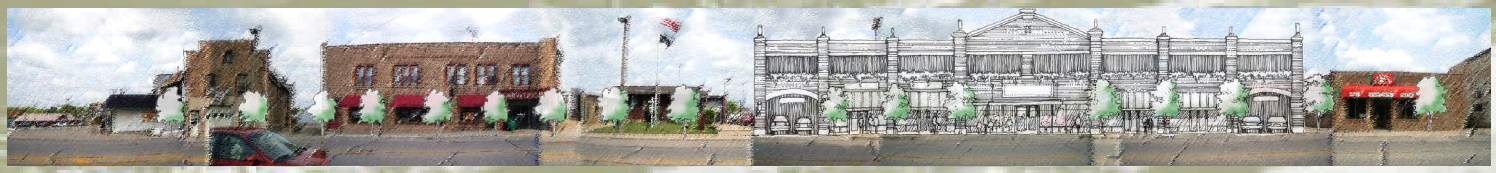
Woodstock

TRANSIT-ORIENTED DEVELOPMENT STUDY



Prepared for:

The City of Woodstock

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EXECUTIVE SUMMARY

Executive Summary

Recently, the City of Woodstock has undertaken several important planning and development initiatives that will invigorate and re-shape the historic and charming downtown. This study supports these initiatives by focusing on the needs of commuters and public transportation facilities. The study findings address the relationship of the downtown transit amenities in the station area to the growth of downtown. Described herein is the research and analysis that culminates in a Multi-Modal Access and Circulation Plan (Plan), which calls for a variety of transit and urban design improvements including a new train station located on the inbound platform. Proposed for the southern portion of the 11-acre Die Cast Site, the station and the associated transit amenities are integral to the development of the commercial parcel and the economic success of this new downtown development.

This Multi-Modal Access and Circulation Plan uses the location of the station, platforms, commuter parking, and a comprehensive wayfinding program to weave together the Die Cast Site and the Square. As a result, the commuter activity will also promote transit-based economic development within the area. The proposed station location, combined with a shared parking program between commuters and patrons, creates a synergy between the transit functions and the City's business community during nights, weekends, and festivals.

Introduction

Woodstock has had train service since 1855. The current passenger station on Church Street near the intersection of Main Street was built in 1914 for the Chicago & Northwestern (C & NW) Railroad and is used today for the Metra Union Pacific Northwest (UP-NW) Line commuter train service between Harvard, Illinois and downtown Chicago. The line also serves the McHenry Station in the City of McHenry on a branch that splits from the main line at Crystal Lake. The station is located at the north end of Main Street a block from the Park-in-the-Square. From the station building the Square is visible, as are notable buildings, primarily the distinctive 4-story tower of the Woodstock Opera House.

There is a deep, rich history saturated through the fabric of the City of Woodstock from the early days of the Illinois Territory and the formation of the State of Illinois to today. It is a growing community of just over 20,000 persons located 50 miles northwest of downtown Chicago. Originally named Centerville, it became the county seat of McHenry County in 1843, the name was changed to Woodstock in 1845, and was incorporated in 1852. The Park-in-the-Square is a 2-acre park in the center of the City and the focal point of downtown. It was the original site of the McHenry County Courthouse, but after a fire leveled the building in 1858, the site was seeded and planted with trees, and remains a park to this day.

Today, the City is advantageously located along the Metra UP-NW Line. Approximately 415 commuters ride Metra on weekdays from the Woodstock Station, primarily into downtown Chicago. Although service is more limited on the weekends, the Station has service seven days a week. This service facilitates local shopping and dining for Chicago-area weekend visitors; however, train service does not coordinate well with evening performances at the Opera House making it difficult for commuters to attend such events. The last inbound train to Chicago on Friday and Saturday nights departs Woodstock at 8:48 pm, long before the shows are over. The line also carries freight service with regional and national connections through Chicago as well as servicing the commercial and industrial corridor along its route through Woodstock.

The Die Cast Site is a significant part of the City's downtown growth and development potential. Occupying 11 of the downtown's 90 acres, it accounts for over 10% of the downtown land area. It is particularly important to the station area because it is adjacent to the railroad tracks, and currently one commuter lot is located within its boundaries. Design Guidelines for new development have been adopted, and a new plat of subdivision has been approved by the City Council. Prior to this study, the Village completed a variety of redevelopment initiatives. This study considered the results of these past initiatives including a previous market study. This study contains a fresh transit-focused market assessment, which is an important tool to help the community understand the current development climate and future potential.

Transportation Summary

Future planning of the station area needs to accommodate the potential increase in Metra ridership and level of service. The City of Woodstock is a growing community, as the population of Woodstock has increased at a greater rate than its surrounding 10-mile trade area. In addition, the City and Metra have investigated the opportunity of relocating the Metra UP-NW yard from its current location in Crystal Lake to a site north of the Woodstock Station. If this relocation occurs, an increase in the number and frequency of trains servicing Woodstock could result. It is important to realize that increases in train service will require additional commuter parking at some point in the future.

Metra recently completed preliminary modeling of the implications of the potential Metra UP-NW yard relocation to Woodstock from Crystal Lake. The expected ridership is estimated to be 1,500 – 2,400 AM peak inbound boardings (inbound trains arriving downtown Chicago between start of service and 9:15 AM). This is a significant increase over the current 258 AM peak inbound boardings and has substantial consequences to the future of the Study Area. The projected ridership numbers are based on the current mode of access at the Woodstock Station, increased population in the Woodstock area, and the assumption that there would be an adequate supply of parking. The current 434 parking spaces would grossly under serve the possible 1,500 AM peak inbound boardings. Any increases in service levels will require additional commuter parking. While it is difficult to specify a timeline for this increase in ridership, this study does outline possible implementation phases. These phases and the ridership are, however, dependent upon the following factors:

- Increased population in Woodstock area
- The potential Metra UP-NW yard relocated from Crystal Lake to a site north of the Woodstock Station
- Metra potentially providing a level of service (number of trains, frequency) similar to the Crystal Lake Station

- There would be an additional supply of commuter parking consistent with future Metra ridership projections.

The Woodstock Metra Station is currently located on the outbound side of the tracks. To better serve passengers and to create cohesion throughout the development, it would prove beneficial to relocate the station to the inbound side of the tracks, thereby integrating the station into the Die Cast Site. Metra also encourages stations to be located on the inbound side to provide more efficient boarding access. However, it is the City's desire to move the station as part of its Die Cast redevelopment. The existing facility meets Metra's needs today.

Pedestrian access to and from the Woodstock Metra station and Woodstock Square is difficult to navigate. Traffic on Church Street and Washington Street (IL Route 120) does not have to stop. This creates vehicular conflicts for pedestrians traveling between the station and the Woodstock Square. Access between these two areas can be enhanced through improved sidewalks along Church Street and around the station area as well as providing clearly marked pedestrian crossings at Church Street and across the Union Pacific Railroad (UP) tracks. Overcoming these conflicts through road improvements and wayfinding will create a more optimal and clearer connection to the station.

The redevelopment of the Die Cast Site will necessitate the relocation of existing commuter rail parking on the site to nearby locations within the downtown area. It is also necessary to create additional parking on or near the site to meet the projected demand for parking at the Woodstock Station. It is important to identify new potential parking lot locations and determine where commuter parking can be shared with commercial and business parking. In past history, Metra has often provided funding for new surface parking spaces, but Metra does not assist in financing the replacement of historical and/or functional parking spaces.

Market Analysis Summary

The market analysis presented in this report is intended to guide a coordinated long-range redevelopment plan. The Market Area generally includes the town square ("Square"), the train station, and the Die Cast Site generally bounded by First Street on the north, Clay Street on the east, the Metra UP-NW railroad tracks on the west, and Church Street on the south. The boundaries of the Market Area are Calhoun Street on the south, Madison Street on the east, First Street on the north, and Tryon Street on the west. This report examines the market potentials for new and in-fill development of the following uses in regards to the long-term redevelopment of the downtown area:

- Residential
- Retail
- Office
- Entertainment

Residential Recommendations

The Market Area is a strategic location in which to live as it is advantageously located directly adjacent to the train station and within Woodstock's downtown. The location offers convenience, train accessibility, and many dining and entertainment options. Future development of the Market

Area needs to capitalize on these prime location assets. In terms of residential development, townhome, duplex, and condominium developments are recommended to maximize the number of residents in the area who could conveniently take advantage of the train station's close proximity and the numerous stores, restaurants, and services located in and around the Square. The denser housing types will help build the immediate population density necessary to create a vibrant and growing downtown.

