vision for downtown is to reestablish it as a vibrant, pedestrian-friendly, mixed-use center with high quality businesses, public services, and housing options that meet the demands of local residents and will be a destination for tourism related activities. The revitalized downtown will serve as a gathering place, a professional and civic service center, and will provide a true sense of place for the community. The concepts illustrated on Downtown Redevelopment Concept Plan are broken into nine development areas as indicated on Figure 9.

The concepts provided in this plan are not an indication of immediate redevelopment. Rather, they are guidelines illustrating the preferred redevelopment of key sites. Under no circumstance, will the active pursuit of redevelopment of any of these sites take place without public notice and great attention to the sensitive relocation of existing uses.

Area 1: Bound by Railroad Street to the north, Taylor Street to the east, the railroad tracks to the south and Route 23 to the west.

Currently this site is being used for light manufacturing purposes. One of the important elements of a comprehensive plan is the identification of appropriate and viable locations for various land use types. This Comprehensive Plan provides for industrial and manufacturing activities in areas along major arterials outside of the core urban area and separate from less intensive (incompatible) uses, particularly residential. Therefore, the continued use of key sites in the downtown area for industrial, warehousing, and manufacturing purposes is inappropriate.

The redevelopment concept for this area is to provide a mix of retail and residential uses. To capitalize and expand on the ultimate economic strength of downtown, this concept provides between 15-20K square feet of retail space fronting along Route 23 (State Street). A two-story condominium building or course of townhomes should front along Railroad Street to provide additional residences in the downtown area and to complement the existing residential uses near-by. Parking for the retail and residential components of this area should be separated, located along at the rear of the buildings, and screened from view.



Townhouses or condos fronting on Railroad Street

15-20K sf of retail fronting on Route 23.



Area 2: Bound by Railroad Street to the north, East Street to the east, the railroad tracks to the south and Taylor Street to the west.

This site is currently occupied by a collection of small manufacturing uses. As indicated above, manufacturing uses are not appropriate in a downtown setting.

The redevelopment concept for this site is to provide additional residential units and to provide recreational and community gathering facility in the underserved downtown area. Given its proximity to downtown shops and neighborhoods, this site would also serve as an ideal location for a trailhead to the extensive trail system called for in the Comprehensive Plan. As has been done in other communities, a replica of an historic train station could be used to provide public restrooms, bike repair and rental, concession, etc. To strengthen the residential nature of downtown, a combination of condominium and townhouse uses should also be introduced into this development area.



Play Lot



Relocate a historic train station or build a replica to use for public restrooms, concessions, etc.



Trail Head



Active Recreation

Area 3: Bound by the railroad tracks to the north, Route 23 to the east, Prairie Street to the south and the rear of homes fronting on Ford Street to the west.

This site houses a variety of uses including single-family residential, religious, retail, and office. This site is one of the largest and most significant opportunities for increasing the residential and commercial presence in the downtown. However, the existing lot and building configurations make this a difficult site to retrofit new uses into existing structures.

While there may be a number of redevelopment solutions for this location, this plan illustrates the concept of redeveloping the site with a mix of retail and residential uses. To strengthen the opportunities for retail along Route 23 and Prairie Street, this plan provides a 2-3 story mixed use building that offers 20-30K square feet of retail at the ground level, and 1-2 stories of office or residential uses above.

This plan also suggests the introduction of townhomes along Prairie Street and at the interior of the site. To provide access to the interior of the site, Ann Street could be extended north and connect with a new east/west internal public street. Parking for townhomes should be provided off of rear alleys. Parking for the residential component of the mixed-use building should be provided within the structure, and parking for the commercial component should be located behind the building.



2-3 story mixed use building at NE corner of State and Prairie



Townhomes along Prairie and within site.

Area 4 and 5: Bound by the railroad tracks to the north, South Page Street to the east, Prairie Street to the south and Route 23 to the west.

One of the key objectives of the comprehensive plan is to retain most public uses within the core of the community. Therefore, the concept for Area 4 and 5 is to strengthen the notion of a true civic center in the downtown. This plan indicates the possible redevelopment of the existing Police Department and Village Hall buildings into one 2-story complex. In addition, this plan provides a new 30K square foot building located east of Taylor Street. Ideally, this site would house a new public library. An additional use that could be added to the civic center is the post office.

East of the potential library site is a 15K square foot public green. The public green provides a dual function; offering green space for public gathering and enjoyment, and acting as a land-hold for future public facilities expansion. As mentioned in the goals and objectives section of the Comprehensive Plan, the City, Library District, and perhaps the Post Office, should engage in a dialogue to coordinate future facility planning. It may be possible for each to benefit from temporary shared space or leasing arrangements during redevelopment.

To capitalize on and preserve the commercial opportunities at the corner of Prairie Street and Route 23, and to expand the concept of a civic center, this plan suggests elimination of existing structures in favor of a 10-15K retail use surrounded to the north and east by a large public plaza. The plaza would serve as an ideal site for community gatherings and events, such as arts, crafts and auto shows, small concerts, and a public market. This versatile space is ideally situated near public parking and public uses. In addition the retail use at the corner of Route 23 and Prairie, could be a restaurant, café, bookstore or other use that takes advantage of outdoor seating.



Café, restaurant, bookstore or other use with outdoor seating at NE corner of Prairie and State Street.



Versatile public plaza that can be used for events such as farmers' markets, art and craft shows, etc.

Area 6: Located at the corner of Ann Street and Prairie Street.

The concept for this site is to eliminate two existing commercial structures (both fronting on Prairie Street) in favor of additional public parking. Given the adequate supply of public parking, this project will likely follow the completion of other resident and consumer generating projects.

Area 7: Bound by Prairie Street to the north, Taylor Street to the east, Washington Street to the south and the rear of buildings fronting on Route 23 to the west.

This is perhaps the most significant redevelopment opportunity in the downtown. Currently the site is occupied primarily by a manufacturing company, which, as previously stated, is an inappropriate use in a downtown context. The remainder of the site is comprised of parking, a vacant lot, and the old library building (which should be preserved).

This plan suggests the redevelopment of this site with a mix of uses. A 2-3 story mixed use building with retail or office on the first floor and residential above, should be located along Prairie Street. A second building should be located at the corner of Washington and Taylor. This building should provide retail on the ground floor and residential or office above. In addition, the design of this structure should be sensitive to the scale and height of the old library building. Residential parking for new mixed-use buildings should be located within the structure. Parking for the commercial component of these buildings should be located behind the structures. This site also provides a site for the future development of a multi-story parking garage. This area should be used for surface parking until enough redevelopment has occurred so as to justify the cost of a public parking structure.

Area 8: Bound by Washington Street to the north, Route 23 to the east, Route 20 to the south and Ann Street to the west.

To strengthen Washington as a retail street, this plan suggests the introduction of a 2-story mixed-use building at the corner of Ann and Washington. This plan also suggests the redevelopment of the existing public library into a 2-story mixed use structure with retail on the ground floor and office or residential above. To mitigate the loss of public parking resulting from new development the auto-oriented uses along Route 20 should be eliminated and replaced with additional parking. Fencing and landscaping must be provided around the entire parking area to screen it from view along Route 20 and Ann Street.



Area 7: Mixed-use buildings fronting along Prairie and Washington.



Area 8: Relocation of library and redevelopment of existing library building – eliminating long expanse of blank walls.

Area 9: Bound by the rear of the uses fronting on Washington to the north, Taylor Street to the east, Route 20 to the south and Route 23 the west.

The existing frontage along Route 20 on this site is unattractive and underutilized. Given its high visibility and location, this site is in many ways the gateway to the downtown. Therefore, the careful and thoughtful redevelopment of this site is critical to the successful revitalization of the downtown. This plan suggests the redevelopment of the entire Route 20 frontage with one (or a combination of) mixed-use structure(s). This site will generate 10-15K square feet of retail on the ground floor and 1-2 stories of residential or office above. Residential parking should be located within the structure. Parking for the commercial components should be located behind the building.



Area 9: Create a gateway to downtown by developing an attractive and welcoming streetscape and a viable mixed-use building along Route 20, east of Route 23.

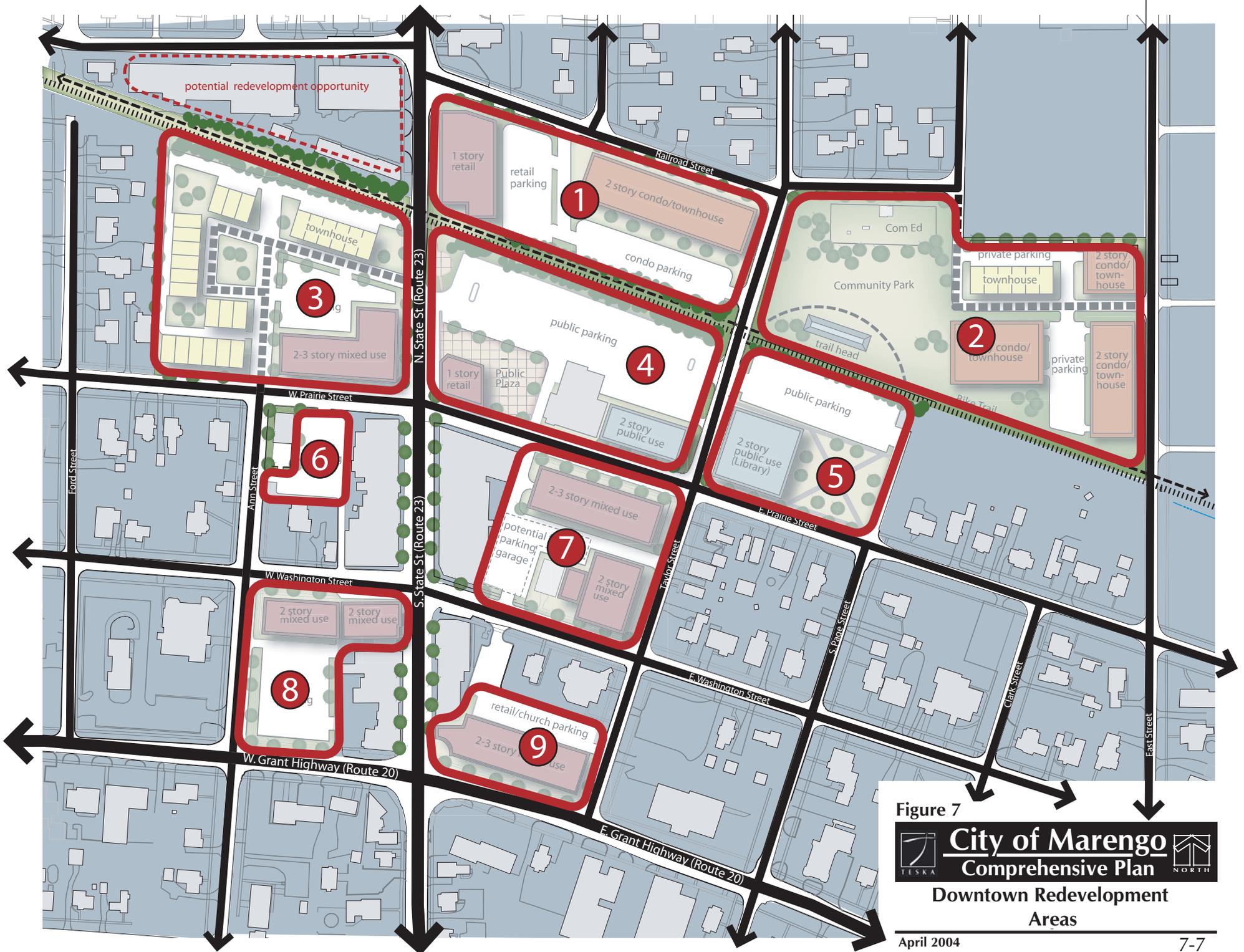


Figure 7
City of Marengo
Comprehensive Plan
Downtown Redevelopment
Areas

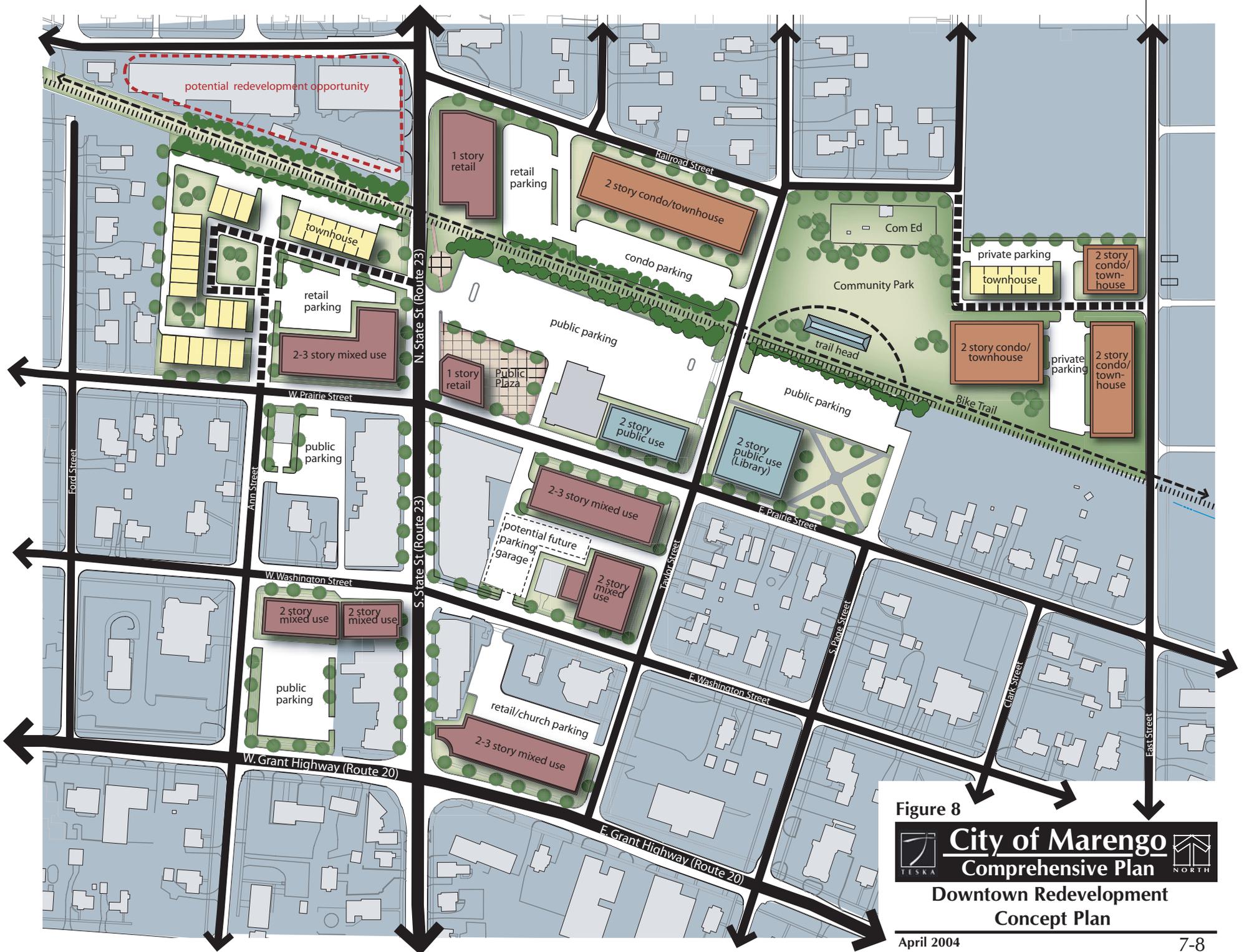


Figure 8

STREETSCAPE CONCEPTS

Introduction

The City of Marengo Streetscape plan advocates for the creation of a unified streetscape appearance, which also allows for flexibility and adaptability between land uses and landscape contexts. The plan differentiates between high intensity uses, transitions to moderate uses, and highlights special areas as distinct from one another. For instance, the traditional core of the community around State Street suggests more detailed design solutions focused on pedestrian amenities. In contrast, peripheral areas along Grant Highway (U.S. 20) suggest design solutions that are more auto-oriented.