Over the years the limited townhome and condominium development do not serve as the best indicator for future residential demand. Some of the developments have changed developers numerous times due to undercapitalization and slow absorption, leaving a number of the projects not fully built-out. However, as detailed later in the report, if strategically priced and targeted to the appropriate market, denser housing types can be successful in Woodstock, particularly in the Market Area.

Retail Recommendations

Woodstock's downtown has a charm and historic character that continually attracts its residents and visitors from nearby communities. The current 177 businesses are a mix between gift and specialty shops, restaurants, entertainment venues, personal service businesses, and office space. Over the years there has been some turnover among downtown retail businesses with stores having to close due to increased competition, while others relocated to new space off the Square. In spite of this turnover, the Square has been successful in filling vacant storefronts. Currently, there are no first floor vacancies on the Square, and there are only two retail vacancies located one block off the Square.

It will be difficult to attract national/destination retailers to the Market Area, due to competition with the extensive retail that has developed along US Route 14 (Route 14) in neighboring Crystal Lake. In addition, the Market Area is not highly trafficked, which is a critical criterion for national retailers in selecting site locations. The streets surrounding the Market Area have Average Daily Traffic (ADT) Volumes ranging between 1,400 – 7,600. Based on industry knowledge and conversations with major national retailers, such traffic volumes would not attract or support major retailers, since national retailers typically seek sites with ADTs of at least 25,000.

Convenience-oriented retail, serving area residents and the Metra commuters, is recommended for the Die Cast Site, so as not to draw away from the existing concentration of boutique specialty stores on the Square. Preserving this concentration of specialty stores is critical in maintaining and growing the Square as a retail/visitor destination area. Therefore, it is recommended that the Die Cast Site be developed with convenience retail rather than with additional specialty retail shops. It is estimated that there would be a market demand for about 10,000 – 20,000 square feet (sf) of convenience-oriented retail on the Die Cast Site.

The Square itself should focus on expanding within the next 10 to 20 years with additional specialty boutique stores to the adjacent blocks along Calhoun, Jefferson, Main, and Throop Streets creating a larger retail/visitor destination area. For the downtown to be able to attract more traditional retail businesses and national "Main Street" retailers, such as clothing, shoe and book stores, and restaurants, Woodstock needs to grow significantly in both population and income.

Office Recommendations

Due to limited demand, the Market Area is for the most part not recommended for new office development. However, potential demand for new office space could be created if the professional

businesses currently occupying prime first floor space on the Square would be relocated within the Market Area. More than likely, these businesses would require necessary incentives to get them to relocate. However, such relocations could be in the best interest of both the retailers and office users. The professional offices would be relocating from typically older, small and obsolete office spaces to new spaces specifically built to meet the current day needs of businesses, including high-speed internet access, parking, and efficient office design and lay-out.

Planning & Design

The City of Woodstock's proposed Multi-Modal Access and Circulation Plan is based upon the previous findings, analysis, and results in three overarching initiatives:

- The train station as the hub between Die Cast Site and the historic Square
- Parking and transit amenities
- Wayfinding

The downtown market and economic factors support the City's land use objectives for the redevelopment of the Die Cast Site into a mixed-use residential development. This development improves the downtown land use by expanding the downtown core north of the Square and Church Street creating a mixed-use district. Additionally, the market and economic factors combined with the charm of the Square's business community, suggest the expansion of these types of businesses beyond the Square to the corridors of Calhoun, Jefferson, Main, and Throop Streets. Furthermore, with Die Cast's in-fill residential, the downtown achieves a 24-hour/7-day population that can patronize the businesses and use Metra to commute to and from work. The challenge however, is to accomplish this expansion without splintering the Die Cast Site from the Square. This plan utilizes a proposed location for the City's new station, platforms, and commuter parking to weave the two areas together.

The station is currently located on the outbound side of the tracks. Metra standards encourage stations be located on the inbound side to provide more efficient train boarding access. This plan calls for the relocation of the train station to the inbound platform within the Die Cast Site so that the commuter activity can function optimally. It is the City's desire to move the station as part of its Die Cast Site redevelopment. Although the existing facility meets Metra's needs today, this relocation would tie the station to the redevelopment. The Woodstock Metra Station location and commuter parking facilities as included in this report are based on the best available information at this time. The actual station location should be the focus of future analysis as the development of this amenity becomes more imminent.

The Plan calls for the area around the station to serve as an anchor in the Central Business District (CBD). Consistent with the principles of successful tranit-oriented development (TOD) projects, Woodstock's Station area will combine a variety of uses within a small area. The Plan is focused on creating a tight-knit neighborhood around the station that is physically connected to the rest of the downtown.

Parking and Transit Amenities

The current parking facilities are somewhat insufficient for the projected future daily ridership and parking demands at the Woodstock Station. Although the current lots are somewhat underutilized, a projected increase in AM peak inbound boardings from 258 to 1,500 or more will exceed the current capacity of 434 spaces. The Plan includes a three-phase parking strategy that ultimately

yields 1,089 spaces. The lots are surface parking lots until the final phase when projected ridership and land availability issues warrant investment in structures. With regards to a parking structure or multiple parking structures in the Woodstock Station area, the City would need many partners, not only Metra but the assistance of private developers, involved to help fund the construction of the parking structures. More importantly, the approach to expanding commuter parking is to accommodate, to a practical extent, the long-term ridership demands balanced with preserving the fabric of downtown. The result is the development of multiple structured shared-parking lots located within the grid of the downtown whereby the commuter's route from the lot to the station is through shops and businesses within the expanded Square or Die Cast Site. The design of the lots should blend into the streetscape including commercial and retail uses on the first floor street frontage. This approach compliments the character and land use of the expanding Square. The architecture standard for each structure should be consistent with architectural vocabulary of the Square and adhere to the downtown historic preservation design standards. In 1994, Mera undertook and completed a project, which consisted of the major rehabilitation of the depot and accessibility improvements at the Woodstock Station. With regards to the proposed new station, Metra cannot invest twice before obsolescence occurs. Should the City desire the station and/or platforms to move prior to their life being extended, the construction of a new station and/or platforms would need to be financed by the City possibly via tax-increment financing, developer contributions, or joint-use building approach. If the use of current facilities are exhausted, the City and Metra could work together to build a new station and/or platforms. In past history, Metra has often provided funding for additional new surface parking spaces, but Metra does not assist in financing the replacement of historical and/or functional parking spaces.

Wayfinding and Streetscape

A comprehensive wayfinding and streetscape program provides the City with the urban design elements to communicate to residents, visitors, and commuters. A proposed sign hierarchy signals the location of the downtown while the proposed streetscape elements creates the desired pedestrian street environ and aesthetic ambiance.

The TOD wayfinding goals are:

- To communicate and expand the Square and create an identity for the whole downtown as a neighborhood
- Directional elements at major City gateways
- Enhance/beautify City gateways
- Design a logo for Woodstock
- City-wide branding and imaging
- Beautify the Square and surrounding sidewalks/storefronts
- Define spaces for outdoor activities

Wayfinding into downtown has been identified as a need by the City. Directing people from the outer arterial roads into the downtown has been problematic. To address the primary need of wayfinding, focusing on movement from City edge to City center, a typology of signs was created to fit the needs of particular installation areas. The typology is as follows:

- Type 1 Monument
- Type 2 Identifier

- Type 3 Directional
- Type 4 Neighborhood Marker
- Type 5 Event Kiosk

Additionally, a full palette of amenities and aesthetics was developed to best fit the needs of the City and will serve to create a uniform character throughout the City while visually enhancing the downtown neighborhood. Elements such as paving materials and lighting fixtures will maintain continuity throughout Woodstock and establish a strong identity for the City, a familiar quality that is currently lacking.

Implementation

A Flexible Plan to Be Implemented in Phases

The implementation strategy is phased around the redevelopment of the Die Cast Site and potential increase in ridersip. Recognizing that it is impractical to orchestrate a timeline and sequence for these two events, the following implementation strategy serves as a tool and reference for the Project Team to guide development. The strategy addresses the following:

- Ideal phasing plan
- Parking staging and sequencing
- Wayfinding priorities and budgets
- Redevelopment tools and incentives

I. INTRODUCTION

Introduction

City History

Woodstock had its beginning in the early days of the state of Illinois. Originally named Centerville, the area was a part of Cook County, which included present-day Cook, Lake, McHenry, DuPage, and Will Counties. When McHenry County was formed in 1836 it included present-day Lake County, and the county seat was at McHenry, at that time a central location in the county. McHenry County was divided in half in 1839, and some advocated moving the county seat to a more central location of the newly shaped county. Alvin Judd, one of the earliest settlers in the area, envisioned the county seat to be at Centerville. Although contested, a countywide referendum in 1843 proved Centerville the chosen place. Judd transferred a two-acre parcel to the county that became the Public Square, and the courthouse and jail were built in the Public Square in 1844. The following year, Centerville's name was changed to Woodstock, after Woodstock, Vermont, and the City was incorporated in 1852.

The Public Square and Courthouse were the focal point of town. The streets were laid out in a grid pattern around the Public Square, very much the same as it is today. A new courthouse was built on the west side of the Square in 1857, where it stands today. The old courthouse in the Public Square was leveled by fire in 1858.

In the mid-1850's, the Chicago, St. Paul & Fond du Lac Railroad reached Woodstock, cutting a diagonal through the existing downtown grid. This transportation link was vital to commerce in Woodstock, connecting the City to downtown Chicago, and facilitating the transport of goods within hours. The original station building was a wood frame building, replaced in 1914 with the current brick passenger station on Church Street near the intersection of Main Street, built for the C & NW Railroad. In 1994, Metra completed a major rehabilitation of the depot and accessibility improvements at the Woodstock Station. The improvements included, but were not limited to, depot renovation, asbestos removal, accessible pathways, hand railings, pedestrian crosswalk installation/relocation, platform rehabilitation (lighting, tactile strips, and handicapped accessible parking spaces), landscaping, and other required improvements.

Over the past 150 years, downtown Woodstock has changed. The function of the Square has evolved from its original function as a government center. The courthouse, jail, sheriff's residence, and associated county offices were located on the Square. Today, McHenry County government is the City's largest employer, but it operates from a new facility on IL Route 47 (Route 47) near the City boundary, 1½ miles north of its original downtown location. The Square had a mix of local retail and services from its earliest days until about the mid-1900s. Now the Square hosts an assemblage of boutique stores and independent restaurants. Traditional retail, commercial, services, and professional offices are located in the greatest concentration along the Route 47 corridor, which has become the City's major retail corridor, one-half mile east of the Square.

The Square generally refers to the Park-in-the-Square, the streets encircling the Park-in-the-Square (Cass, Benton, Van Buren, and Johnson), and the buildings facing onto those streets. The Park-in-the-Square hosts a multitude of cultural and entertainment events throughout the year and is surrounded by outstanding examples of historic architecture of varying periods. In 1982, the Square Historic District was added to the National Register of Historic Places. Within the Square are cultural, entertainment, dining, and retail destinations, including the famed Woodstock Opera House, which features both local and national programs of drama, music, and dance.

The City has grown and developed consistently with this area at its center. Major circulation routes, IL Route 120 (Route 120) and Route 47, travel near, but not directly to, the Square. Route 14 travels near the edge of the City limits from northwest to southeast. Commercial uses have developed along each of these corridors, but it is of a different type than what is found on the downtown Square. The Square, both as a symbol of the City and as a venue for various events, has maintained a position of prominence in the City, for residents and visitors.

Woodstock has had train service since 1855. The current 2,037 square-foot (sf) passenger station on Church Street near the intersection of Main Street was built in 1914 for the C & NW Railroad and is used today for the Metra UP-NW Line between Harvard and downtown Chicago; the Metra UP-NW Line also serves the McHenry Station in the City of McHenry on a branch that splits from the main line at Crystal Lake. It is located at the north end of Main Street, a block from the Park-in-the-Square. From the station building the Square is visible, as are notable buildings, primarily the distinctive 4-story tower of the Woodstock Opera House.

The Die Cast property, an 11-acre site adjacent to the train station area, is the last of the manufacturing and industrial properties in the downtown. The buildings were recently cleared from the site, and environmental clean-up efforts are in progress. The Die Cast Site is envisioned to be a mix of residential, office, and commercial uses, which would be an integral piece to increasing vitality and life in downtown. As choices for redevelopment are now being proposed, it is a critical juncture for Woodstock. These decisions will affect the future of Woodstock and its downtown for many years.

Purpose and Scope

The RTAP Program

In 2000, the City of Woodstock was awarded a grant through the Regional Transportation Authority's Regional Technical Assistance Program (RTAP) to conduct a TOD study for the area around the Woodstock Metra Station. The City, under a separate contract, simultaneously worked with Anderson Associates, a private consulting group for the 11-acre Die Cast Site. The City wanted this TOD study to provide a framework for growth and change in the station area, as new redevelopment opportunities are explored for the station area, the adjacent Die Cast property, and the downtown.

Project Team

The study was coordinated by the Project Team consisting of:

- Regional Transportation Authority (RTA)
- City of Woodstock
- Metra
- Pace

Study Area

The Study Area generally includes the downtown, the train station, and the Die Cast Site (see Figure 1). The Die Cast Site is bounded by First Street on the north, Clay Street on the east, the railroad tracks on the west, and Church Street on the south. The Study Area boundaries are First Street on the north, Madison Street on the east, Tryon Street on the west, and Calhoun Street on the south.

FIGURE 1: STUDY AREA MAP

Methodology

Task 1: Project Initiation

The process began with an introductory meeting attended by all members of the Project Team. This Team includes representatives from the City of Woodstock, the RTA, Metra, and Pace. During this time, each of the Team's members had an opportunity to discuss their major goals for the study and current or future initiatives that may impact the Study Area.

Task 2: Data Collection

URS collected and analyzed a variety of data related to the Study Area, including the train station area, downtown, and primary circulation routes into and through the City. Other planning and engineering consultants have advised the City in the past, and a thorough review of this information was done, including the City's Comprehensive Plan, recent Sub-Area plans in the downtown, design guidelines for the Die Cast property, design guidelines for the Historic Preservation District, and a downtown traffic study. URS met with the City and Anderson Associates, the City's development consultant for the Die Cast property, to discuss interweaving the process of the TOD study with their work for the planning of the site and the desired outcome of a new development. Additional demographic, economic, transportation, historic, and design data was collected by URS.

Task 3: Commuter Parking Analysis

Done in conjunction with the development of the Multi-Modal Access and Circulation Plan, URS analyzed existing and proposed parking and development in the Study Area. This analysis took into consideration increases in commuter passenger volumes and development of residential and commercial uses in the station area and in the downtown.

Task 4: Multi-Modal Access & Circulation Plan

Circulation alternatives were developed for the station area and its connection to the downtown center. Alternative locations for an expanded station and associated amenities were identified. The roadway and pedestrian walkway network was evaluated for the best connection potential to interweave the station area and the downtown.

Task 5: Development & Redevelopment Opportunities & Assessment of Market Potential

URS completed an analysis of current residential, commercial, office, and entertainment uses in regards to the long-term redevelopment of the Study Area and downtown. This included

key stakeholder interviews, a survey of recent or under-construction projects, an evaluation of national retail coverage patterns for the 5- and 10-mile trade rings, and identification of future development opportunities in the land uses listed above.

Task 6: Identification of Tools & Incentives for Redevelopment

The Multi-Modal Access and Circulation Plan, envisioned to be developed in a series of phases, includes a matrix of funding sources for the project, from both public and private financing resources.

Task 7: Final Report

The Final Report consolidates the recommendations of the Project Team. It is a summary of the process and information collected and evaluated by URS, presents the Multi-Modal Access and Circulation Plan based on these evaluations, and serves as a guide to the station area's redevelopment for the City.

Goals

A TOD study brings together many different issues into one arena for analysis and discussion of opportunities. Centered on the train station area, a TOD study will analyze the entire station area neighborhood, typically a ¼-mile radius from the station. A major challenge is to develop a plan for the station area that meets the needs of the city's growth plan, and takes into consideration the physical needs of various circulation, transportation, economic, environmental, and design forces. The following questions need to be answered during this study. What are the trends of these forces right now, and where do we want them to go in the future? How will the future development of each of these forces affect the others, and how can we plan for this?