FIGURE 9a - U.S. 20 Streetscape Concept Downtown Area

The edge of the roadway along Grant Highway should be reinforced as a major corridor within the downtown area. To reinforce this edge, curb cuts into private properties should be minimized in size and frequency. Shared parking lots are encouraged between neighboring uses. Where vehicular use areas abut the roadway, landscaped hedges are recommended. Parkway areas include continuous pedestrian walks, decorative light poles and canopy tree plantings.

Major pedestrian entry areas are defined as locations for pedestrian oriented signage and seating areas. These areas announce the arrival into the downtown core area.

Key roadway intersections are further enhanced with accent corner paving, decorative pedestrian crossings, ornamental plantings and site furnishings. These areas encourage vehicles to slow down and direct pedestrian traffic through the downtown area in a safe and attractive manner.

FIGURE 9b - Streetscape Concept Secondary Intersection Treatment

Secondary intersections should slow vehicular movement and direct pedestrians to safe roadway crossings. The intersection at Ann Street and Page Street integrates major pedestrian entry features into the intersection

design. Pole mounted directional signage, site furnishings, and ornamental plantings announce the presence of a safe pedestrian zone within the downtown. Pedestrian walkways are further enhanced at intersections with accent corner paving treatments, bollards, and decorative pedestrian crossings. These areas slow vehicular movement and direct pedestrians safely throughout the downtown.

FIGURE 10a - State Street Streetscape Concept Downtown Area

The historic downtown core along State Street should be reinforced as a pedestrian oriented corridor within the downtown area. Existing walkways should be enhanced with decorative paving and punctuated with decorative light poles and canopy trees planted in tree grates. Existing on street parking should be defined with curb bump outs at roadway intersections. This design feature contains parked cars as well as increases the size of the pedestrian zone.

The key roadway intersection at Washington Street is a very harsh environment for pedestrians due to the close proximity to the roadway and truck traffic. Design elements such as accent corner paving, decorative pedestrian crossings, ornamental plantings and site furnishings define a safe pedestrian zone, which directs users throughout the downtown area. Business signage may also be incorporated into these spaces.

FIGURE 10b - Streetscape Concept- Primary Intersection Treatment

The primary intersection should establish a safe and attractive pedestrian zone within an auto-oriented area. The intersection at Washington Street relies heavily on the creation of curb bump outs to further increase the pedestrian zone. The walkways are enhanced with accent corner paving treatments, ornamental plantings, site furnishings, bollards, and decorative pedestrian crossings. These areas slow vehicular movement and provide pedestrians with a safe zone within the heart of downtown

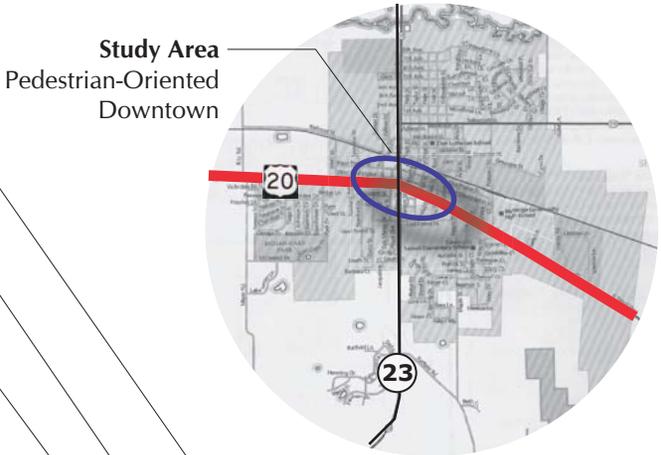
Figure 9a



U.S. 20 Streetscape Concept Downtown Area

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- Existing Sidewalk**
- Secondary Intersection Treatment**
Accent Corner Paving
Decorative Pedestrian Crossings
- Major Pedestrian Entry**
Pole-Mounted Signage
- Parkway Plantings**
Shade Trees Planted in Sod Parkway
- Decorative Lighting**
Ornamental Pole With Pedestrian Arm &
Banner Attachment
- Landscaped Hedge**
- Consolidated Curb Cut/
Designated Access Point**
- Primary Intersection Treatment**
Accent Corner Paving
Decorative Pedestrian Crossings
Ornamental Plantings
Site Furnishings



Location Map



Pedestrian-Oriented Downtown
Ford Street to Page Street

Figure 9b

Streetscape Concept
Secondary Intersection Treatment

April 2004



Consolidate Curb Cuts and Align Parking Lot Entrances
Encourage Shared Use Parking Lots

Define Edge of Corridor with Screening Along Vehicular Use Areas (3-4' ht.)
Salt & Urban Tolerant Plantings
Low Masonry Walls
Ornamental Fencing

Encourage Pedestrian Use Through Decorative Paving at Accent Corners and Pedestrian Crossings
Paving to Reference Historic Roadway Materials Through Red Brick in a Running Bond Pattern

Accent Corner Treatment
Decorative Paving
Bollards

Shade Trees in Lawn Parkway Areas

Ornamental Light Poles
Vehicular Poles with Pedestrian Fixtures and Banner Arm Attachments

Major Pedestrian Entry Feature
Directional Signage
Benches

Secondary Intersection Treatment
U.S. 20 at Ann Street

Facade Improvement Opportunity

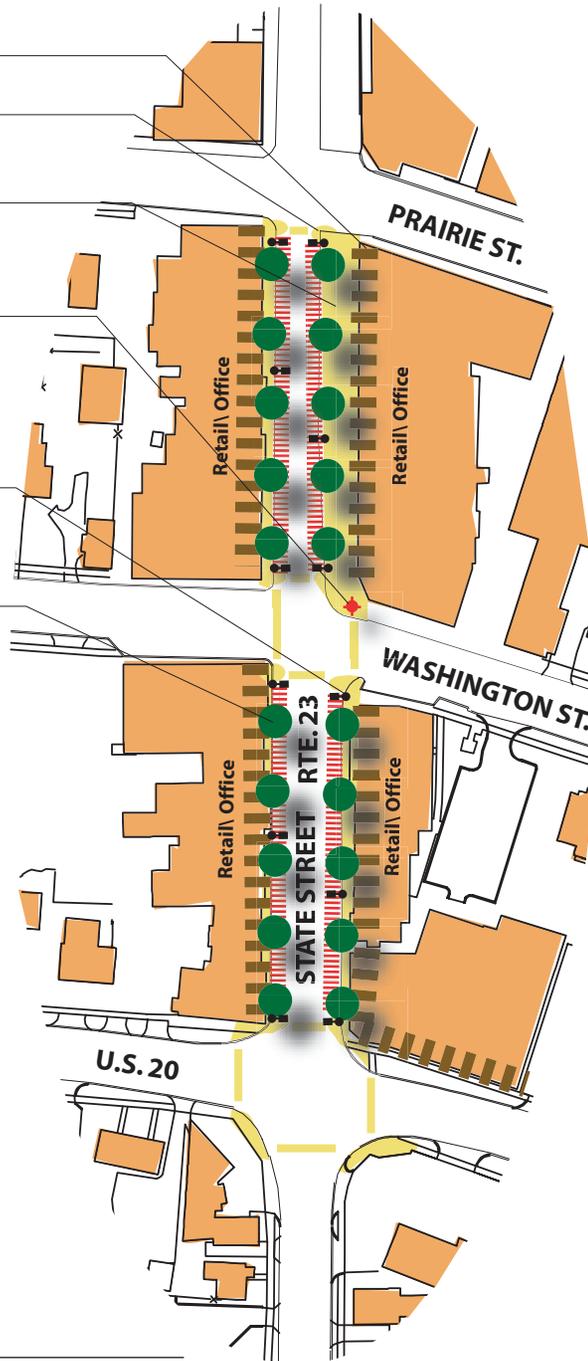
Curb Bump-Outs Define Existing On-Street Parking

Existing Sidewalk +/- 8-10' width
Decorative Paving Treatment

Primary Intersection Treatment
Accent Corner Paving
Decorative Pedestrian Crossings
Business Signage
Site Furnishings

Decorative Lighting
Ornamental Pole with Pedestrian Arm & Banner Attachment

Parkway Plantings
Shade Trees in Grates



Pedestrian-Oriented Downtown
U.S. 20 to Prairie Street

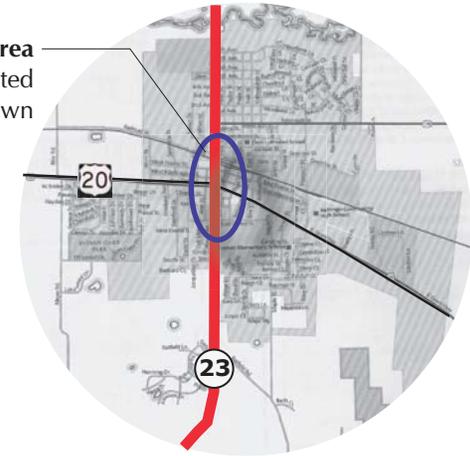
Figure 10a



State Street Streetscape Concept Downtown Area

April 2004

Study Area
Pedestrian-Oriented
Downtown

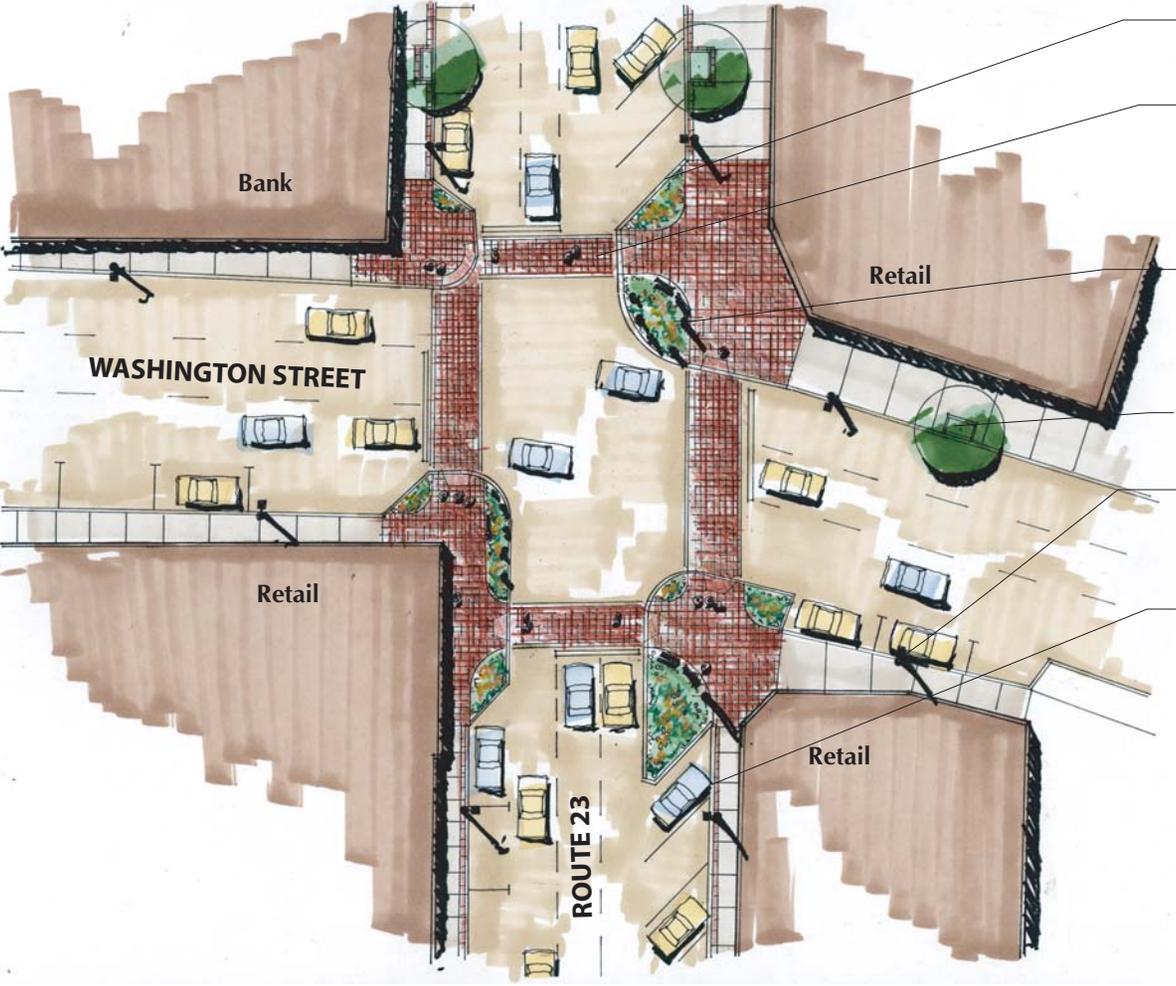


Location Map

Figure 10b

Streetscape Concept
Primary Intersection Treatment

April 2004



Define Existing On-Street Parking with Curb Bump Outs
 Integrate Planters into Non-Pedestrian Use Areas

Encourage Pedestrian Use Through Decorative Paving
Within the Public Way and at Pedestrian Crossings
 Relocate Stop Bars Behind Pedestrian Crossings
 Paving to Reference Historic Roadway Materials Through
 Red Brick in a Running Bond Pattern

Site Furnishings at Accent Corners
 Business Signage Opportunity
 Benches/ Trash Receptacles
 Bollards

Parkway Trees in Grates

Ornamental Light Poles
 Vehicular Poles with Pedestrian Fixtures and
 Banner Arm Attachments

Decorative Paving Within the Public Way
 Paving to Reference Historic Roadway Materials Through
 Red Brick in a Running Bond Pattern
 Brick Ribbon at Back of Curb or Full Width Brick Paving

Primary Intersection Treatment
 Washington Street at Route 23

Metra Station and Coach Yard

As discussed in the Framework Plan, Transportation Plan and Goals and Objectives sections of the Comprehensive Plan, Marengo should actively pursue the introduction of Metra service along the existing Chicago & Northwestern Railroad. Given that a Metra extension would likely terminate in Marengo, this concept plan also illustrates the potential development of a coach yard facility. The land requirements for a joint station and coach yard in many ways dictate their ultimate location within the City.

Alternative 1

Perhaps, the most suitable site for the Metra facilities is along the south side of the tracks east of Johnson Road and west of Ritz Road.

This site has a number of advantages, which include:

- 1. It is currently undeveloped;*
- 2. Efficient circulation and access will be facilitated by the rail crossing at Ritz road;*
- 3. The site has enough width and depth to satisfy Metra Requirements, including the opportunity to expand parking areas;*
- 4. There is significant undeveloped land surround the station to provide residences, and commercial uses consistent with transit oriented development.*

One of the important features illustrated in this concept plan (Figure 12) is the notion of providing convenience oriented retail uses within close proximity to the future station. This plan demonstrates how a typical “big box” center could include a strip of small retail uses fronting along the Metra access road. These tenants would likely include a dry-cleaner, video store, convenient store, newsstand, and other uses that cater to commuters.

Alternative 2

A second, and in many ways more desirable alternative is illustrated on Figure 11b. This alternative locates the potential coach yard on the Arnold Engineering site. The station platform and parking is located north of the residential properties located along Prairie Street, between Sponable and Ford. Additional parking could be provided between Sponable and West Street and between Ford and State Street. While this alternative is potentially more desirable from a planning standpoint, in that it locates the station closer to downtown, it may require significantly more investment to overcome the obstacles of land assemblage, demolition, and potentially environmental remediation.