Woodstock has experienced a 3.5% average annual percent increase in population between 1990 and 2000. The City is optimistic about future growth and its long-term planning vision and plans for a population of 50,000 +/- for long-range planning initiatives. In the near-term, the U.S. Census 2007 population projections indicate a more conservative annual increase, in fact a slowing of the current growth rate, but the City's aggressive development strategy for the Study Area ties into their long-range population growth estimate.

Enhance Metra & Pace Functions

Enhancing Metra functions is a priority. The station area, which includes the station, platform, platform amenities and parking, needed further study for future growth, and to better serve the current ridership. Accommodating Pace operations and planning for a future increased level of service potential further enhances the station area. Also included is the connection between the station and the retail center at the Square. The existing 2,037 square-foot station is located downtown, with an indirect connection to the Square via Main Street. A coffee shop in the station building serves the downtown daytime population and the commuters. As ridership increases, and downtown is further developed as the Square expands, the station area becomes an even more critical piece of the downtown fabric.

Wayfinding

Although the station is located on Church Street (Route 120) one block north of the Square, it is currently difficult for both pedestrians and vehicular traffic to navigate in and around the station

area, including the Square, station and the Die Cast Site because of two primary factors:

(1) The location of the station and platforms along the rail line, which runs along a diagonal, creates an odd street intersection geometry and limited visual cues.

(2) Route 120, which separates the station from the Square is designed to maximize traffic flow along its route. Due to its configuration and traffic volume, it is not conducive for pedestrian movements across its route.

Additionally, the City's regional wayfinding into the downtown is vital for new development and economic growth. Numerous points of directional confusion plague primary circulation routes into the City for those travelers attempting to get downtown. This study addresses wayfinding by recommending a palette of signs and a comprehensive streetscape program.

II. ANALYSIS

Review and Analysis

FIGURE 2: CHICAGO METRO AREA CONTEXT MAP

The City of Woodstock is located in central McHenry County approximately 50 miles northwest of downtown Chicago, and about 35 miles east of Rockford (see Figure 2). Primary regional access is from Interstate 90 (I-90) along Route 47. Downtown Woodstock is approximately 10 miles north of Interstate 90. Primary access into the City from the north and south is along Route 47. Route 14, which begins as a primary route in northwest Cook County in the Chicago suburbs, travels northwest through McHenry County and north into Wisconsin, and is a route that connects Woodstock and the nearby cities of Cary, Crystal Lake, and Harvard. Route 120 is another primary regional route that connects from Route 14 in Woodstock east into Lake County, ultimately terminating at Sheridan Road near Lake Michigan. Route 120 travels through the heart of downtown Woodstock, adjacent to the station area and a block from the Square.

The majority of Woodstock's 10½ square miles is developed, but it is surrounded by agricultural and undeveloped land. This provides tremendous potential for the City of Woodstock to expand in all directions except to the southeast and east due to the close proximity of the City of Crystal Lake and the Village of Bull Valley. The 2001 City of Woodstock Comprehensive Plan Land Use Map indicates an expansion of the City's land area to approximately four times its current size. The new areas are designated primarily as traditional neighborhood development and conservation with commercial, office, and industrial space primarily along South Route 47, Lake Avenue and the Route 14 Corridor to the Crystal Lake boundary, as well as West Route 120.

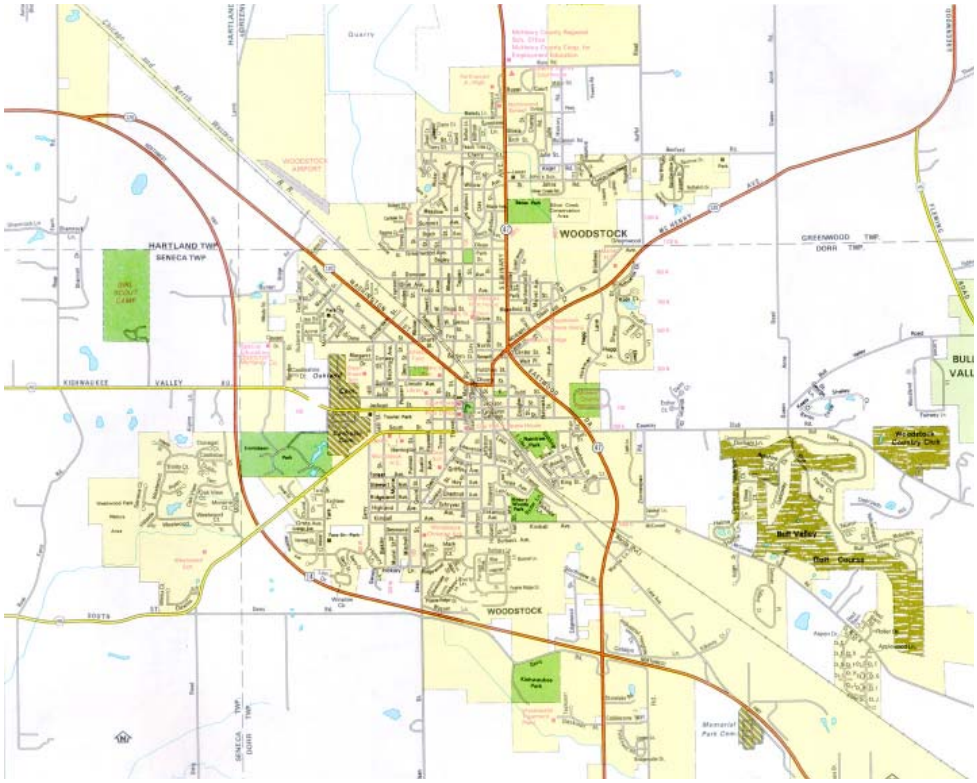
Woodstock lies within the Nippersink Creek watershed. A ridge that runs generally along Route 14, at Woodstock's southern and western boundaries, divides the Nippersink Creek and Kishwaukee River watersheds. Both are highly rated by the Illinois Department of Natural Resources. The conservation of primary green corridors within each of these watersheds was a key component in the Comprehensive Plan, and set the basic parameters for planning the City's long-term growth strategy. Because of the large amount of agricultural and undeveloped land beyond Woodstock's

boundaries in unincorporated McHenry County, planning for neighborhood growth needs to take into account these ecological systems. This will help to plan for the long-term health of the City and the land within these watersheds.

FIGURE 3: MAP OF WOODSTOCK, 1844

Woodstock Today

The total population of Woodstock at the 2000 Census was 20,151. It has experienced a recent growth rate of 3.5% average annual percent increase between 1990 and 2000, in keeping with the growth of McHenry County and the surrounding communities. Although Woodstock is likely to continue to experience growth, the 2007 U.S. Census population projections indicate a more conservative annual increase, in fact a slowing of the current growth rate. However, the City is optimistic about its long-term growth potential. The City's main advantages are the railroad, commuter station and the unique downtown atmosphere (see Figure 4).



Source: Chicagoland Six-County Atlas, 2001, American Map Corporation

FIGURE 4: MAP OF WOODSTOCK TODAY

The downtown offers a variety of entertainment, dining, and cultural opportunities. It has created a unique place, maintaining the architecturally significant landmarks and creating new uses and

FIGURE 5: WOODSTOCK CITY HALL, OPERA HOUSE AND DOWNTOWN

opportunities within the existing historic fabric of the town (see Figure 5). Some communities have struggled to keep a vital "main street" as bypass routes circumvented their downtown, and other traditional "main streets" have been widened to arterial roadways with higher traffic volumes leading to the gradual deterioration of the character of the place with the subsequent development of national retail chains.

The development pattern and land uses have remained relatively consistent for the majority of the City. Along the current edges of the City in newer residential developments, the traditional neighborhood grid pattern is replaced with an increasing frequency of cul-de-sacs and curvalinear street systems. The Comprehensive Plan (see Figure 6) addresses the need for the traditional neighborhood development to continue as the dominant model for new residential neighborhoods in order to create a strong sense of community for Woodstock not only in the downtown, but throughout the newer residential areas as well. Taking the Victorian charm and character that has made Woodstock legendary and to

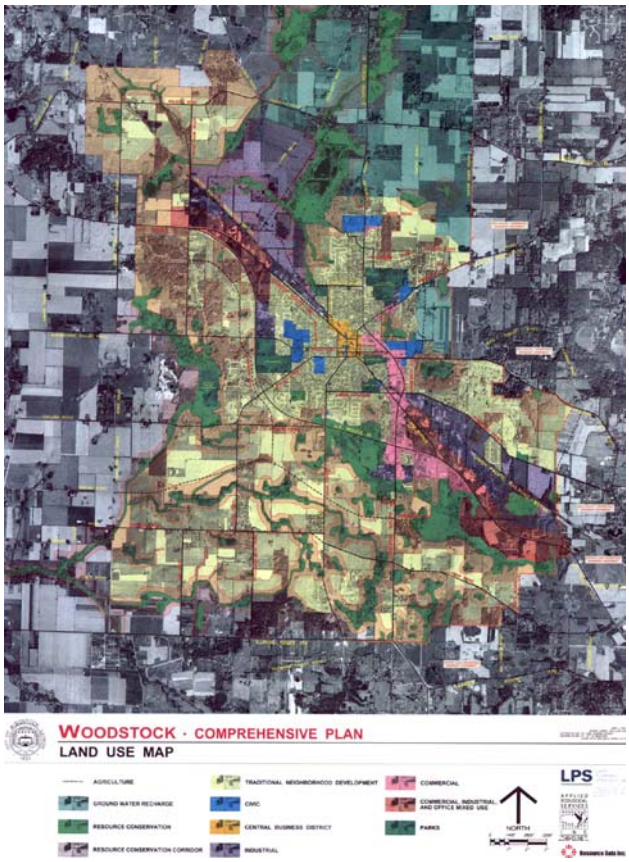


FIGURE 6: WOODSTOCK COMPREHENSIVE PLAN - LAND USE

continue that sense of place throughout the entire City as it grows will allow the City to maintain its reputation as an advantageous place to live, work, and play.

The Comprehensive Plan reinforces the primacy of the Square as a dense mixed-used commercial area. It identifies Route 47, Lake Avenue, and Route 14 as primary routes and commercial areas, reinforcing an already-existing pattern of land use. The Comprehensive Plan Circulation Map (see Figure 7) proposes new arterial and collector streets in the outlying undeveloped area, with the existing hierarchy of streets in the City remaining relatively unchanged. A major change identified in the Plan would be along Route 120, with a route bypassing the City from the northwest to the northeast side. Invariably, it is likely to lower the overall traffic volume on that street downtown. This may improve pedestrian connections across Washington and Church Streets, and ease vehicular movements through downtown.

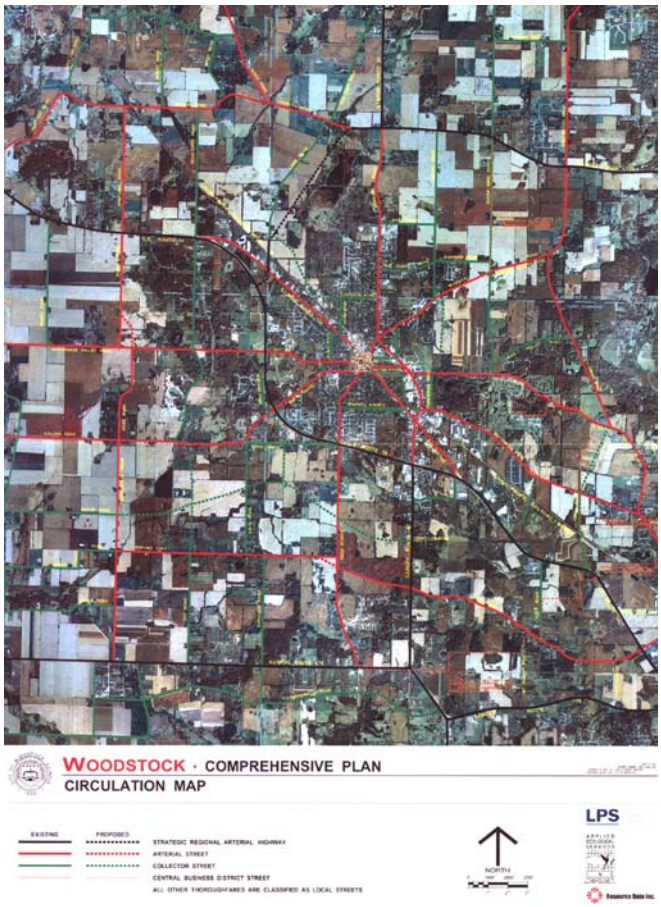


FIGURE 7: WOODSTOCK COMPREHENSIVE PLAN - CIRCULATION

The more formal urban parks in the downtown are combined with the larger neighborhood parks throughout the City to create a network of public green space. This is further enhanced by future plans to develop a system of conservation areas woven through future developable areas, creating an area promoting health for the two area watersheds, and also the health of the residents through an integrated linked parkway and regional greenway system.

FIGURE 8: AERIAL VIEW OF STATION AREA LOOKING WEST

Station Area

The station area today (see Figure 8) is a vital piece of the downtown, with a retail space within the station building and several businesses adjacent facing onto Washington Street (Route 120). Businesses nearest the station building include a hair salon, a printer, two dental offices, a fitness center, and a flooring retail store, all one-story buildings. A row of 2-story historic townhouses lies between two of the commercial buildings. The Challenger Learning

Center, a non-profit, interactive space education center, is also located in close proximity to the station at the intersection of Church and Jefferson Streets. The facility is a large 23,000 square-foot building which is shared between the Challenger Learning Center and another business. Adjacent to the building is a large parking lot that can accommodate buses in addition to cars. Except for the printing business, the other businesses face onto Washington Street, with the backs of the buildings facing the station area's parking lot and circulation drive.

Route 120 (named Washington and Church Streets at this point) lies between the station and the Square. In the City, Route 120 changes direction many times. From the west, Route 120 enters the City along Washington Street, at a northwest-southeast diagonal between Route 14 and Main Street. At Main Street, Route 120 changes direction to east-west along Church Street. It then travels north-south along Madison Street between Church Street and McHenry Avenue, and then southwest-northeast along McHenry Avenue where it leaves the City to the east. The Illinois Department of Transportation (IDOT) Average Daily Traffic (ADT) Volumes for 2001 on Washington Street and Church Street were 3,250.

With the clearing of the Die Cast Site complete and the remaining buildings on Clay Street demolished this year, the area on the opposite side of the tracks from the station building is mostly open, currently accommodating the station's most highly used and most visible commuter parking lot.

Market Analysis

The findings and recommendations set forth in this report are based on a combination of several data resources and research methods. The following were tasks completed for the market analysis:

- Conducted key community stakeholder interviews, such as key City personnel, representatives of the real estate industry, and community business leaders and residents regarding the Study Area and the market conditions within Woodstock. A complete list of the persons interviewed for this project is provided in Appendix A.
- Surveyed the numerous townhome/duplex/condominium development projects that have recently been completed, are currently under construction, or are in planning, to help assess the future residential potential for the Study Area.
- Inventoried the existing retail and office developments in downtown Woodstock, as well as evaluated the national retail coverage patterns of major retail categories within 3-, 5- and 10-mile rings of the Study Area to determine current market conditions and potential future competition. These national retail categories include:

Grocery	Drug Stores
Book Stores	Discount Stores
Office Supply	Department/Junior Dept./Specialty
Auto Suppliers	Video Rental
Electronics/Housewares	Home/Garden/Crafts Supply
Other Retail/Fitness	Hotels

- Analyzed secondary data evaluating the demographic, employment, household, and Multiple Listing Services (MLS) information at the trade area, City, and County levels.
- Reviewed the following past plans and studies:
  - Woodstock Comprehensive Plan Circulation Map, April 4, 2001 and Land Use Map, April 2, 2001
  - Die Cast Traffic Study: Existing Conditions Report, by CivilTech, January 9, 2001
  - Downtown Woodstock Sub-Area Plan, by Teska Associates, May 1996
  - Downtown Woodstock Redevelopment Project Report, by Teska, Feb. – March 1997
  - Development Guidelines: Die Cast Property Redevelopment, May 21, 2002

The Market Area encompasses the Square, the train station, and the approximate 11-acre Die Cast Site. This area is generally bounded by Calhoun Street on the south, Madison Street on the east, First Street on the north, and Tryon Street on the west. Immediately surrounding the Market Area are primarily older residential neighborhoods. Downtown Woodstock has a collection of small boutique shops, restaurants, government uses and cultural attractions, such as the Woodstock Opera House, all of which successfully attract visitors from outside Woodstock. Some limited office space, mostly located on the upper floors of the retail space, is also present on the Square.