Figure 11a

Metra Concept Plan - Alt. 1

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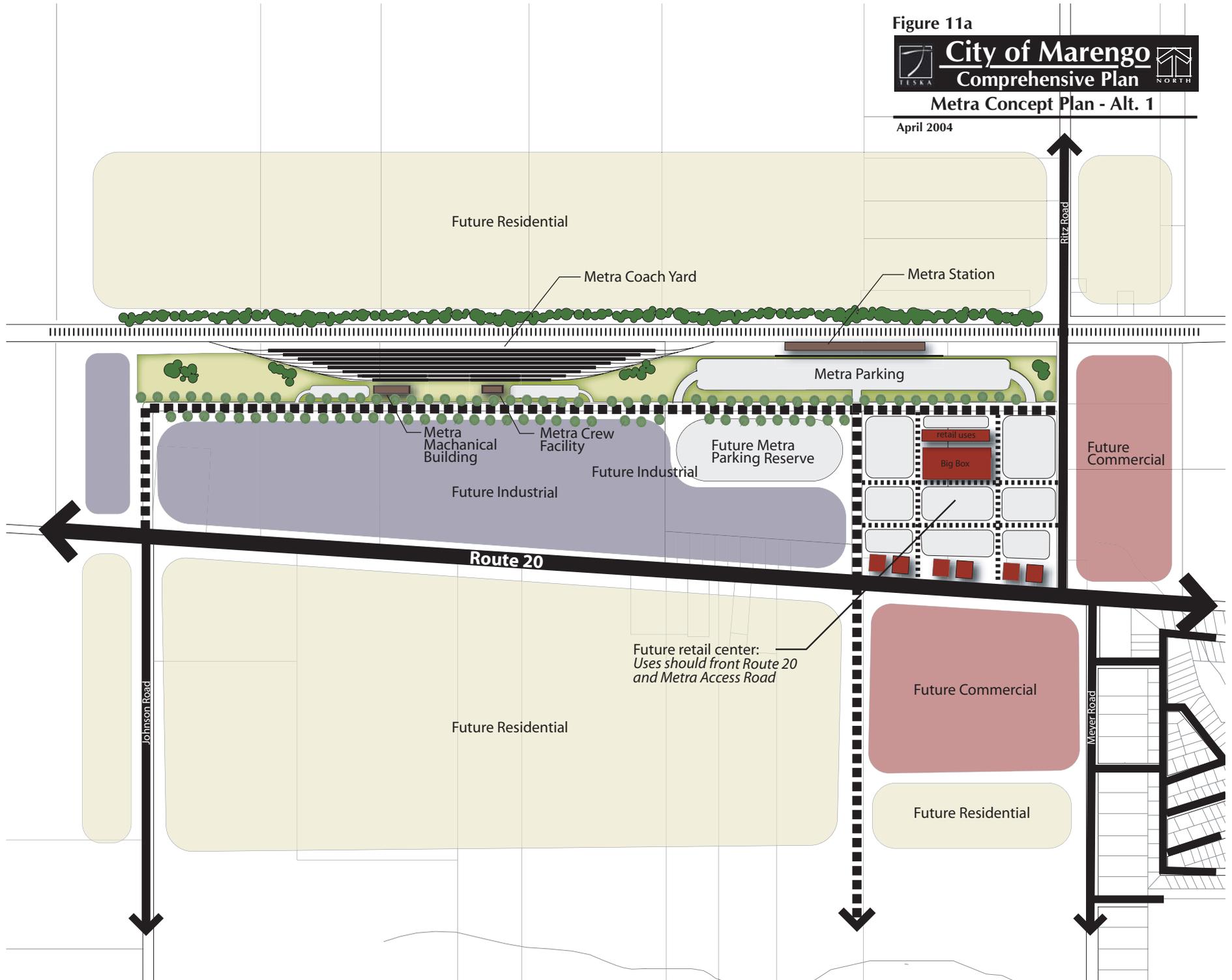
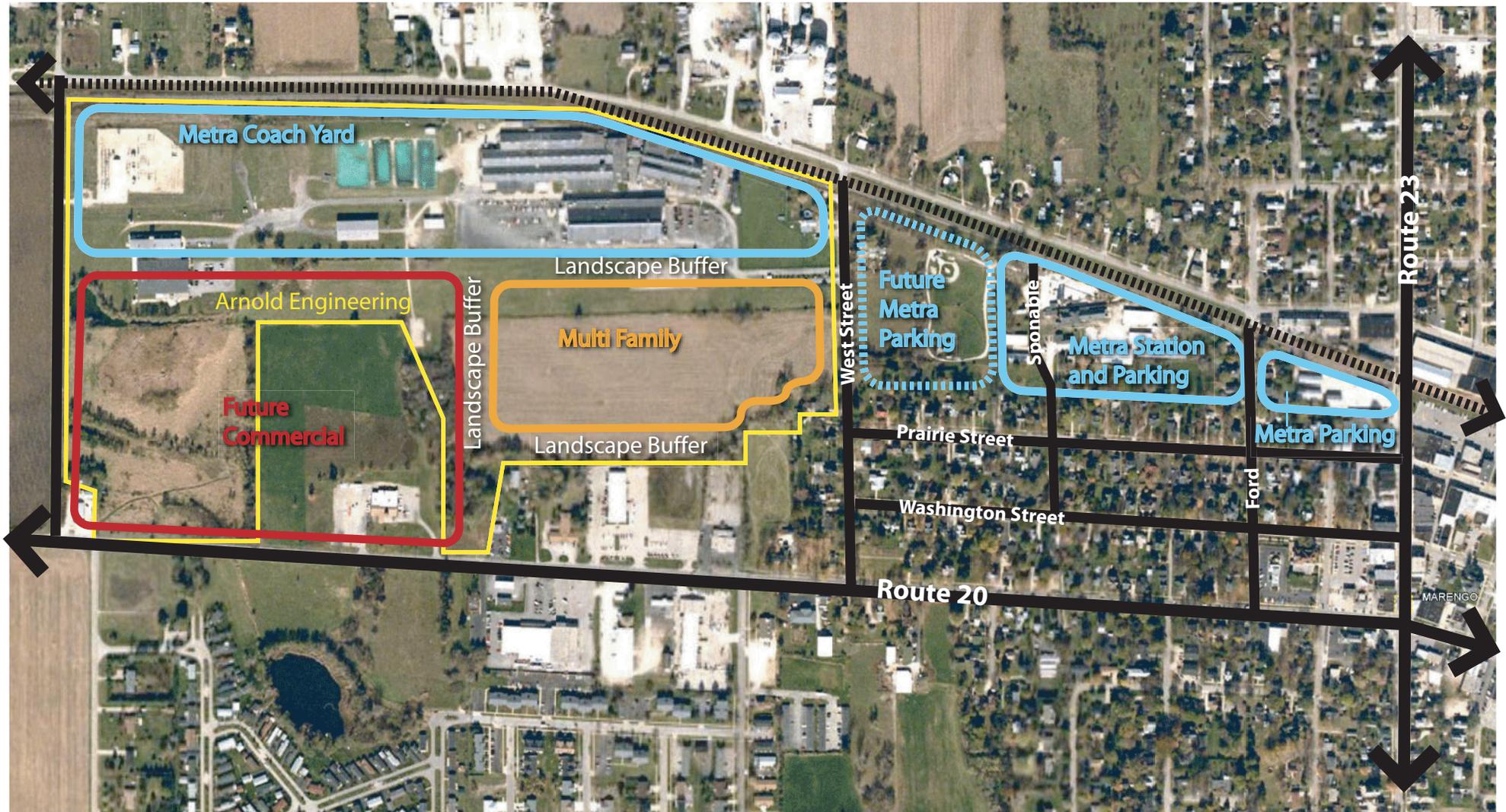


Figure 11b



U.S. Route 20

Introduction

The City of Marengo should celebrate its presence along the historic Grant Highway. This national resource has a rich history, which dates back to Native American Indian occupation, stagecoach routes, Underground Railroad routes during the Civil War, industrial era trade routes, President Grant's journey and more. For years, this roadway has provided a connection between the east and west coasts of America, linking Provincetown, Massachusetts with Portland, Oregon. The City of Marengo is one very special stop along this tremendous roadway and should be recognized as such.

FIGURE 12- U.S. 20 Historic Reference

Spanning from coast to coast, U.S. Route 20 has played an important role in facilitating western expansion. Named after General Ulysses S. Grant, who traveled the route during the Civil War, this historically significant route has had an even greater impact on the growth and development of Marengo. While acting as the gateway to the community, Route 20 also serves as the primary thoroughfare through the City. Over the generations, ad-hoc auto-oriented commercial development has threatened the prevalence of the historic homes and pastoral expanses that once characterized this portion of Route 20. As indicated in the Goals and Objectives section of the Comprehensive Plan, preserving and enhancing the historic quality of Route 20 is one of the key objectives of this planning effort. Figures 13, 14, and 15 provide an analysis of the existing conditions along Route 20 and offer a set of landscape and parkway design principals that should be employed to achieve the community's vision for this corridor.

FIGURE 13 - U.S. 20 Corridor Analysis and Photo Inventory

The view along the Grant Highway today brings the motorist through a series of vignettes, including the sequence between spacious rural areas, historic residential areas, commercial areas, and the traditional downtown core. While the views are attractive in certain areas, the corridor lacks an overall unified appearance as well as recognition of its historical nature.

FIGURE 14 - U.S. 20 Corridor & Downtown Area - Issues & Opportunities

The edge of the roadway along Grant Highway should be reinforced as a major corridor within the downtown area. A series of design principles responding to land uses are illustrated to guide future planning initiatives. The design principles are established to respond to the functions of land uses as well as their locations along the roadway corridor.

Intersections and Community Gateway Treatments are also identified to guide motorists through the corridor, bringing visitors and residents through the sequences of spacious rural areas, historic residential areas, commercial areas, and the traditional downtown core. These treatments are designed to respond to the scale of their surroundings as well as the way in which they are to be experienced. For instance, major vehicular signage features will be viewed from a car, and therefore incorporate factors of speed and distance. Pedestrian features will be viewed from foot and therefore integrate the size and movement of the pedestrian.

FIGURE 14b - Streetscape Concept Vehicular Gateway Treatment

The City limits along Grant Highway are marked with vehicular gateway treatments. These elements provide the motorist with the first sign of entry into the City of Marengo. Gateway features are therefore designed to be large and expansive in scale as well as simple in material and construction. To honor the layers of history that lie beneath the surface of the roadway, including historical artifacts evident in building foundations along the Grant Highway corridor, the gateway feature is a low stone wall, constructed to appear as a remnant of a building foundation. The stone wall parallels the roadway and rises to terminate in a low monument sign. The sign is paired with a grove of native Maple trees hovering above drifts of native Asters and Gentians – plant types and arrangements that were once evident in the pre-agricultural landscape of Marengo.

FIGURE 14c - Streetscape Concept Typical Parkway Treatment

The parkway areas are typically located parallel to the roadway, between the back of curb and private lot line, or building façade. These areas provide pedestrian walkways that link buildings and parking areas as well as they provide continuous green spaces for canopy tree plantings and decorative light poles.

The parkway treatment within the Grant Highway Corridor incorporates canopy trees, decorative light poles with vehicular scale fixtures, pedestrian scale arms and banner attachments. The parkway also introduces concrete mile markers, similar to those found along historic sections of the roadway. Each of these elements can integrate a custom medallion or City logo, promoting the City of Marengo.

FIGURE 14d - Streetscape Concept Pedestrian Gateway Treatment

Major pedestrian entry areas are defined as locations for pedestrian oriented signage and seating areas. These areas announce the arrival into the downtown core area. Pole mounted directional signage, site furnishings, and ornamental plantings announce the presence of a safe pedestrian zone within the downtown.

Directional signage references directions and mileages between Provincetown, Massachusetts and Portland, Oregon - the eastern and western limits of the Grant Highway. The metal signs are hung from ornamental metal poles to reference the hanging automobile signs commonly found along historic roadway corridors. These signs should be flexible enough to accommodate a range of informational and directional signage, which may be interchangeable to display information for community events and happenings.



City of Marengo Comprehensive Plan U.S. 20 Historic Reference



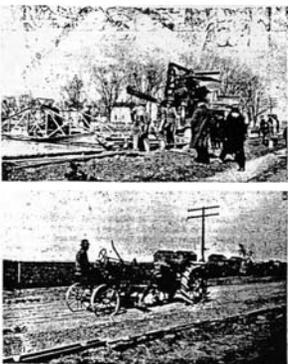
Map of U.S. Route 20, Courtesy of U.S. Route 20 Website, usroute20.com



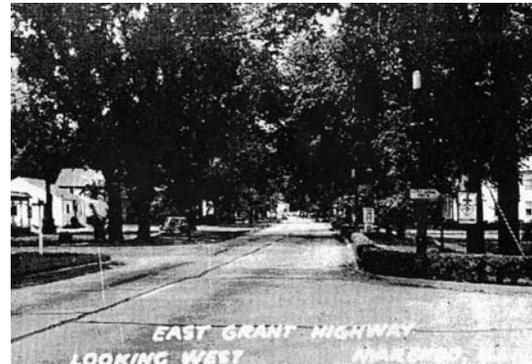
View of State Street Looking South, 1949



Map of Stage Coach Routes of The Old Northwest 1830 - 1860, Map Courtesy of the McHenry County Historical Society



Construction Along U.S. 20 Through Marengo, 1922



View of U.S. 20 from East Street to South State Street, 1950



Original Brick Paving Along West Washington Street



Map of U.S. 20 Through Marengo
Courtesy Marengo-Union Chamber of Commerce





Figure 13



U.S. 20 Corridor Analysis

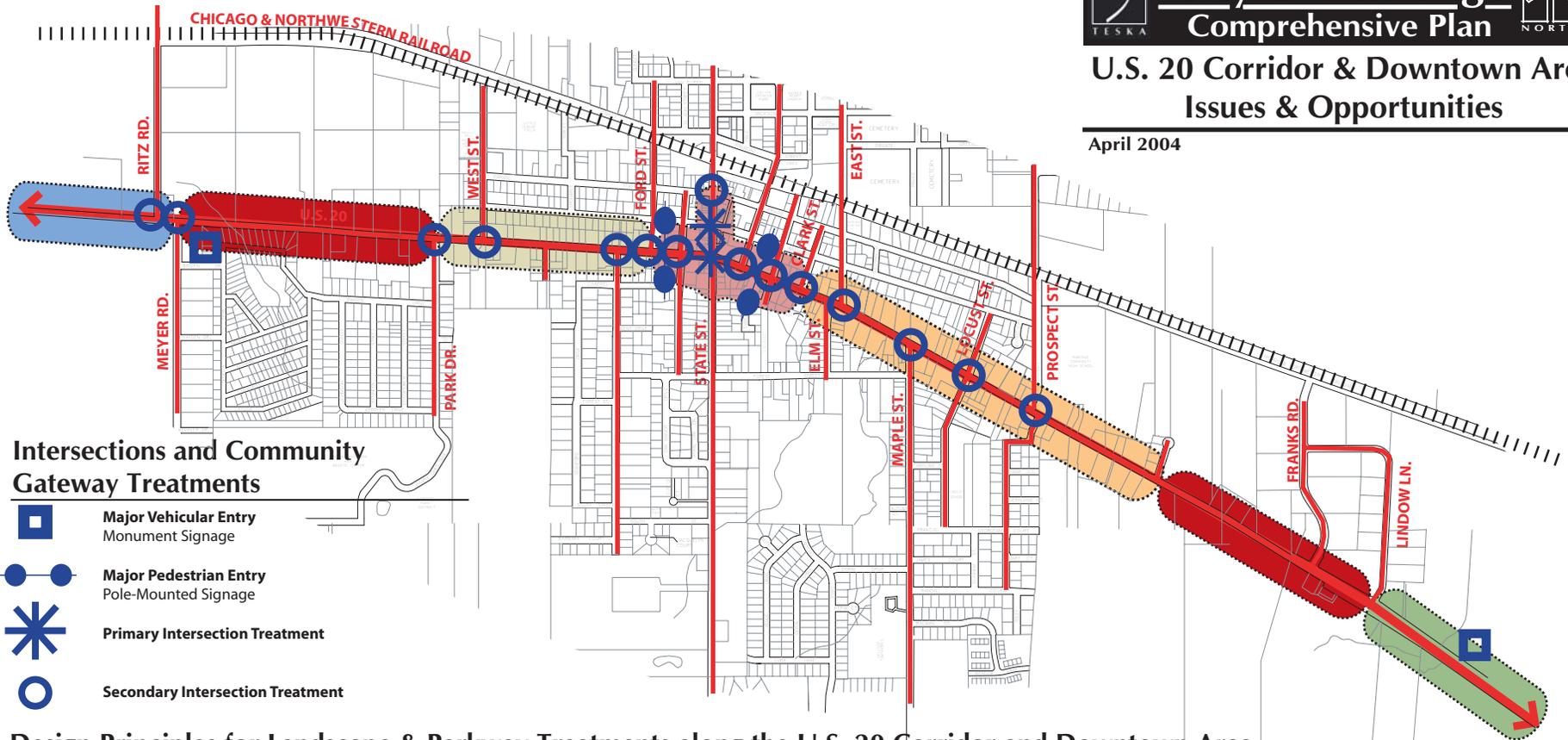
April 2004



Figure 14a

U.S. 20 Corridor & Downtown Area
Issues & Opportunities

April 2004



Intersections and Community Gateway Treatments

- Major Vehicular Entry
Monument Signage
- Major Pedestrian Entry
Pole-Mounted Signage
- Primary Intersection Treatment
- Secondary Intersection Treatment

Design Principles for Landscape & Parkway Treatments along the U.S. 20 Corridor and Downtown Area

<ul style="list-style-type: none"> - Maximize large setbacks with landscaping on private landscapes fronting the corridor - Enhance existing signage - Improve Facades fronting the corridor 	<ul style="list-style-type: none"> - Reinforce the corridor edge by consolidating parking areas and removing curb cuts - Enhance parking areas with hedge and interior lot plantings - Enhance parkways with decorative lighting and parkway plantings 	<ul style="list-style-type: none"> - Repair and replace sidewalks as required - Preserve mature trees - Enhance parkways with decorative lighting and parkway plantings 	<ul style="list-style-type: none"> - Repair and replace sidewalks as required - Reinforce the corridor edge with hedge and interior lot plantings - Enhance parkways with decorative lighting and parkway plantings - Define existing on-street parking with curb bump-outs 	<ul style="list-style-type: none"> - Repair and replace sidewalks as required - Enhance existing signage - Preserve mature trees - Enhance parkways with decorative lighting and parkway plantings - New construction should maintain the character of historic Route 20. 	<ul style="list-style-type: none"> - Reinforce the corridor edge by consolidating parking areas and removing curb cuts - Enhance parking areas with hedge and interior lot plantings - Enhance parkways with decorative lighting and parkway plantings 	<ul style="list-style-type: none"> - Preserve mature stands of trees - Introduce naturalized groves of native plantings
OFFICE PARK	AUTO-ORIENTED RETAIL	HISTORIC RESIDENTIAL	PEDESTRIAN ORIENTED DOWNTOWN	RESIDENTIAL SPECIAL USE	AUTO-ORIENTED RETAIL	PASTORAL AGRICULTURE

Figure 14b

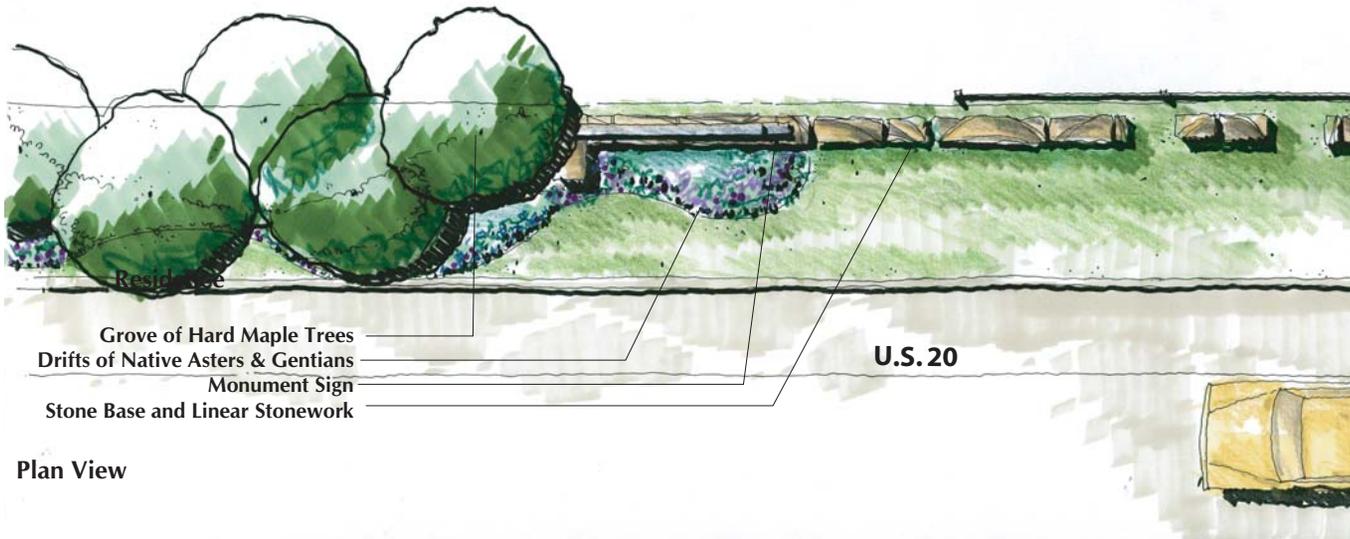
City of Marengo
Comprehensive Plan

Streetscape Concept
Vehicular Gateway Treatment

April 2004



Elevational View



Plan View

Gateway Plantings Reference the Native Landscape of Marengo
Groves of Native Maple Trees Above Drifts of Native Asters and Gentians

Community Entry Signage
Monument Signage Incorporates a Single Row of Limestones Installed Parallel to the Roadway as a Reference to the Historic Stonework of an Exposed Foundation

Signage incorporates Backlit Stainless Steel Panels Mounted onto a Limestone Base.

Stainless Steel Community Logo Inset into Limestone Pier

Recommended Wording:
"City of Marengo - A U.S. 20 Corridor Community"

Vehicular Gateway Treatment
U.S. 20 at City Limits

Figure 14c



City of Marengo Comprehensive Plan

Streetscape Concept Typical Parkway Treatment

April 2004

Light Pole
Parkway Plantings
Mile Marker
Pedestrian Walk



Vehicular Light Pole with Pedestrian Fixture and Banner Arm Attachment

Metal Panel Sign May Incorporate
Community Logo and/or References to U.S. 20
Pedestrian Fixtures may be Installed in Downtown Areas Only

Parkway Plantings

Disease Resistant Elm Trees Planted in Lawn Parkways
Reference historic Marengo as 'Elm Tree City'

Mile Marker

Concrete Pier with Inset Metal Medallion References
Historic Roadway Signage Along U.S. 20

Typical Parkway Treatment

U.S. 20 Corridor

Figure 14d



City of Marengo Comprehensive Plan

Streetscape Concept Pedestrian Gateway Treatment

April 2004

- Parkway Plantings
- Site Furnishings
- Ornamental Plantings
- Directional Signage
- Metal Bollards



Directional Signage Orients the City of Marengo Along the Route 20 Corridor

Metal Logo Inset into Limestone Base
Metal Signs Hung on Ornamental Pole
Reference Directions and Mileage Between Provincetown and Portland

Accent Corner Treatment Encourages Pedestrian Use Along the Corridor

Decorative Paving
Metal Bollards
Site Furnishings
Ornamental Plantings

Pedestrian Gateway Treatment
U.S. 20 at Ann and Page Streets

Design and Development Guidelines

The following Design and Development Guidelines have been established to assist the City of Marengo, its business owners and potential developers, in maintaining a preferred character of the City as it plans for new development. The purpose of such guidelines is not to dictate a specific development style, but rather establish a set of design and development standards that will guide new development.

In order to identify the preferred character, an Image Preference Survey was employed allowing members of the Marengo community to jointly determine the characteristics of developments that they found most acceptable. The graphics and images used in both the Image Preference Survey and this document were collectively gathered by City officials, local residents and the consultant. A wide variety of photographs were taken of various types of development (residential, commercial, industrial), and other design features and natural areas, either within or outside of Marengo, that were considered to be reflective of the quality of development that should be encouraged or discouraged. A select number of the resultant photographs were arranged into a series of slides depicting different types of development designs, and related environments both within and outside of Marengo. These images were then shown to an approximate group of 60 community leaders and residents, who then rated them individually on a sliding scale of “Strongly Dislike” to “Strongly Like.” Ratings were tabulated to determine which types of development were most acceptable and unacceptable to all participants.

The design and development guidelines that follow reflect those elements and characteristics of development that citizens of Marengo have determined reflect the physical quality that should either be encouraged or discouraged throughout the City.

The Design and Development Guidelines described herein are intended as tools for communicating the design intent for future development, redevelopment, and renovation; they also serve as a tool for evaluating proposals presented to the City. The overall goal is to ensure quality development that employs sound planning design principles. The successful implementation of these guidelines will reinforce the unique image of Marengo as a distinct and inviting place to live, work, shop, and gather; offering a unique appeal not found in other communities within the region.

SINGLE FAMILY RESIDENTIAL

The residential design standards presented below are intended to be applied to single-family residential use types designated on the Land-use Plan. Application of these standards through the annexation and zoning process will help to ensure quality development and redevelopment of the land(s) in Marengo.

Building Height and Scale.

To the maximum extent feasible, all new residential development(s) should maintain the scale of the adjacent surrounding block face(s) with respect to height, bulk, and structure size. In areas where existing dwelling units are predominantly two stories in height, new development and rebuilds should generally be limited to two stories. Such developments must respect existing scales to prevent becoming dominant features among established communities.

Building Orientation and Relationships.

New residential development(s) should incorporate distinctive architectural characteristics of surrounding or proposed development and/or common architectural styles found in Marengo. For example, complementary window and door detailing, decoration, architectural styles, materials, roof style and pitch, finished-floor height, porches and bay windows are highly encouraged, where appropriate. New development should also compliment the relationships of the surrounding neighborhood through such design elements as entries facing the street, roof pitches, balconies, front porches, and recessed or detached garages.

Houses with identical or similar building elevations and/or floor plans should not be located on adjacent lots or directly across the street from each other. Where a single house design is used repeatedly, materials and detailing of major facade elements must be varied.

The location of the house on the lot, windows, orientation, building height, and location of on-site open spaces should consider preservation of the privacy of adjacent development.

Variation should be provided to avoid visual monotony on long, straight portions of the street through the manipulation of the building elements and massing.

The establishment of new gated developments, or developments that are isolated or barricaded from the surrounding community is discouraged.

The primary façade of all single-family residential unit should be oriented toward principal public street.

Materials.

The choice and mix of materials on the facades of all structures and garage door(s) is important in providing an attractive living environment. Materials should be chosen to work harmoniously with adjacent materials. High quality materials such as brick and wood are encouraged. The use of materials such as Dryvit (EIFS), aluminum or metal siding should be minimized.

All vents, gutters, downspouts, flashings, electrical conduits, etc., should be painted to match the color of the adjacent surface. Downspouts or rainwater leaders shall be located on the inside corners of the structure.

Garages.

Garages should be setback from the average plane of the primary façade. Wherever possible garages should be located in the rear yard. Ideally vehicular access to garages would be granted through rear alleys.

All doors and windows, etc., should be detailed to add visual interest to the facade unless such treatment would be incompatible with the architectural style of the building. Garage openings and trims should include sufficient detail work to de-emphasize the role of the building.

Garage doors should never be the dominant architectural feature of the principal façade. Garage doors should be set back from the average horizontal plane of the principal façade.



Repetitive building designs and the use of materials such as siding should be minimized.



Avoid large, blank wall sections – provide more window openings



New residences should be constructed of high quality materials, such as brick, stone, etc. Custom homes are preferred to mass produced tract housing.



Garages located behind the principal structure and accessible from the street should be considered accessory structures and should be consistent with the architecture and design of the principal structure as well. Consistency of design includes use of the same or compatible siding, roofing, trim, and colors.

When applicable, upper level stories and/or dormers should be used to de-emphasize the image of the garage. Windows, doors, and roof treatments of the garage-facing street should incorporate architectural detail.

Vehicular Access.

The street network should create a safe, comfortable pedestrian and bicycling environment. Except for those parcels abutting existing publicly dedicated streets, the creative redevelopment of blocks or portions of blocks, which results in a high quality environment and preserves trees, may depend upon providing flexibility in typical subdivision standards. As such, and given the low volume of traffic on these internal streets, right-of-way and street pavement width standards may be reduced if such variation results in a better arrangement of units, more open space/tree preservation and/or achieves a more desirable, appealing environment. Narrower streets slow traffic and reduce accidents by requiring the driver to be cautious.

On street parking should be allowed on all streets, except arterials. Street trees may be added in the on-street parking lane to enhance the neighborhood character and serve as barriers when cars are not parked to slow down traffic.

All new road construction shall include curbs and gutters.

Pedestrian Pathways.

Each dwelling should have a pedestrian connection from the front door to the sidewalk of a minimum width of three (3) feet. All public sidewalks along a street or within a common area shall be a minimum width of 5 feet.

Where feasible, all existing and new public utilities shall be located underground. Above ground utility boxes should be screened from view, and located to rear of lots or between lots.

Open Space.

All new residential developments, twenty (20) acres or more in area, should retain a minimum of 30% of the total land area for green space. Required detention facilities and wetlands should count toward this green space component.



Garage doors should never be the dominant architectural feature of the principal façade. Garage doors should be set back from the average horizontal plane of the principal façade.



Garages that are side loaded can eliminate the visual impact of large



Garages should be treated with the same level of architectural detailing as the remainder of the structure.



Whenever possible, multiple bay garages should use multiple doors in favor of one wide door.



Driveways can use varied materials to minimize the visual impact of long stretches of pavement.

TRADITIONAL NEIGHBORHOOD DESIGN (TND)

TND is a planning concept that calls for residential neighborhoods to be designed in a similar format to small villages and neighborhoods of the early 20th Century, such as the traditional neighborhoods at the core of Marengo. Those traditional formats were characterized by single-family homes on small lots, narrow front yards, front porches, detached garages located in the backyard, walkable commercial areas with shops lining the sidewalk, and public parks town greens, or village squares. The automobile is still accommodated, with ample parking and efficient circulation, but it does not dominate the landscape.

The following principals and guidelines should be incorporated into all developments proposed in areas designated as TND in the Land Use Plan:

Pedestrian Oriented Street Patterns.

Dead ends, cul-de-sacs and long blocks, combined with low-density development severely diminish the pedestrian quality of a community. As a result, people have a natural incentive to use their cars instead. Therefore, street patterns in new subdivisions should be designed to achieve maximum connectivity to existing roads and provide short blocks and a grid-like design.

Narrow Roadway Design.

In conventional subdivisions it is common for new residential areas to have street widths of 50 to 60 feet. This disproportionately wide cartway (relative to the number of cars on local streets) tends to result in speeding and generally makes the neighborhood less conducive to walking and biking. Therefore, in TND areas, narrower streets with 9 –10 foot drive lanes and 9-foot parallel parking lanes on one or both sides of the street are encouraged.

Pedestrian Amenities.

All new streets should be designed with sidewalks, cross walks, traffic calming measures, landscaping, benches, trash receptacles and other features necessary encourage and accommodate walkable neighborhoods.



Streets should be designed to maximize pedestrian activity.



Attractive and usable public open spaces are important elements of traditionally design neighborhoods, where individual residences may have smaller private yards.



Narrow front setbacks can help to make streets more visually interesting and can foster social interaction among residents.