The Market Area is accessible by the three main arterial roads serving Woodstock. These arterial roads are Routes 120, 47, and 14. Route 120 is located north of the Market Area. Route 47

runs north/south just outside the Market Area, and Route 14 runs diagonally through the City, outside the Market Area. The south end of the Market Area is easily accessible off of Route 14 by taking Dean Street. Business Route 120 (known as Washington Street northwest of downtown) is accessible from First Street on the north side of the Market Area.

Trade Area Description

This analysis evaluates a 3-, 5-, and 10-mile ring trade area (See Figure 9). The 3-mile ring trade area is the typical trade area for the majority of retail businesses. However, in smaller communities with populations of less than 30,000 persons, such as Woodstock, retail trade areas are frequently larger than 3-mile rings because retail options are not as abundant as in denser areas, and residents are willing to travel further distances for retail purchases. In addition, some retailers consider their trade areas to be larger depending on their market definition, such as department stores, whose Market Areas are typically 10-mile rings or more. The larger ring areas also help evaluate market conditions for other uses such as office, industrial, and residential. Therefore, demographic and economic data are included at the 3-, 5-, and 10-mile trade area rings.

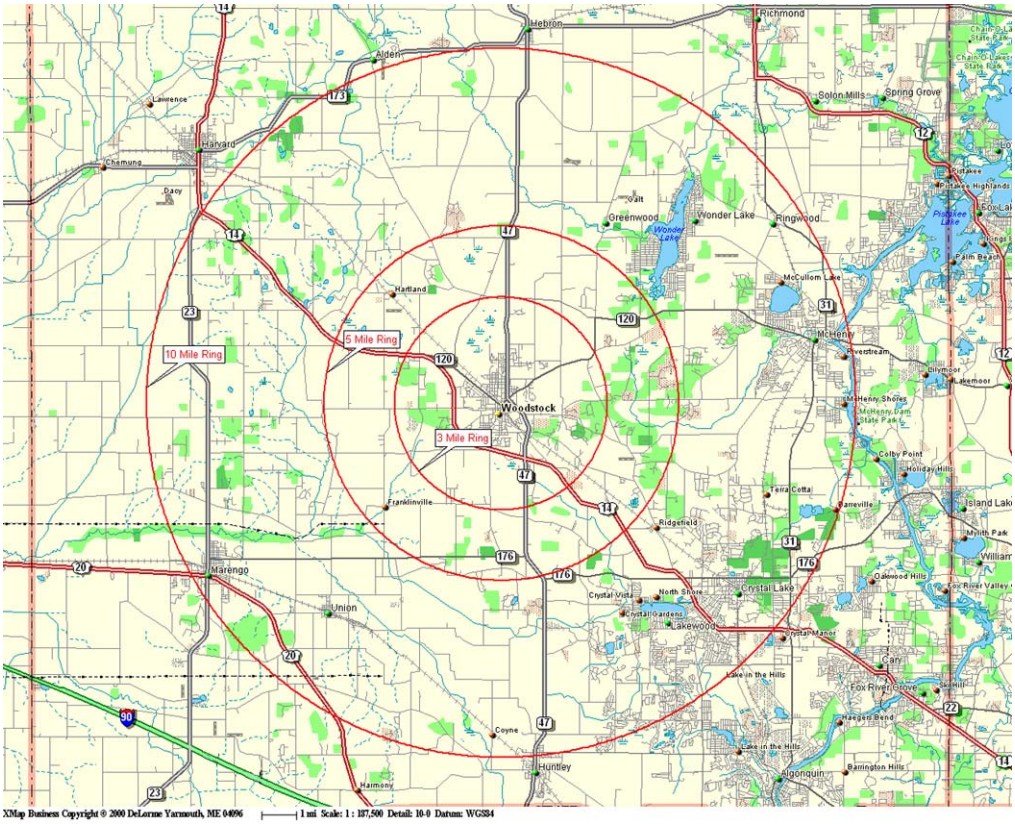


FIGURE 9: WOODSTOCK TRADE AREA MAP

Demographic and Traffic Analysis

Demographic characteristics of the population and traffic counts play an important role in the redevelopment of the Market Area. Population, age, income, race, education, and traffic variables influence which retailers will consider the site, as well as indicating the potential buyer profile for residential units. Detailed tables illustrating these characteristics and trends are provided in Appendix B. Highlights include the following:

(1) Population

- Daytime population is often used by retail and restaurant businesses as a measure of demand during the workday. Daytime population does not include unemployed or retired persons staying at home. The 3- and 5-mile ring trade areas' 2002 daytime population are fairly low to support major retail developments in the area, generally ranging between 15,000 to 17,000 persons. However, the 10-mile ring trade area's daytime population jumps to over 72,000, which is a significant increase in population to support retail in the area.
- Even though the daytime population increases to over 72,000 persons in the 10-mile ring trade area, the daytime population per business decreases to 11.8 as compared to 12.4 and 12.0 for the 3- and 5-mile ring trade area, respectively. This indicates that as the trade area widens to a 10-mile ring, the number of established businesses has also increased to meet the demand of the larger daytime population.
- Between 1990 and 2000, population increased at average annual percent changes of 2.6%, 2.5%, and 3.3%, within the 3-, 5-, and 10-mile rings, respectively. The 2007 population projections forecast slightly lower increases in population from 2000 for the 3-, 5-, and 10-mile rings, ranging between 1.8% to a 2.2% average annual percent increase.
- The total population of the City of Woodstock experienced a higher population increase between 1990 and 2000 as compared to the above referenced trade areas. Woodstock increased from 14,353 to 20,151 persons during this time; a 3.5% average annual percent increase. This is almost equal to McHenry County's population average annual percentage growth of 3.6% during this time period.
- The majority of Woodstock's 2000 population, at 87.5%, is white. The number of persons of Hispanic or Latino origin increased significantly from 7.4% in 1990 to 19.0% in 2000.
- The 2002 median age for the 3-, 5-, and 10-mile rings is 33.7, 34.4, and 34.3 years old, respectively.

(2) Income

- The 2002 median household income steadily increases as the trade area becomes larger. For instance the median household income is about $56,000, $58,000, and $69,000 for the 3-, 5-, and 10-mile ring trade areas, respectively.
- According to the U.S. Census, the City of Woodstock's median household income increased from approximately $31,500 in 1990 to $47,900 in 2000, a 52.2% increase. This is slightly ahead of McHenry County's 49.0% increase during this time; however, McHenry County has historically had a higher median household income as compared to Woodstock. In 2000, McHenry County's median household income was reported at $64,800.
- Within the last ten years the disparity between the social stratums in the City of Woodstock has become more apparent. Even though households with incomes of less than $25,000 have decreased 15.0% between 1990 and 2000, these households still account for over 22.0% of all the households within Woodstock. And on the other end, approximately 13.0% of Woodstock households have incomes over $100,000. These upper-income households have increased over 10.0% since 1990.

(3) Education

- Approximately 79.0% of the 2002 population over 25 years old in the 3- and 5-mile trade areas have graduated from high school, as compared to approximately 85.0% of the population in the 10-mile ring. In regards to bachelor and graduate degrees, approximately

18.0%, 18.0%, and 21.0% hold these degrees in the 3-, 5-, and 10-mile ring trade areas, respectively.

- This compares to McHenry County, where almost 11.2% of its 2000 population over 25 years did not graduate from high school. The City of Woodstock, however, has had a significantly higher percentage (20.0%) of high school graduates.

(4) Employment

- The number of 2002 employees within the 3- and 5-mile ring trade areas are relatively the same at 15,124 and 16,802 persons, respectively. The employment increases significantly in the 10-mile ring trade area at 72,085 persons.
- For all of the trade areas, the largest employment sector is Services ranging between 29.0% to 34.0% of the total employment. The Retail Trade employment sector is much larger in the 10-mile ring trade area, which stands at about 23.0%, while the 3- and 5-mile trade areas are at about 14.0%. However, the Manufacturing employment sector constitutes a much larger percentage of employment in the 3- and 5-mile trade areas at about 28.0%, as compared to 18.0% in the 10-mile ring trade area.
- According to the Illinois Department of Employment Security (IDES), the City of Woodstock showed the largest private sector employment increases between 1995 and 2001 in manufacturing, retail trade, and business services as compared to McHenry County which had the largest increases during this time in construction and retail trade.
- In spite of the countywide trend of an overall 1.8% decline in manufacturing employment between 1995 and 2001, Woodstock experienced an 11.3% increase in manufacturing jobs during this time. Manufacturing continues to be a significant component to Woodstock's economy, with manufacturing jobs accounting for over 32.0% of the private sector employment. Some of Woodstock's major employers include manufacturers, such as Brown Printing Company, Automatic Liquid Packaging, and Claussen Pickle Company.
- Being the county seat for McHenry County, public sector jobs are also an important part of Woodstock's employment base. As of 2002, the County of McHenry is Woodstock's largest employer, employing over 1,200 persons.
- Compared to the other employment sectors, Finance, Insurance, and Real Estate (FIRE) and Business Services, which make up most of the office-using employment, are proportionately low in Woodstock, constituting only about 12.0% of the private sector employment.
- Overall, Woodstock remained competitive with McHenry County in terms of employment growth between 1995 and 2001. During this time, Woodstock experienced a 14.3% increase as compared to McHenry County's increase of 17.1%.

(5) Traffic/Access Analysis

- According to the January 9, 2001 Die Cast Traffic Study: Existing Conditions Report, prepared by Civiltech Engineering, Inc., the streets surrounding the Market Area have fairly low daily traffic counts. The following 24-hour average daily traffic (ADT) counts were recorded for the following streets in the vicinity of the Market Area:
    - McHenry Avenue, between Madison Street and Seminary Ave: 6,900 ADT
    - Clay Street, between Newell Street and North Street: 2,000 ADT
    - Wheeler Street, between the Metra UP-NW tracks and First Street: 1,400 ADT
    - Washington Street, west of Throop Street: 7,600 ADT
    - Main Street, between Church and Cass Streets: 1,500 ADT

- Based on industry knowledge and conversations with major national retailers, such traffic volumes would not attract or support major retailers, since national retailers typically seek sites in high trafficked areas with ADTs of at least 25,000.
- The Market Area is well positioned, located directly adjacent to the Woodstock Metra Station serviced by the Union Pacific Northwest Line. Metra's most recent weekday ridership information is from Fall 2002 and Metra's most recent Saturday and Sunday ridership information is from Fall 1999. In 2002, there were 415 weekday station passenger boardings at the Woodstock Station. On the weekends, the boardings were recorded at 172 and 156 for Saturday and Sunday, respectively. Over the years the station has realized an increase in ridership. Between 1989 and 2002, weekday boardings increased from 289 to 415 boardings, a 44.0% increase.
- There have been preliminary discussions between Metra and the City of Woodstock regarding moving Metra's existing train storage yard from Crystal Lake to north of the Woodstock Station. If this goes forward it is anticipated that future boardings at the Woodstock Station will increase significantly. Riders who presently drive to the Crystal Lake Station to catch a more convenient train would remain or instead travel to the Woodstock Station to depart as opposed to driving to the Crystal Lake Station. This is because the potential new storage yard would allow Metra to increase the frequency of trains through the Woodstock Station and attract more riders. Woodstock currently has a total of nine inbound trains, three of which are in the morning peak. However, with the relocation of the storage yard, it is expected that Woodstock could maintain a schedule similar to the Crystal Lake Station, which currently has a total of 21 inbound trains. Of these trains, nine are in the morning peak, and the remaining 12 trains run essentially every hour outside of the morning peak, between 4:50 AM to 9:00 PM. This service improvement would highly increase the marketability of the Market Area, since it would significantly increase the Market Area's accessibility for both visitors and residents.
- Gateway enhancements into the Market Area are also recommended to help link the Die Cast Site and surrounding blocks to the Square.

Residential Market Analysis

According to the 2000 U.S. Census, Woodstock has a total of 7,274 occupied housing units. Since 1990, Woodstock experienced a 3.1% average annual increase in housing units, a total of 1,905 new units. Of these occupied housing units, 39.0% of them are rental units. This is a much higher percent of renter-occupied units as compared to McHenry County at 16.8% in 2000. However, owner-occupied housing is increasing in Woodstock, but slowly. Owner-occupied housing has increased from 56.6% in 1990 to 61.1% in 2000, an average annual increase of 3.9%, or a total of 1,404 new units.

The majority of Woodstock's owner-occupied housing, at about 82.0% in 2000, is single-family detached units. However, this is roughly a 10.0% decrease since 1990. One-unit attached units constitute over 10.0% of Woodstock's owner-occupied housing stock in 2000 as compared to only 3.7% in 1990. Owner-occupied buildings with 10 to 49 units also showed an increase from 0% in 1990 to 2.7% in 2000. These increases in different housing types indicate that there has been demand within the last ten years for denser housing types within the Woodstock market.

Woodstock is beginning to see a change in owner-occupied household types. Since 1990 the number of 1-person owner-occupied households has nearly doubled from 505 households to 948 households in 2000, a 6.5% average annual increase. However, 2-4 person households remain the majority, constituting over 66.0% of all of Woodstocks's households as compared to 1-person households at 21.3% and 5+ person households at 15.5%. The average household size in Woodstock is 2.7 persons.

The largest age category for head of householder of owner-occupied housing is 35-44 years old, which constitutes 31.0% of all owner-occupied households in Woodstock. This age category also saw the largest increase between 1990 and 2000 at an average annual increase of 7.7% or 724 new households. The second largest age category for owner-occupied units are householders between the age of 45-54 years old, constituting 22.3% of the units, followed by the 65+ year old householders at 18.9% of the units.

According to Claritas, Inc. the median owner-occupied housing values for the 3-, 5-, and 10-mile rings are approximately $146,000, $150,000, and $174,000, respectively.

Figure 10 below shows selected housing characteristics from the 1990 and 2000 Census.

	2000		1990		2000 - 1990 Change	
	Households	Percent	Households	Percent	Absolute	Avg. Annual Percent
Occupied Housing Units	7,274		5,369		1,905	3.1%
Owner-Occupied	4,441	61.1%	3,037	56.6%	1,404	3.9%
Renter-Occupied	2,833	38.9%	2,332	43.4%	501	2.0%
Average Household Size	2.71	na	na		na	na
Owner - Occupied Units	4,441		3,037		1,404	3.9%
1 Unit Detached	3,625	81.6%	2,797	92.1%	828	2.6%
1 Unit Attached	455	10.2%	112	3.7%	343	15.0%
2 Units	106	2.4%	89	2.9%	17	1.8%
3-4 Units	58	1.3%	9	0.3%	49	20.5%
5-9 Units	65	1.5%	30	1.0%	35	8.0%
10-49 Units	121	2.7%	0	0.0%	121	na
1-person household	948	21.3%	505	16.6%	443	6.5%
2-person household	1,333	30.0%	1,007	33.2%	326	2.8%
3-4 person household	1,473	33.2%	1,101	36.3%	372	3.0%
5+ person household	687	15.5%	424	14.0%	263	4.9%
Householder 15 to 34 years	663	14.9%	600	19.8%	63	1.0%
Householder 35 to 44 years	1,377	31.0%	653	21.5%	724	7.7%
Householder 45 to 54 years	990	22.3%	501	16.5%	489	7.0%
Householder 55 to 64 years	571	12.9%	458	15.1%	113	2.2%
Householder 65+ years	840	18.9%	825	27.2%	15	0.2%

Source: U.S. Census Bureau, 1990 and 2000

FIGURE 10: SELECT WOODSTOCK HOUSING CHARACTERISTICS, 1990-2000

Residential Building Activity

The City of Woodstock's Department of Community Development has recorded residential building permit data for the past seven years. In summary, the City issued the following number of permits for single-family detached units, single-family attached units, and multi-family units from 1995 through 2001:

- 555 permits for single-family detached structures, equal to an annual average of 79 new units
- 315 permits for single-family attached units, equal to an annual average of 45 units
- 360 permits for multi-family units, equal to an annual average of 51 units

FIGURE 11: NUMBER OF BUILDING PERMITS FOR NEW RESIDENTIAL UNITS, WOODSTOCK, IL - 1995-2001

	YEAR							Annual
Unit Type	**2001**	**2000**	**1999**	**1998**	**1997**	**1996**	**1995**	**Average**
Single-Family Detached	72	71	94	64	105	77	72	79
Single-Family Attached	42	81	56	24	17	71	24	45
Multi-Family	1	1	0	60	84	72	142	51
Total	115	153	150	148	206	220	238	176

Source: Department of Community Development and City of Woodstock.