Narrow Front Setbacks.

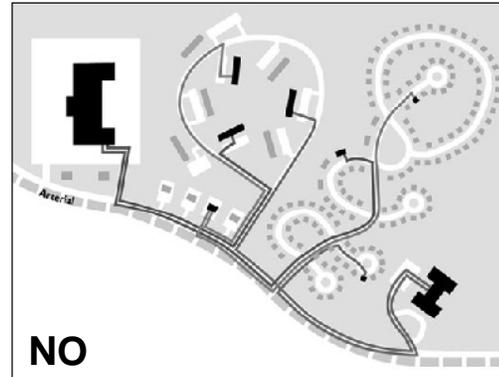
Locating buildings closer to the sidewalk helps to make streets more pedestrian oriented by fostering social interaction and establishing a visual edge to the public right-of-way. New subdivisions should encourage narrow setbacks by establishing maximum front setbacks or built-to lines (which require that the front façade be placed a certain distance from the from property line). The majority of private land should be located in the rear yard.

Garages.

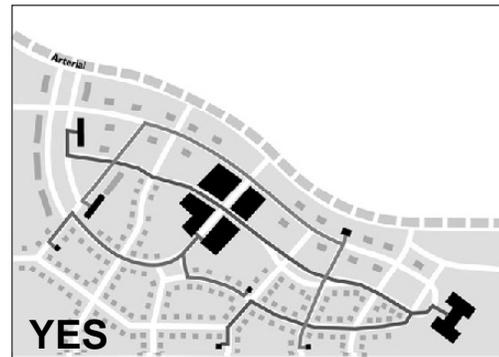
Many conventional subdivisions have streetscapes that are visually dominated by large two or three car garages. To emphasize the pedestrian orientation of TND developments, garages should be setback a minimum of 10 feet from the average plane of the primary façade. Wherever possible garages should be located in the rear yard. Ideally vehicular access to garages would be granted through rear alleys. Because side yards between structures tend to be narrow in TND neighborhoods, buildings should be designed to direct the majority of views toward the front and rear yards.

Public Parks and Open Space.

Public parks, greens and open spaces are essential in TND settings where houses have smaller private yards. In addition, such parks and public spaces are attractive in pedestrian oriented environments because they provide a place for resting, having a picnic, or holding events.



Conventional suburban subdivisions provide fragmented street networks and isolated uses.



Traditionally designed developments offer highly integrated street networks and a mix of residential and non-residential uses.



CONSERVATION DESIGN

The design standards for traditional detached single-family projects may permit development of smaller lots or “building pads” in cluster configurations where open space can be aggregated for better efficiency in providing recreational space, natural feature protection areas for trees, tree clusters, and wetlands.

Orientation.

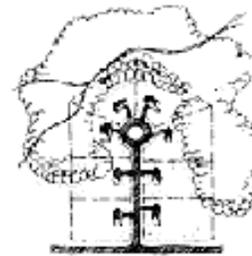
Major pedestrian entry and building front(s) should be oriented toward the “primary pedestrian street,” which is defined as the street to which the main building entry or a main pedestrian walkway from the entry is oriented. On corner lots, the primary pedestrian street is the street with the address, front building façade, and/or main pedestrian access to the building.

Access and Curb Cuts.

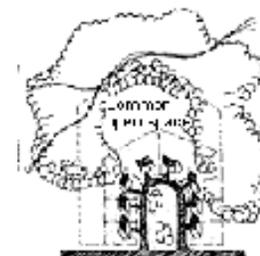
If a private rear access road can be provided within the development, vehicle access should be from the access road with no curb cuts on the primary pedestrian street. Shared driveways for detached single-family residences should be prohibited.

Parking.

Off-street parking is permitted in shared or cooperative parking lots within common areas, and in garages served by rear access private drives. Garages facing the primary street should be oriented to the side and/or rear of the unit.



NO



YES

Conservation (cluster) developments allow for lot configurations that typically conserve more open space than traditional developments.

Open Space.

Open space is aggregated for the benefit of all cluster dwellings, consisting of the following hierarchy of open space: a minimum 15 foot front and rear yard private open space of each dwelling unit, inclusive of decks, patios, and other pedestrian only areas; and, an additional common open space shared by all dwellings equal to a summation of a minimum of fifty (50) percent of the total ground level building area of each cluster dwelling.

Pedestrian walkways are required to connect common and individual open space areas to the primary pedestrian street; and can be included in the common open space calculation.



Examples of the quality of public streetscapes and open spaces that are provided in Conservation Designed subdivisions

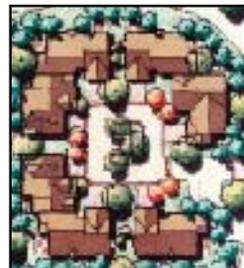
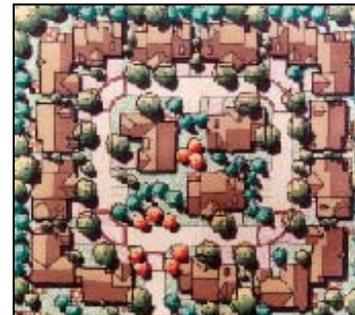
EXAMPLES OF CONSERVATION DESIGN



Delafield, WI



Lake Forest, IL



Examples of varied single-family cluster arrangements which include such site amenities as an increased level in the preservation of open space, sensitive lands, and existing tree masses, and the incorporation of water features. Such design examples, or elements thereof, would be appropriate for those areas identified as "single family cluster with open space" on the Land-Use/Development Framework map

TOWNHOUSES/ATTACHED SINGLE-FAMILY

Townhouses are individual dwelling units sharing at least one common wall and attached to one or more dwelling units. Each townhouse occupies space from the ground to the roof and has direct access to private open space. No portion of a unit may occupy space above or below another unit, with the exception of townhouse units constructed over a common shared parking garage, provided the garage is located underground.

Building Design.

Townhouses should be built close to the street setback line with front doors oriented towards the street and garage doors oriented to the rear or side of the home. Diversity in building scale and appearance is desired to avoid the repetitiveness and sterility created by large tract, production type developments. Integration of varied architectural styles and building materials is recommended to distinguish individual units.

Dwelling Unit Access.

Primary access to individual dwelling units should be made through independent exterior doorways facing a public right-of-way or courtyard.

Roofline Treatments.

Townhouse developments involving more than four units should consider varied roof forms, windows and dormers to create an attractive, well-proportioned development.

Garages.

Parking and garage access is encouraged through rear courts or alleys. When garage doors face a public street they must be set back a minimum of 15 feet from the average horizontal plane of the principal façade of the townhouse structure.



Townhouses should be constructed of high quality materials and be oriented toward the public street. Garages should be behind townhouses and served by alleys or parking courts.

MULTI-FAMILY RESIDENTIAL

The guidelines presented in this section apply to all the multi-family housing prototypes.

Respect for Adjacent Sites.

Buildings should respect adjacent properties by being situated on their lots to minimize disruption of privacy and outdoor activities of residents in adjacent buildings. One consideration is the view from upper stories of new buildings into adjacent houses or yards, especially in less intensive zones. This problem can be addressed using the following strategies:

- ▶ *Reduce the number of windows and decks on the proposed building overlooking the neighbors.*
- ▶ *Step back the upper floors or increase the side or rear setback so that window areas are farther from the property line.*
- ▶ *Minimize windows with views of living spaces that might infringe on the privacy of adjacent residents.*
- ▶ *Stagger windows so they do not align with adjacent windows.*

Open Space.

Multi-family developments should be sited to maximize opportunities for creating usable, attractive, well-integrated open space. The following site planning elements should be considered:

- ▶ *Safe and efficient access to open space, whether public or private, for recreation and social activities. The design and orientation of these areas should take advantage of available sunlight and should be sheltered from the wind, noise, and traffic of adjacent streets.*
- ▶ *Common areas and courtyards conveniently accessible to the majority of units. Private open spaces, where provided, should be contiguous with the units they serve, with direct access from the unit and adequate screening from public view.*
- ▶ *Location and design of decks, balconies and upper level terraces.*
- ▶ *Gardens.*

Landscaping.

Landscaping, including plant material, special pavement, trellises, screen walls, planters, site furniture and similar features should be incorporated into the design to enhance the development.



Multiple family projects should incorporate attractive open spaces that serve all residences of the development. In many cases storm water detention can be designed as an amenity to large-scale projects.

Parking and Vehicle Access.

Multi-family buildings should be sited to minimize the impact of parking and driveways on the pedestrian environment, adjacent properties, and pedestrian safety. The following are some examples of ways to minimize the impacts of driveways and parking lots:

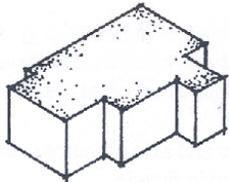
- ▶ *Locate parking within the structure, if possible. If cost considerations prohibit parking within the structure, then surface parking should be dispersed in smaller parking courts located in the side or rear yards, away from the primary pedestrian street.*
- ▶ *Break large parking lots into smaller ones.*
- ▶ *Share driveways with adjacent owners, when feasible.*
- ▶ *Locate parking in lower level or less visible portions of the site.*
- ▶ *Locate driveways so they are visually less dominant.*
- ▶ *Parking courts should be separated from each other by dwelling units or by landscaped buffers.*

Building Articulation.

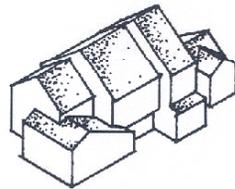
Long, unbroken facades and box-like forms should be avoided. Building facades should be broken up to give the appearance of a collection of smaller structures. To the extent possible, each of the units should be individually recognizable. This can be accomplished with the use of balconies, setbacks, projections and by the pattern and rhythm of windows and doors. Additionally, secondary hipped or gabled roofs covering the entire mass of a building are preferable to mansard roofs or segments of a pitched roof applied at the structure's edge.



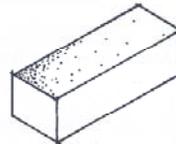
Multiple family buildings should be designed of high quality materials and should include highly articulated building facades.



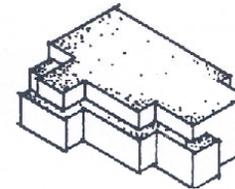
Vertical articulation added



Multi planed roofs and awnings add desirable articulation



Undesirable architectural treatment



Horizontal articulation added

Architectural Style.

There is no particular architectural style promulgated for multi-family developments. The primary focus should be on the construction of high quality residential environments. In general, the design of multi-family developments should consider the compatibility with the surrounding neighborhood. Occasionally, such projects are developed adjacent to single-family neighborhoods and, where this occurs, measures should be taken to ensure that the height, bulk and scale of these higher density projects do not adversely impact single-family areas.

Materials.

Materials selected for multi-family developments should be durable and of high quality, such as brick, and stone. Smooth faced concrete panels, or blocks, aluminum and vinyl siding are inappropriate materials for facades visible from the public right-of-way.

Height, Bulk, and Scale.

New developments should be compatible with the scale of development anticipated in the Land Use Plan. Key strategies to mitigate the impacts of proposed development and to achieve an acceptable level of compatibility include:

- ▶ *Articulating building facades vertically and horizontally in intervals that conform to existing structures or platting patterns.*
- ▶ *Increasing building setbacks at the ground level.*
- ▶ *Reducing the bulk of upper floors.*
- ▶ *Limiting the length of building facades*
- ▶ *Reducing the height of the structure.*

Mechanical and Utility Equipment.

All mechanical equipment and utility meters, whether mounted on the roof or ground must be screened from view at the public right-of-way and neighboring properties. All screening devices are to be compatible with the architecture and color of the adjacent structures.

Dwelling Unit Access.

Primary access to all units should be provided through an internal hallway or individual entryways. The use of long, monotonous access balconies and corridors providing access to units should be avoided.



Garages should never be the dominant architectural element of the principal façade on a multiple family project.

NON-RESIDENTIAL

General

Site Design.

The orientation of buildings on a site, the number of access points, the location and design of parking and loading are all important elements that must be carefully examined for all new non-residential developments to ensure the safety, efficiency and attractiveness of the site. The following guidelines should be used to ensure appropriate site planning.

- ▶ Structures and on-site circulation systems should be located to minimize pedestrian/vehicle conflicts and provide cross-access to adjacent properties.
- ▶ Curb cuts for commercial access drives along arterial roadways should be minimized. Common driveways which provide vehicular access to more than one site are encouraged.
- ▶ Locate all loading facilities at the rear of the building.
- ▶ Place parking areas to the side or to the rear of buildings along prominent road corridors.
- ▶ Parking areas must be landscaped, within the interior as well as perimeter areas of the site. Parking areas which accommodate a significant number of vehicles should be divided into a series of connected smaller lots, separated by open space medians, islands, and pedestrian walkways.
- ▶ The parking lot and cars should not be the dominant visual element of the site. Large expansive paved areas located between the street and the building are to be avoided in favor of smaller multiple lots separated by landscaping and buildings.

- ▶ Parking lots adjacent to and visible from public streets should be adequately screened from view through the use of rolling earth berms, low screen walls, changes in elevation, landscaping or combinations thereof whenever possible.
- ▶ Common driveways, which provide vehicular access to more than one site, are encouraged.
- ▶ Whenever practical, shared parking between adjacent businesses and/or developments is encouraged.



Parking areas should be separated from structures by a landscape area and/or a pedestrian walkway.



Unightly views of parking areas should be screened from view with landscaping.

Architecture.

- ▶ *Avoid blank front and sidewall elevations on street frontages and long, “unarticulated” facades. Facades with varied front setbacks are strongly encouraged.*
- ▶ *Any equipment, whether on the roof, side of building, or ground, should be screened. The method of screening should be architecturally integrated with the building design in terms of materials, color, shape, and size. Where individual equipment is provided, a continuous screen is desirable.*
- ▶ *Maintain continuity and rhythm with building materials and architectural styles.*
- ▶ *Provide incentive for franchise businesses to renovate, or reuse existing high quality historic buildings.*
- ▶ *The choice of materials should relate in character with surrounding properties, and they should be of durable quality, suitable for the building type.*
- ▶ *The height and scale of new development should be compatible with that of surrounding development. The development should “transition” from the height of adjacent development to the maximum height of the proposed structure.*
- ▶ *The use of quality siding or masonry construction of stone or brick on all exterior walls is encouraged.*

Landscaping and Screening.

Extensive landscaping is a key element to all developments and is required for all new non-residential projects. Not only does landscaping enhance the visual character of such development, it also serves to screen undesirable elements and activities from public view. The following landscape guidelines should be employed in all new non-residential developments.



Facades should be constructed of high quality materials and should incorporate varied setbacks and projections to add visual interest and to break up the mass of the structures.



- ▶ *Landscaping should define entrances to buildings and parking lots, define the edges of various land uses, provide transition between neighboring properties (buffering), and provide screening for loading and equipment areas.*
- ▶ *Where proposed uses are adjacent to dissimilar or incompatible uses, appropriate buffering techniques such as setbacks, screening and landscaping need to be provided to mitigate any negative effects of such operations.*
- ▶ *Utilize an opaque wall or landscaping to screen any parking at the entry periphery. A combination of walls, berms, and landscaping material is recommended. Changing the grade of the parking lot from existing street elevations may aid in obscuring views of automobiles while promoting views of architectural elements of the structures beyond.*

- ▶ Landscaping around the entire base of buildings is recommended to soften the edge between the parking lot and the structure. This should be accented at entrances to provide focus.
- ▶ Trees should be located throughout the parking lot at a ratio of 1 tree for every 10 stalls, where no stall is more than 90 feet from a tree.
- ▶ Landscaping should be protected from vehicular and pedestrian encroachment by raised planting surfaces, depressed walks, or the use of curbs.
- ▶ Landscaping should not obstruct visibility at drive aisle intersections.
- ▶ Any equipment, whether on the roof, side of building, or ground, should be screened.



Extensive landscaping, including trees, shrubs, and annual and perennial flower beds should be utilized in the design of all commercial properties.



Landscape areas should be provided at the foundation of all facades visible from the public right-of way.



The size and number of free-standing signs should be limited to minimize their visual impact.



Wall signs should be coordinated to provide a unified look for multiple tenant commercial buildings



Signs.

- ▶ All signage should be highly compatible with the building and site design relative to color, material, and placement.
- ▶ Signs should reflect the architecture and the purpose of the building that it represents.
- ▶ Maintain appropriate scale of signs consistent with their use, i.e. larger signs for vehicular traffic areas and smaller signs for pedestrian use areas.
- ▶ Limit the number of lettering styles, colors, and pieces of information that are permitted on signs to promote legibility.
- ▶ Ensure that way-finding signs are readable from an automobile traveling on the street.
- ▶ Separate commercial signs from civic signs.
- ▶ Exposed neon tubing is not appropriate material for outdoor signs.

Big-Box Commercial

Large-scale retail developments are typically characterized by blank, windowless facades, flat roofs, and a lack of architectural detail, with undefined entries. To go beyond the prototypical designs and encourage better architectural design large-scale developments should adhere to the following guidelines:

- ▶ *Freestanding singular commercial and service oriented structures should be oriented with their major entry toward the street where access is provided, as well as having their major facade, windows and signage parallel to the street.*
- ▶ *Uninterrupted facade lengths in excess of 100 horizontal feet are not permitted. Faces greater than 100 feet in length must incorporate recesses and projections along at least 20 percent of the length of the facade. Windows, awnings, and arcades, must total at least 60 percent of the facade length abutting a public street.*
- ▶ *Smaller retail stores that are part of a larger principle building are required to have display windows and separate outside entrances. Such smaller stores are encouraged by the City.*
- ▶ *Variations in rooflines are required as a means to reduce the massive scale of these structures and add visual interest. Roofs must have at least two of the following features: parapets concealing flat roofs and rooftop equipment, overhanging eaves, sloped roofs, and three or more roof slope planes.*
- ▶ *Each principle building is required to have a clearly defined, highly visible customer entrance with features such as awnings, canopies or porticos, arcades, wing walls, and integral planters.*
- ▶ *The use of divided windows with decorative window frames and thin profile mullions is encouraged.*

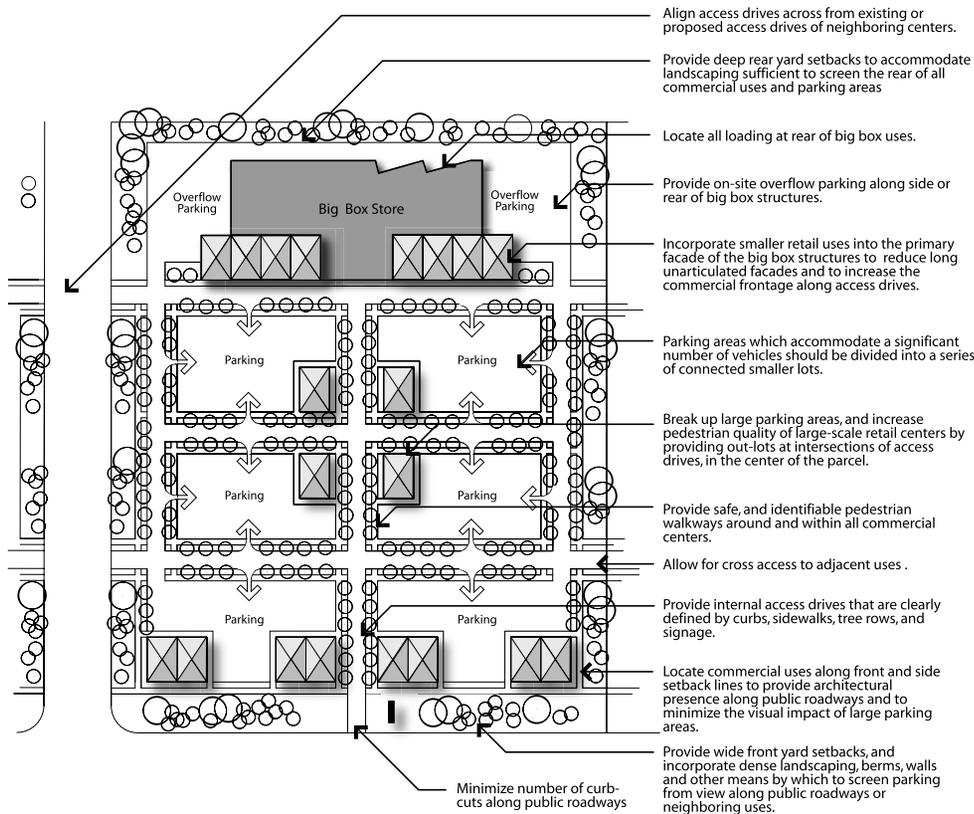
- ▶ *Predominant exterior building materials must be of high quality. These include brick, wood, limestone, other native stone, and tinted/ textured concrete masonry units. Smooth-faced concrete block, tilt-up concrete panels, or pre-fabricated steel panels are prohibited as the predominant exterior building materials. EFIS should be used principally for building accents or for sign bands.*



Example of appropriate building and landscape design.



Example of poor building and landscape design.



- Align access drives across from existing or proposed access drives of neighboring centers.
- Provide deep rear yard setbacks to accommodate landscaping sufficient to screen the rear of all commercial uses and parking areas
- Locate all loading at rear of big box uses.
- Provide on-site overflow parking along side or rear of big box structures.
- Incorporate smaller retail uses into the primary facade of the big box structures to reduce long unarticulated facades and to increase the commercial frontage along access drives.
- Parking areas which accommodate a significant number of vehicles should be divided into a series of connected smaller lots.
- Break up large parking areas, and increase pedestrian quality of large-scale retail centers by providing out-lots at intersections of access drives, in the center of the parcel.
- Provide safe, and identifiable pedestrian walkways around and within all commercial centers.
- Allow for cross access to adjacent uses .
- Provide internal access drives that are clearly defined by curbs, sidewalks, tree rows, and signage.
- Locate commercial uses along front and side setback lines to provide architectural presence along public roadways and to minimize the visual impact of large parking areas.
- Provide wide front yard setbacks, and incorporate dense landscaping, berms, walls and other means by which to screen parking from view along public roadways or neighboring uses.
- Minimize number of curb-cuts along public roadways



High quality large-scale retail development at Deer Park's Town Center



Residential Conversion

As indicated in the Land Use Plan, there are areas within the City where residential structures should be allowed to convert to limited retail and office uses. However, it is critical that the residential character of these structures and their associated lots be preserved. To accomplish this the following standards should be applied:

- ▶ *No substantial alteration to the exterior of any converted residential structure should be allowed, unless these alterations represent an effort to restore the original quality and residential character of the existing structure.*
- ▶ *Signage should be limited to one freestanding monument sign measuring no more than 16 square feet for each of two sign faces. All freestanding signs should be well landscaped and maintained. Wall signs should not be permitted on converted residential structures.*
- ▶ *Off-street parking should be relegated to the rear or side yards, and should never be located in front of the principal structure. Where two converted residential properties adjoin, one shared parking area and driveway should be allowed. All parking areas should be fully screened from view of neighboring uses through fencing, landscaping or a combination thereof.*
- ▶ *The City may require additional landscaping to enhance the residential character of the site and to preserve and enhance the quality of the streetscape.*



Converted residential structures must maintain the residential character of the building and preserve or enhance the quality of the streetscape

Implementation

The Comprehensive Plan is a statement of policy, expressing the objectives and aspirations of the City residents to develop a well-planned community with a high quality of life. The Plan is a fluid document and not an end unto itself, requiring that the City undertake many further actions that will define how Marengo will manage growth over the long term.

The process of managing growth over the long term consistent with the Comprehensive Plan is dependant on developing an ongoing planning and development review system that is tied to specific actions – programs and tools, that will direct or facilitate growth that reflects the character of the City, enhances its tax base, and provides for the needs of all of its citizens. It is a systematic yet practical program intended to influence the rate, amount, type, location and/or quality of future development within the City. Effective growth management is the product of combining the objectives and strategies outlined in this Plan with implementation actions and tools described below.

Adoption of the Comprehensive Plan does not signal the end of the comprehensive planning process in Marengo. Rather, it signals the beginning of a process of continuing implementation whereby the Plan serves as a guide for both public and private decisions affecting the future of the community. This requires that the City and the community be familiar with and generally support the major tenets of the Plan. Therefore, it is important that the Plan be well publicized, understood and supported by the entire community for it to be recognized as a practical and effective guide for the City. It is also important to keep in mind that the Plan is not static. The City must periodically re-examine and update the Plan as conditions and community aspirations change.

IMPLEMENTATION ACTIONS

Plan implementation consists of a variety of proactive and reactive activities that will collectively ensure that the City grows and develops into the well-planned community envisioned in this Plan. *Proactive* activities are those actions that the City initiates through a proposal, plan, improvement or regulatory change. On the other hand, *reactive* activities are those in which other parties approach the City with a proposal on which the City must act. Preparation of specific area plans, such as the plan developed for the revitalization of the downtown, is an example of a proactive activity, while development review is an example of a reactive activity.

Implementation tools represent proactive activities which the City should undertake to generate the types and character of development that foster a well-planned community with a high quality of life. In addition to devising a set of implementation tools, the City will also need to review and modify existing City regulations to implement the policies and recommendations outlined in this Plan.

The Plan implementation phase of the comprehensive planning process begins when the City Council adopts the Plan. Adoption of the Plan then initiates the implementation of the policies and recommendations outlined in the Plan. Since the implementation phase will require time and effort on the part of City staff, as well as sensible allocation of the City's financial resources, the City Council should prioritize all activities to be carried out. To facilitate the implementation of the Comprehensive Plan, the City should consider the following activities:

► **Update and revise the Zoning Ordinance and Land Subdivision Regulations.** It is highly recommended that the City update and revise its Zoning Ordinance and the Land Subdivision Regulations to ensure that they are consistent with the policies and recommendations outlined in this Plan. More specifically, the Zoning Map should be updated to reflect changes to zoning districts and future land use designations as outlined in the Comprehensive Plan. Also, the standards contained in both the Zoning Ordinance and Land Subdivision Regulations should be reviewed and updated, with particular emphasis on establishing traditional neighborhood development and cluster housing provisions.

► **Adopt an official City map.** An official City map is similar to the City Zoning Map except that it provides a greater amount of information to guide the City in various planning and development activities. Specifically, an official City map defines City requirements and standards for size and location of streets, water, electricity and sewer distribution lines, wastewater treatment plants, parks, and school sites in accordance with the Comprehensive Plan. The map would also provide greater legal authority and basis for site acquisitions or dedication requirements for developers.

► **Adopt a 3 to 5 year capital improvements program.** A capital improvements program relates the recommendations in the Comprehensive Plan with the financial capabilities of the City. A capital improvements program is generally defined as a prioritized record of public improvements to be provided over a certain period of time relating to the need for improvements such as streets, parks and open spaces, and other civic infrastructure. Prioritization of these improvements is based on the City's fiscal ability and resource capacity to support them. The value of a capital improvements program is its ability to provide citizens and public agencies a clear conception of the projects to be constructed and financed in the coming years. It is under these circumstances that the community may avoid duplicating wasteful

services as well as call attention to any deficiencies that the City may have in order to stimulate action to promptly correct them.

► **Prepare a fiscal impact analysis of key growth areas.** The City should evaluate the impact of growth and development on its finances as part of its long-term strategic planning process. A fiscal impact analysis of key growth areas would help determine the long term impact of these areas on City finances and resources. A fiscal impact analysis would help the City sensibly allocate its finances and resources by evaluating potential new revenue sources, current and future levels of services, and new costs associated with serving a growing community. This approach would also benefit other taxing districts.

► **Historic Preservation and Design Guidelines Manual.** Although several structures in the City are listed on the National Register of Historic Places, and many other structures worthy of preservation, such as the Copula House, there is currently no historic district to guide preservation efforts. The sense of place created by these buildings is the essential character-defining feature of the City, and every attempt should be made to preserve it. Programs and strategies underway in the City through the Historic Preservation Committee should be supported to encourage an appreciation of the City's architectural heritage. The City, with private organizations, should undertake a comprehensive city-wide survey of the Marengo's historic building stock, undertake an evaluation of these buildings, and then pass local ordinances, and create incentive programs to insure their maintenance. The goal should be to encourage voluntary actions to preserve the historic character of the older residential areas, including the establishment of a historic district for the downtown and Route 20 corridor, and continued cooperation with State and Federal agencies in protecting individual properties.

► **Greenway/Bikeway System.** An attractive and functional greenway system that capitalizes on the beauty of the Kiswaukee River as its

primary corridor, and other tributaries, and connects to a County-wide system would provide recreation, non-vehicular transportation, natural and wildlife preservation, and maintain its visual benefits that are a defining characteristic of the City image and its quality of life. A series of tasks are required to implement this system. First, local support needs to be organized, combined with effort to seek support from other local jurisdictions, including the Park District, McHenry County Conservation District, and other local and state agencies. Once the scope of the system is determined, a specific plan with standards should be defined with respect to types of trails, greenway widths, security, safety, funding, accessibility, local ordinances that limit development, and other considerations. This would then allow proposed locations to greenways to be identified and mapped, leading to an implementation schedule and regulations for the various segments of the system.

► **Proactive Special Area Planning and Design Guidelines.**

This initiative would involve refining the general land use recommendations of the Comprehensive Plan to respond to specific issues and actual site conditions of sub-areas of the City. One example of this approach would be to establish a specific plan for areas currently undergoing development activity, and areas where specific development approaches are desired, such as areas recommended for traditional neighborhood development, or conservation design. This effort would result in specific recommendations for limiting access points, landscaping, sign control, and overall streetscape elements that could unify and create an attractive and special image, and maintaining the City's character.

► **City Appearance Plan.** A series of coordinated tasks could be undertaken to implement a broad community appearance enhancement initiative. The first task would be to more clearly define specific elements of such a program. These might include: 1) gateway-entry and major corridor design improvements, including the historic Route 20 corridor; 2) inventorying important features of the City's landscape for preservation and enhancement; 3) exploring ways to upgrade the

appearance of public facilities, open spaces, and parks; 4) reviewing existing ordinances for ways to increase the required level of aesthetics, through such mechanisms as "site plan review", "appearance review," and "landscape and tree preservation standards" and; 5) establishing a city wide tree planting and maintenance program. This initiative would benefit the City by actively pursuing ways to strengthen Marengo's appearance.

► **Bikeway Plan.** Having established a basic concept for a bikeway system in the Comprehensive Plan, the City should undertake a study to evaluate the feasibility of these routes, and investigate alternatives routes to jobs, schools, shopping and other community facilities, as well as a creating a recreational amenity for all residents. Some of these paths will be little more than striping of a bike lane on an existing road with signs. In new developing areas, consideration should be given to separate off-road bike trails or bike lanes along the roadway.

► **Park Plan Update.** Parks and open spaces are an integral part of the overall vision and development strategy of the City. The City should work with the Park District to update the Park Master Plan in light of the update to the Comprehensive Plan, to be used in the review of development proposals. Such plan may include an inventory and analysis of existing parks, an acquisition, development and improvement plan, and implementation plan addressing priorities for a long range capital improvement program.

ANNEXATION POLICY

While state statutes provide a municipality with certain controls governing subdivision standards within the municipality's 1-1/2 mile extraterritorial planning boundary, the municipality only has a control of land use decisions for property that has been or can be annexed. By joining unincorporated areas into the City's larger incorporated area, annexation offers Marengo the ability to control growth and ensure quality development consistent with existing City standards.

The process of annexing land in Illinois also provides the City and the private property owners the ability to enter into annexation agreements outlining a number of development controls which may extend beyond the standards set in the City Zoning and Subdivision Ordinances. Annexation agreements generally define the governmental agency or group responsible for providing or maintaining infrastructure such as roads and utilities.

Due to the rapid growth of McHenry County, and Marengo's proximity to other growing communities, it is imperative that the City monitor development pressures in the area and consider having annexation agreements in place to exert greater control over the type and character of development for critical land parcels to ensure that they conform to the community's character as envisioned by this Plan. To ensure proper intergovernmental cooperation with adjacent municipalities, the City should have boundary agreements with all adjacent municipalities.

MONITORING & UPDATING THE COMPREHENSIVE PLAN

The Comprehensive Plan is based on dynamic variables whose future direction cannot always be accurately predicted. This Plan is based on currently available information regarding community conditions and desires, development trends, and an understanding of environmental issues. Over time, most if not all of these assumptions will change. Accordingly, changes in variables such as population and development trends should be monitored periodically and compared with the Plan's assumptions and recommendations. Based on this periodic review, modifications to the Plan will be necessary to ensure that the Plan is kept current and accurately reflects the community's needs and overall vision.

The Plan should be reviewed on an annual basis. Given the rate of development anticipated in the near future, it is recommended that the City review and update the Future Land Use Plan as needed, but at least every 2 to 3 years. Comprehensive updates to the entire Plan should preferably happen every 5 years, but no longer than every 10 years, at which time the Plan should be amended and re-adopted, depending on the extent of growth and changes in the City.

IMPLEMENTATION ACTION PLAN

An implementation action plan identifies and defines each planning and community development activity to be carried out during a particular fiscal year, the individual responsibilities of the City for each activity, and the specific involvement of the Planning and Zoning Commission, or other public agency where appropriate. The tables on the following pages are designed to provide a starting point for prioritization and budgeting of actions needed to implement strategies and recommendations outlined in this Plan. The action plan identifies several potential key organizations and governmental agencies that will take part in the implementation process. A timeframe for each activity is also specified to define general phasing for implementation. Further refinement of this table will be needed as details of costs and staff resources are verified and become available. In addition, the City should review and update the action plan on an annual basis to ensure that it stays within the City's financial ability and resource capacity.

IMPLEMENTATION ACTION PLAN

Classification	Action Item	Purpose	Timeframe	Responsibility	Participants
Community Character	Establish a streetscape and wayfinding signage system in the Historic Downtown District and along the Route 20 corridor	To create a unified identity that celebrates the City's historic character	Near Term	City Council	IDOT
Community Character	Establish a historic district for the downtown and Route 20 corridor, adopt local ordinances, and develop a design manual to guide rehabilitation and new projects	To preserve the unique historic character of the City	Near Term	City Council	Illinois Historic Preservation Agency
Community Character	Prepare a city-wide appearance plan to develop plans specific areas of the City (both public and private properties)	To enhance the overall image and quality of life in the community, encourage new investment, and stimulate similar private actions.	Near Term	City Council	Planning and Zoning Commission; Park District
Community Character	Establish a facade improvement program for properties in the downtown and Route 20 corridor.	To preserve and revitalize the overall image the City's commercial areas	Near Term	City Council	Chamber of Commerce
Economic Development	Reserve potential sites for future commercial and industrial developments	To capitalize on key sites in the City that provide the greatest opportunities for commercial and industrial development	Long Term	Planning and Zoning Commission	Chamber of Commerce
Economic Development	Develop a communication process between existing businesses and the Chamber of Commerce	To establish a system to assess the needs of businesses and develop initiatives to support them	Long Term	City Council; Chamber of Commerce	Local businesses
Growth & Development	Develop a fiscal impact model	To evaluate the fiscal strength of individual developments and the overall fiscal balance of the City	Near Term	City Council	Local developers
Growth & Development	Develop a Route 20 By-pass road	To evaluate congestion on Route 20 and in the downtown	Long Term	City Council	IDOT; McHenry County, Townships
Growth & Development	Adopt an Official Map	To identify City requirements and standards for public projects and land acquisitions	Near Term	City Council; Planning and Zoning Commission	Marengo

Growth & Development	Prepare a Greenway Plan	To preserve the quality and capitalize on the recreational opportunities associated with the Kiswaukee River and its tributaries	Near Term	City Council; Planning and Zoning Commission	Marengo; McHenry County; Conservation District
Growth & Development	Prepare a Bikeway Plan	To establish an alternative means for travel within the City, and foster quality of life.	Near Term	City Council; Planning and Zoning Commission	Marengo; McHenry County
Public Facilities & Services	Relocate the Library within the downtown area	To maintain the historic presence of major civic institutions in the downtown to encourage pedestrian activity	Near Term	City Council	Library District
Public Facilities & Services	Adopt a telecommunications plan	To promote the need for cutting edge telecommunications infrastructure, including high-speed internet and a fiber optic cable system	Near Term	City Council	Local telecommunications providers
Environment	Develop a comprehensive regional stormwater management system	To provide adequate control of stormwater runoff	Near Term	City Council; City Utilities Dept.	Local developers
Environment	Develop natural resource conservation incentives for future developments	To promote the conservation of natural resources on environmentally sensitive properties	Near Term	City Council; Marengo Park District	Illinois Dept. of Natural Resources; Conservation District
Parks & Recreation	Develop an open space acquisition program	To provide opportunities for active and passive parks and recreational areas	Near Term	City Council; Marengo Park District	Planning and Zoning Commission
Parks & Recreation	Pursue grants for constructing the City bike/recreation trail system	To create a connected bike/recreation trail system that serves the entire community	Long Term	City Council; Marengo Park District	Planning and Zoning Commission

DOWNTOWN ACTION PLAN	Due	Who	Cost
Organization and Finance:			
<i>Objective: Establish a resourceful coordinating and supportive/advocate group to assist the staff and elected officials of Marengo in implementing the strategic plan for the downtown and communicating it to the various constituencies.</i>			
1. Establish a Downtown Marengo Redevelopment Committee (DMRC) to work 12-18 months in conjunction with the staff and elected officials of Marengo in implementing the first phase of the strategic plan. <ul style="list-style-type: none"> • Include staff from the Marengo-Union Chamber • Include Board members from the Marengo-Union Chamber • Include 4-5 key property owners from the downtown • Include 4-5 key merchants from the downtown • Include one-two local realtors • Include a representative from the school system • Include one-two City Council members • Include a key City of Marengo staff member • Include two-four citizens who have a strong interest in the downtown and perhaps some expertise in a related area (development, law, finance, retail, etc.) 	12/1/03	City Council	\$0
2. Serve as a “sounding board” for the City relative to the conclusions and recommendations which are part of the Comprehensive Plan Update	12/1/03	DMRC	\$0
3. Work with the City to assure that long term planning as part of the Comp Plan as well as other short term planning such as the library and City hall sites are done in concert with the strategic plan for the downtown.	12/1/03	DMRC	\$0

4. Assist the City in the development of a long term financial planning tool which outlines community revenue vs. expense requirements over a five year period and the role which the downtown can and should fulfill in meeting these goals.	6/1/04	DMRC City	\$0
5. Work with City staff to evaluate the City staffing requirements for economic development, zoning, code enforcement and development review and incorporate these requirements into the five year revenue vs. expense plan	6/1/04	DMRC City	\$0
<i>Objective: Conduct the necessary research to assess the current tourism opportunities in the region; the near term opportunities in the next five years; and, the steps which are necessary to capitalize on this asset on behalf of Marengo and specifically the downtown.</i>			
1. In conjunction with the DMRC, empower the Chamber and/or other appropriate entities to conduct an economic tourism assessment with recommendations relative to short and long term revenue potential and action steps to maximize value.	9/1/04	DMRC	\$0

<i>Objective: Evaluate the various funding and financing options that may be available to support the implementation objectives.</i>			
1. Evaluate the potential of Tax Increment Financing as a funding mechanism on a broad basis or on a spot development site basis.	9/1/04	DMRC City	\$0—or—up to \$25,000 if a determination is made that an eligibility assessment is reasonable
2. Evaluate the potential development of a Community Development Corporation to receive private funds, acquire and hold property, utilize property acquisition as necessary or execute other activities as allowed under Illinois law and as such activities are accepted in the Marengo area.	9/1/04	DMRC City	\$0
3. Evaluate the state and federal funding (minimal) which may be available to support the initiatives of the strategic plan or the proposed public infrastructure improvements.	9/1/04	DMRC City	\$0
4. Evaluate the potential of the Capital Improvement Program (CIP) of the City and the operating budget to contribute to the public improvement segment of the strategic plan.	9/1/04	DMRC City	\$0
5. Consider the long term potential of a Special Service Area (SSA) to serve as a funding vehicle to help support marketing, developer recruitment, tenant recruitment, and communication for the downtown: determine the boundaries of a potential district; understand how Illinois law operates to create an SSA; estimate a budget for the downtown; run an analysis to determine the impact on each property; determine the leadership to support the effort; and discuss the timing of an introduction of the issue at some point in the future.	9/1/04	DMRC City	\$0

6. Considering the financial options research, make a recommendation to the City Council relative to a proposed downtown budget and a source of funds to support the proposed budget.	12/1/04	DMRC City	\$0
7. Implement the approved financing recommendations. Evaluate every twelve months thereafter	6/1/05	DMRC City	\$0
8. Review the success of the proposed Redevelopment Committee and make a recommendation for a continuing entity (as required) to coordinate the implementation for the foreseeable future.	6/1/05	DMRC City	\$0

Action Plan: Downtown Physical Issues	Due	Who	Cost
<i>Objective: Determine the key physical infrastructure issues impacting the downtown and make recommendations to address these issues.</i>			
1. In cooperation with the City, immediately conduct the appropriate meetings and research to determine the 20/23 by-pass probabilities and develop alternate possibilities, if necessary, for discussion and review by the community.	3/1/04	DMRC City	\$0
2. Implement a preliminary municipal infrastructure review in areas as outlined by both Teska and BDI—gateways, sidewalk infrastructure, lighting, landscaping, public facades, private facades, parking lot appearance and street connectivity—and make appropriate recommendations to the City Council concerning a five year plan.	6/1/04	DMRC City	\$0
3. Review the appropriateness of the creation of a downtown historic district using perhaps local ordinance and state/federal qualification and recommend a required action including a local oversight entity to implement the district.	9/1/04	DMRC City	\$0
4. Consider the potential development of a façade improvement program, its guidelines, funding source and oversight entity and incorporate the recommendation into the activity of the DMRC and the ultimate financing plan of the DMRC.	9/1/04	DMRC City	\$0
5. Consider the development, approval and implementation of design guidelines for the downtown (prototype guidelines from other communities can be supplied by Teska Associates).	9/1/04	DMRC City	\$0
6. Review public and private maintenance standards for the downtown and make recommendations relative to the standards and financing requirements to meet maintenance objectives. Build into the financing plan.	9/1/04	DMRC City	\$0
7. Review of current public and private parking lot capability and policy and make a recommendation concerning a new coordinated parking policy, utilization plan and a communication plan. Build into financing plan.	9/1/04	DMRC City	\$0

Action Plan: Redevelopment and Recruitment	Due	Who	Cost
<i>Objective: Complete the redevelopment analysis and establish a prioritized redevelopment plan for key sites in the downtown.</i>			
1. Review the municipal zoning, municipal development review process and code enforcement process as well as the zoning recommendations in the Teska Plan and make the appropriate recommendations to the City Council to facilitate the achievement of the strategy for the downtown.	6/1/04	DMRC City	\$0
2. Seek to assess the short and long term physical requirements of the City relative to buildings such as the library and City Hall and develop a strategy to retain these important “people generators” in the downtown.	6/1/04	DMRC City	\$0
3. Prioritize the various redevelopment sites in the downtown and conduct the necessary investigation with ownership as well as local and regional brokers to determine the availability and options for the sites. Conduct a preliminary economic analysis of each site to determine the property and sales tax income which can be generated from each use in the context of its contribution to the overall downtown improvement plan. Relate the assessment to the overall financing plan prepared for the downtown.	12/1/04	DMRC City	\$0
4. Dependent upon the results of the site analysis, consider an RFQ/RFP process for the high priority sites.	6/1/05	DMRC City	\$0—or—up to \$10,000 for a full RFP process
5. Conduct preliminary discussions with regional developers to determine awareness and attitudes concerning Marengo and development in the area with downtown as a focus point.	6/1/04	DMRC City	\$0
6. Conduct an assessment with downtown property owners relative to tenant turnover and opportunities in the downtown in the next few years.	6/1/04	DMRC City	\$0

<p>7. Consider a business recruitment program (after all the aforementioned preliminary work has been completed) with a focus primarily on potential regional tenants (successful tenants from other communities who offer a positive addition to the downtown mix). Tenants are most probably going to be in the areas of: a larger selection of food and beverage; consumer services; municipal services; home improvement and home detailing businesses; artistic and creative arts businesses; “funky” business that offer creative products which cannot be found in a mall:</p> <ul style="list-style-type: none"> • Assemble information from the owner interviews and the building assessment • Establish recruitment targets and communities by ownership and type • Review local/regional municipal recruitment targets • Review of brokerage contacts • Establishment of 30 key targets • Review of “temporary” retailing options • Visits and follow-up contacts • Hosting of visits • Follow-up • Grand Opening Kit • PR/Publicity 	<p>6/1/05-1/1/06 and thereafter</p>	<p>DMRC City</p>
<p>8. Work with METRA on the long term prospects of the downtown train station</p>	<p>12/1/03 and thereafter</p>	<p>DMRC</p>

Merchant Support and Retention	Due	Who	Cost
<i>Objective: Establish a regular communication network for merchants and explore various programs which may be used to create the best downtown environment for merchants to be successful.</i>			
1. Establish a downtown merchant sub-committee reporting to the DMRC.	1/1/04	DMRC	\$0
2. Create a communication vehicle(s) with downtown merchants with opportunities for frequent two-way dialogue.	3/1/04	DMRC	\$0
3. Review various supportive activities available to a downtown merchant support entity and prioritize opportunities: <ul style="list-style-type: none"> • Cost sharing • Co-op advertising • Media placements • Resident oriented promotions • Best practice sharing • Technical support seminars 	6/1/04	DMRC	
4. Discuss and develop an event series in the downtown which supports the strategy and image building goals as well as the merchant goals.	9/1/04	DMRC	\$0 to plan plus the cost of events
5. Create a budget for the proposed merchant support activities and events and integrate the budget into the proposed financing plan for the downtown.	12/1/04	DMRC	\$0

DOWNTOWN MARENGO NARRATIVE OVERVIEW



Downtown revitalization is a function of a variety of factors:

- The number of people who live and work in the market area for the downtown and the ability to grow the number of people and the overall disposable income of the residents (household income).
- Other customers for the downtown either through traffic counts or through special bonus markets which have the potential to bring customers such as tourism activities or a significant regional train station.
- The quality of the business mix and its ability to provide a reason why customers would want to come to the downtown.
- The ability of the building infrastructure to accommodate the needs of potential tenants.
- The economics of the tenant sites as dictated by property owners, the quality of their management and the economics of their offerings to tenants.
- The appearance of the downtown in terms of both public sector and private sector ownership.
- Municipal zoning, the permit process, the municipal development process and the availability of local incentives (as necessary).
- Regional developer and tenant interest as dictated by market potential and the regional competition for the downtown.
- General economic conditions.

A review of the community demographics indicated the following:

- Good income. Acceptable housing options. An acceptable employment base. A relatively homogeneous population.
- The pedestrian market (.5 to 1.0 miles from the center of downtown) exhibits excellent density to support downtown and its demographics are consistent with the community overall—not always the case in every community.
- The drive time (5 minutes and 15 minutes) market is approaching the numbers which many tenants and developers would find attractive—50,000 in the total market (15 minutes) and 10,000 in the convenience market (5 minutes). This suggests that further rooftop growth in Marengo which appears to be probable should position the downtown over time to have an adequate market to pursue its strategic objectives.

Traffic counts are significant but many of the vehicles are trucks which do not add to the market and in fact discourage others from traveling through the market. The strategic recommendations strongly encourage the determination of whether or not an alternate route for trucks can be identified in the short term and, if not identified, an entirely different “center place” for the downtown must be determined while isolating the primary truck route/intersection.

The opportunities to capitalize on the tourism in the area are substantial and a concerted effort to develop a strategy in this regard is outlined in the strategic recommendations.

As Marengo is clearly in the “crosshairs” of growth in the northwest corridor, its largest challenge will be to achieve high quality manageable growth which will also benefit the downtown. There will clearly be other nodes in Marengo on major arterials which will offer the kind of “bigger box” retail growth opportunities which are not consistent with the downtown environment. Accordingly, the downtown future is characterized as follows:

- Downtown is a neighborhood center: 1-5 acres; daily convenience trips; no particular anchor; specialty retail businesses; emphasis on a variety of food and beverage; significant presence of municipal buildings and services.
- Longer term, downtown has the potential to become a community center: 5-20 acres; destination shopping visits 1-2 times per week; an anchor such as a grocery store or other destination visit.
- All aspects of the downtown will exhibit a sense of character, sense of place and sense of history which is consistent with the Marengo vision for the downtown.

At the present time, the business mix in the downtown does not provide enough reasons for customers to want to visit and make multiple shopping trips to local merchants. The truck traffic also appears to inhibit interest in visiting the downtown. There is also a question about certain sites which do not present an image consistent with a quality downtown and whether or not the current space configuration in some buildings can effectively accommodate the needs of contemporary retailing. Accordingly, the strategic recommendations discuss the need to assess site opportunities and the goals and objectives of private ownership and determine the “footprint” opportunities which exist at present or which can be

modified or prepared for the future. Subsequently, once adequate preparation has been completed, a developer recruitment and tenant recruitment strategy is included in the action plan. A related review is to assure that the municipal zoning and development review process is streamlined in a manner such that approved developers and tenants can be served in a timely manner. The availability of local financing incentives, when required, must also be determined. Finally, the long term potential of a Metra station should be determined.

Concerning the physical infrastructure in the downtown, in addition to the key “physical issue” ---the truck traffic---a comprehensive review of the public and private infrastructure is part of the strategic recommendations. Areas to be reviewed include: street/sidewalk grid connections, quality of the infrastructure, maintenance of the infrastructure, code enforcement, design guidelines for both public and private buildings, landscaping opportunities, and gateway appearance and treatments to the downtown. Cost estimates over a five year period should be determined in order to implement the necessary improvements. A review of the resources to assure private sector building maintenance through established municipal codes, ordinances and guidelines should also be determined. The potential of creating a downtown historic district or perhaps simply recognizing historic buildings should also be pursued as a complementary side project with the downtown strategic plan. As a key determinant to downtown success is the number of people who are in the downtown on a regular basis, the goal of retaining downtown “people generators” such as the library and City Hall was identified as a key strategic initiative and the long term possibility of securing a Metra station can only enhance the overall viability of the downtown. Relative to parking, it is clear that there are enough parking spaces in the downtown to meet future demand but their location, quality of

lots and the need for a coordinated parking communication plan was identified as a necessary step as part of the strategic initiatives.

Finally, the interview process indicated substantial citizen interest in the downtown and a strong interest within the private sector in becoming more involved in the future. Since all successful strategic plan implementation initiatives for downtowns involve a successful public-private partnership, an 18 month steering committee (Downtown Marengo Redevelopment Committee) to work with the City of Marengo in coordinating and implementing a variety of strategic action initiatives is recommended. The steering committee can begin immediately even though The Comprehensive Plan Update will not be completed until 2004. Areas such as recruitment (tenant and developer), marketing, events, physical review, merchant support, and tourism assessment are included in the action plan. Also, the steering committee is asked to develop a budget, financing plan and a proposed permanent organization at the end of their term for review by the City Council when their research will be completed and full implementation can begin. The vast majority of the required work over the next 18 months can be completed for very little cost through existing volunteer expertise in the community plus existing municipal staff. It is also probable that the proposed permanent organization and budget most likely can be phased in a manner that can be matched to the resources which are identified in then budget review process. Since the downtown plan was developed in concert with the comprehensive planning being done by Teska, the work that can begin immediately on the downtown can be done in a manner which is consistent with the final completion of the Comprehensive Plan Update scheduled for 2004.

The successful initiation of the downtown strategic action plan in concert with the very positive market conditions which have been identified, position downtown Marengo for success over the next 5-10 years and it is anticipated that real initial results should be observed within three years. Finally, while the downtown strategy is a “stand alone” plan, it should be emphasized again that what Marengo does from a more comprehensive point of view in term of growth, transportation infrastructure and the creation of other retail nodes will have a direct impact on the pace at which the downtown is revitalized.

CITY OF MARENGO
COMPREHENSIVE PLAN UPDATE

DOWNTOWN REVIEW AND STRATEGIC PLAN

FINAL REPORT

BUSINESS DISTRICTS, INC
NOVEMBER, 2003



As part of The Comprehensive Plan Update for The City of Marengo being implemented by Teska Associates, Inc., Business Districts, Inc. (BDI) was asked to conduct a review of the downtown to determine its current function and economic viability within the surrounding marketplace and its role in the overall comprehensive planning process for the community. This final report to be incorporated into the Comprehensive Plan Update contains the following elements:

- The March 10, 2003 Scope of Services outlining the downtown work to be performed.
- The demographic analysis which provides the basis for the downtowns potential in the foreseeable future.
- The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis summary which was produced as part of the Situation Audit.
- The August 6, 2003 summary report which outlined the entire Scope of Services process; provided the results of the Situation Audit; summarized the key assets to be capitalized on and the areas of concern to be addressed; provided the key Strategic Recommendations which have come out of the Situation Audit; and, provided the Implementation Recommendations which support each aspect of the Strategic Recommendations. This report was presented to a small group of elected officials and staff.
- The September 10, 2003 Comprehensive Plan Interim Report

presented by Teska Associates to City elected officials, staff and the general public which included the downtown framework plan and report (slides 6-12) as provided by BDI.

- A narrative summary of the Situation Audit and Strategic Recommendations.
- A set of action plans which the City can begin to follow relative to the pursuit of the strategic recommendations.

Downtown Marengo exhibits significant potential to become the effective “neighborhood retail/service/government center” which the community desires. In order to achieve this potential, The City of Marengo must pursue the strategic initiatives on two fronts:

- Addressing those multiple issues directly impacting the downtown as outlined in the implementation plan, and
- Growing the rooftops in the service area while enhancing the tourism opportunities which exist in order to provide the flow of potential customers for a downtown being revitalized.

Downtown can operate successfully within this niche over time while other retail nodes within Marengo can grow to serve other needs as outlined in the Comprehensive Plan. While full success will be related to growth and overall “people generator” activity and may take 5-10 years to reach full potential, it is expected that good incremental results can be achieved within 3-5 years as the downtown plan is aggressively pursued. The downtown implementation plan can be pursued immediately and early action will provide the downtown with a solid base of planning as the Comprehensive Plan Update is completed early in 2004.

Action Plan: Organization and Finance	Due	Who	Cost
Objective: Establish a resourceful coordinating and supportive/advocate group to assist the staff and elected officials of Marengo in implementing the strategic plan for the downtown and communicating it to the various constituencies.			
<p>1. Establish a Downtown Marengo Redevelopment Committee (DMRC) to work 12-18 months in conjunction with the staff and elected officials of Marengo in implementing the first phase of the strategic plan.</p> <ul style="list-style-type: none"> • Include staff from the Marengo-Union Chamber • Include Board members from the Marengo-Union Chamber • Include 4-5 key property owners from the downtown • Include 4-5 key merchants from the downtown • Include one-two local realtors • Include a representative from the school system • Include one-two City Council members • Include a key City of Marengo staff member • Include two-four citizens who have a strong interest in the downtown and perhaps some expertise in a related area (development, law, finance, retail, etc.) 	12/1/03	City Council	\$0
2. Serve as a “sounding board” for the City relative to the conclusions and recommendations which are part of the Comprehensive Plan Update	12/1/03	DMRC	\$0
3. Work with the City to assure that long term planning as part of the Comp Plan as well as other short term planning such as the library and City hall sites are done in concert with the strategic plan for the downtown.	12/1/03	DMRC	\$0
4. Assist the City in the development of a long term financial planning tool which outlines community revenue vs. expense requirements over a five year period and the role which the downtown can and should fulfill in meeting these goals.	6/1/04	DMRC City	\$0

5. Work with City staff to evaluate the City staffing requirements for economic development, zoning, code enforcement and development review and incorporate these requirements into the five year revenue vs. expense plan	6/1/04	DMRC City	\$0
Objective: Conduct the necessary research to assess the current tourism opportunities in the region; the near term opportunities in the next five years; and, the steps which are necessary to capitalize on this asset on behalf of Marengo and specifically the downtown.			
1. In conjunction with the DMRC, empower the Chamber and/or other appropriate entities to conduct an economic tourism assessment with recommendations relative to short and long term revenue potential and action steps to maximize value.	9/1/04	DMRC	\$0
Objective: Evaluate the various funding and financing options that may be available to support the implementation objectives.			
1. Evaluate the potential of Tax Increment Financing as a funding mechanism on a broad basis or on a spot development site basis.	9/1/04	DMRC City	\$0—or—up to \$25,000 if a determination is made that an eligibility assessment is reasonable
2. Evaluate the potential development of a Community Development Corporation to receive private funds, acquire and hold property, utilize property acquisition as necessary or execute other activities as allowed under Illinois law and as such activities are accepted in the Marengo area.	9/1/04	DMRC City	\$0

3. Evaluate the state and federal funding (minimal) which may be available to support the initiatives of the strategic plan or the proposed public infrastructure improvements.	9/1/04	DMRC City	\$0
4. Evaluate the potential of the Capital Improvement Program (CIP) of the City and the operating budget to contribute to the public improvement segment of the strategic plan.	9/1/04	DMRC City	\$0
5. Consider the long term potential of a Special Service Area (SSA) to serve as a funding vehicle to help support marketing, developer recruitment, tenant recruitment, and communication for the downtown: determine the boundaries of a potential district; understand how Illinois law operates to create an SSA; estimate a budget for the downtown; run an analysis to determine the impact on each property; determine the leadership to support the effort; and discuss the timing of an introduction of the issue at some point in the future.	9/1/04	DMRC City	\$0
6. Considering the financial options research, make a recommendation to the City Council relative to a proposed downtown budget and a source of funds to support the proposed budget.	12/1/04	DMRC City	\$0
7. Implement the approved financing recommendations. Evaluate every twelve months thereafter	6/1/05	DMRC City	\$0
8. Review the success of the proposed Redevelopment Committee and make a recommendation for a continuing entity (as required) to coordinate the implementation for the foreseeable future.	6/1/05	DMRC City	\$0

Action Plan: Downtown Physical Issues	Due	Who	Cost
Objective: Determine the key physical infrastructure issues impacting the downtown and make recommendations to address these issues.			
1. In cooperation with the City, immediately conduct the appropriate meetings and research to determine the 20/23 by-pass probabilities and develop alternate possibilities, if necessary, for discussion and review by the community.	3/1/04	DMRC City	\$0
2. Implement a preliminary municipal infrastructure review in areas as outlined by both Teska and BDI---gateways, sidewalk infrastructure, lighting, landscaping, public facades, private facades, parking lot appearance and street connectivity---and make appropriate recommendations to the City Council concerning a five year plan.	6/1/04	DMRC City	\$0
3. Review the appropriateness of the creation of a downtown historic district using perhaps local ordinance and state/federal qualification and recommend a required action including a local oversight entity to implement the district.	9/1/04	DMRC City	\$0
4. Consider the potential development of a façade improvement program, its guidelines, funding source and oversight entity and incorporate the recommendation into the activity of the DMRC and the ultimate financing plan of the DMRC.	9/1/04	DMRC City	\$0
5. Consider the development, approval and implementation of design guidelines for the downtown (prototype guidelines from other communities can be supplied by Teska Associates).	9/1/04	DMRC City	\$0
6. Review public and private maintenance standards for the downtown and make recommendations relative to the standards and financing requirements to meet maintenance objectives. Build into the financing plan.	9/1/04	DMRC City	\$0
7. Review of current public and private parking lot capability and policy and make a recommendation concerning a new coordinated parking policy, utilization plan and a communication plan. Build into financing plan.	9/1/04	DMRC City	\$0

Action Plan: Redevelopment and Recruitment	Due	Who	Cost
Objective: Complete the redevelopment analysis and establish a prioritized redevelopment plan for key sites in the downtown.			
1. Review the municipal zoning, municipal development review process and code enforcement process as well as the zoning recommendations in the Teska Plan and make the appropriate recommendations to the City Council to facilitate the achievement of the strategy for the downtown.	6/1/04	DMRC City	\$0
2. Seek to assess the short and long term physical requirements of the City relative to buildings such as the library and City Hall and develop a strategy to retain these important “people generators” in the downtown.	6/1/04	DMRC City	\$0
3. Prioritize the various redevelopment sites in the downtown and conduct the necessary investigation with ownership as well as local and regional brokers to determine the availability and options for the sites. Conduct a preliminary economic analysis of each site to determine the property and sales tax income which can be generated from each use in the context of its contribution to the overall downtown improvement plan. Relate the assessment to the overall financing plan prepared for the downtown.	12/1/04	DMRC City	\$0
4. Dependent upon the results of the site analysis, consider an RFQ/RFP process for the high priority sites.	6/1/05	DMRC City	\$0---or--- --up to \$10,000 for a full RFP process
5. Conduct preliminary discussions with regional developers to determine awareness and attitudes concerning Marengo and development in the area with downtown as a focus point.	6/1/04	DMRC City	\$0
6. Conduct an assessment with downtown property owners relative to tenant turnover and opportunities in the downtown in the next few years.	6/1/04	DMRC City	\$0

Action Plan: Redevelopment and Recruitment (Continued)	Due	Who	Cost
<p>7. Consider a business recruitment program (after all the aforementioned preliminary work has been completed) with a focus primarily on potential regional tenants (successful tenants from other communities who offer a positive addition to the downtown mix). Tenants are most probably going to be in the areas of: a larger selection of food and beverage; consumer services; municipal services; home improvement and home detailing businesses; artistic and creative arts businesses; “funky” business that offer creative products which cannot be found in a mall:</p> <ul style="list-style-type: none"> • Assemble information from the owner interviews and the building assessment • Establish recruitment targets and communities by ownership and type • Review local/regional municipal recruitment targets • Review of brokerage contacts • Establishment of 30 key targets • Review of “temporary” retailing options • Visits and follow-up contacts • Hosting of visits • Follow-up • Grand Opening Kit • PR/Publicity 	6/1/05-1/1/06 and thereafter	DMRC City	\$1,000-2,000
8. Work with METRA on the long term prospects of the downtown train station	12/1/03 and thereafter	DMRC	\$0

Merchant Support and Retention	Due	Who	Cost
Objective: Establish a regular communication network for merchants and explore various programs which may be used to create the best downtown environment for merchants to be successful.			
1. Establish a downtown merchant sub-committee reporting to the DMRC.	1/1/04	DMRC	\$0
2. Create a communication vehicle(s) with downtown merchants with opportunities for frequent two-way dialogue.	3/1/04	DMRC	\$0
3. Review various supportive activities available to a downtown merchant support entity and prioritize opportunities: <ul style="list-style-type: none"> • Cost sharing • Co-op advertising • Media placements • Resident oriented promotions • Best practice sharing • Technical support seminars 	6/1/04	DMRC	
4. Discuss and develop an event series in the downtown which supports the strategy and image building goals as well as the merchant goals.	9/1/04	DMRC	\$0 to plan plus the cost of events
5. Create a budget for the proposed merchant support activities and events and integrate the budget into the proposed financing plan for the downtown.	12/1/04	DMRC	\$0