As indicated in Figure 11 above, the number of permits issued annually for single-family detached units has remained relatively constant over the past seven years. However, permits for single-family attached units and multi-family units appear to be volatile over the years. The permits for the single-family attached units during 2000-2001 is due primarily to duplex construction activity in the Villas at Bull Valley and at Birchwood Subdivision, and to townhome building activity at the McConnell Hills, Hidden Valley, and Castleshire projects.

In terms of multi-family developments, there has been virtually no activity since 1998, except for two apartment units at 211 Dean Street.

Residential Sale Trends

2001 residential sales data, sales under contract, and residential listings as of August 15, 2002 were analyzed for the City of Woodstock and its neighboring City, Crystal Lake. For comparison purposes it is important to see how Woodstock measured against its closest neighbor, Crystal Lake, in terms of sales price, unit types, and average days on the market. The residential sales data is from the Multiple Listing Service (MLS) and does not include all sales but only those that were sold by realtors through the MLS. Figure 12 details this information.

Die Cast Site

The Die Cast Site, with approximately 11 acres of mostly available land adjacent to the station, provides the City with an excellent opportunity to create an urban style residential development. Based on 2001 single-family attached unit sales and outcomes of past townhome and duplex development projects, the Die Cast Site could support 90-120 residential units with an estimated absorption of 1.5 units per month. However, market trends, combined with increased commuter activity, could expand the demand. Given the existing economic climate and transit condition, the following mix of residential unit types are recommended for the site:

- 2 to 3-story townhomes or duplex units (70-90 units), and
- A 3 to 4-story mid-rise condominium/rental building with underground parking containing 20-30 units.

The townhome/duplex units are recommended to range between 1,500 – 2,200 square feet with 2-3 bedrooms and at least 1.5-2 baths, priced between $120,000 - $170,000. The condominium/rental units in the mid-rise building are recommended to be 1-2 bedroom units, ranging between 900 – 1,300 sf at a price range of $90,000 - $120,000. The MLS 2001 data indicated that there is resistance in purchasing townhomes/duplexes over $150,000. Of the 77 single-family attached units sold in 2001, only five were sold for over $150,000. However, it is likely that this price threshold will be raised over the next few years.

Single-Family Attached Units

In 2001, a total of 77 single-family attached units were sold in Woodstock at a median sales price of $100,000, ranging in price from $60,310 - $326,979. Only five of these units were sold for over $150,000, with two being over $300,000. These higher-end single-family attached units are located in the Villas of Bull Valley development.

When comparing the 2001 sales data to the 15 units under contract and the 42 units listed for sale as of August 15, 2002, it is apparent that the listing prices have increased since 2001. In 2001, the median listing price was only 2.4% more than the median sales price. But currently, the 2002 median list price of $118,400 is 17.2% more than the 2001 median sales price. However, the 66 additional days these units under contract were on the market as compared to the units sold in 2001, may indicate the lack of demand for the higher priced units. These higher prices are also true for the units currently listed for sale. The 2002 median listing price for these 27 attached units is $158,700, a 57.0% increase from the median sales price of the units sold in 2001.

Single-Family Detached Units

A total of 296 single-family detached units were sold in Woodstock during 2001 at a median sales price of $175,000, ranging in price from $78,000 - $2.9 million. Omitting the $2.9 million sale at the Bull Valley Development, the highest sales price was $695,000. Only 20.0% of the sales were for more than $250,000.

Similar to the single-family attached units, the detached units have also experienced a significant increase in median sales and listing prices between 2001 and August 15, 2002.

In 2001, the median listing price was only 2.8% more than the median sales price, as compared to the 2002 median list price of $218,450, being 24.8% more than the 2001 median sales price. These higher prices are also true for the units currently listed for sale. The 2002 median listing price for these 104 detached units is $265,945, a 52.0% increase from the median sales price of the units sold in 2001. However, to date these units are not yet under contract and have been on the market 25 more days than those sold in 2001. This longer period on the market may indicate the lack of demand for the higher priced units as compared to the ones sold in 2001.

FIGURE 12: RESIDENTIAL SALES, WOODSTOCK AS COMPARED TO CRYSTAL LAKE

Residential Sales, 2001		
	Woodstock	**Crystal Lake**
Single-Family Attached		
Number Sold	77	209
Median Sales Price	$100,000	na
Average Sales Price	$110,761	$134,043
Average List Price	$113,161	na
Average Days on Market	48	37
Single-Family Detached		
Number Sold	296	818
Median Sales Price	$175,000	na
Average Sales Price	$209,690	$233,373
Average List Price	$216,754	na
Average Days on Market	70	46
Residential Sales Under Contract, August 15, 2002		
	Woodstock	**Crystal Lake**
Single-Family Attached		
Number Under Contract	15	10
Median Sales Price	$118,400	$159,970
Average List Price	$126,810	$167,617
Average Days on Market	114	40
Single-Family Detached		
Number Under Contract	42	128
Median Sales Price	$218,450	$249,900
Average List Price	$264,462	$290,842
Average Days on Market	80	81
Residential Units Listed for Sale, August 15, 2002		
	Woodstock	**Crystal Lake**
Single-Family Attached		
Number on Market	27	48
Median Sales Price	$158,700	$192,690
Average List Price	$172,013	$197,091
Average Days on Market	50	93
Single-Family Detached		
Number on Market	104	282
Median Sales Price	$265,945	$288,400
Average List Price	$346,282	$320,642
Average Days on Market	95	92

Source: Multiple Listing Service and Prudential First Realty

A Comparison: Woodstock and Crystal Lake

Figure 12 above indicates that Crystal Lake homes sell for more than homes located in Woodstock, with single-family attached homes generally selling for about 21.0% more, and single-family detached homes selling for about 11.0% more. In terms of the number of days a home is on the market before it is sold, Crystal Lake typically has a shorter time period. The higher sales prices and shorter days on the market can be generally expected for Crystal Lake, since Crystal Lake has

a larger population, more diverse housing stock, is closer to the City of Chicago, and has a higher median income as compared to the City of Woodstock.

Survey of Competitive Townhome, Duplex, and Condominium Developments

To assess the future demand of residential development potentials for the Market Area, the consultant surveyed competitive townhome, duplex, and condominium developments within the area that have recently been completed, are currently under construction, or are in the planning process. This survey is a good indicator as to which housing types and price points are in demand in the Woodstock area, as well as the potential buyer profile.

A total of seven residential developments were surveyed, two of which have been completed which include the Birchwood Development and the McConnell Hills Townhomes. The remaining five developments are currently under construction and are actively marketing units. These developments include: Highlands on the Park, The Villas at Bull Valley, Bull Valley Greens, 408 N. Madison condominiums, and Del Webb's Sun City. We surveyed Del Webb's Sun City in Huntley since it is a significant development offering a range of housing types targeting empty nesters, a potential market for the Market Area.

Townhome, duplex, and condominium development within the last few years have been quite limited in Woodstock. Interestingly, these developments have varied greatly in terms of success, absorption rate, and price points. Many townhome developments over the years in Woodstock have changed developers numerous times due to undercapitalization and slow absorption, leaving a number of the projects not fully-built out. However, two recent but distinct projects, The Villas at Bull Valley offering high-end housing in the high $200,000's and the Birchwood Development offering more moderate housing ranging between $126,000 -$151,000, have been successful in regards to absorption and build-out. The developments surveyed are highlighted below.

Highlands on the Park: This development is located on the southwest end of town, off of South Street on Duvall Drive. It began in 1997 and has had two prior developers since the current developer, Colonial Enterprises, recently took over the project in July 2002. The original development was planned for 45 units on 11.74 acres. However, only 26 units were constructed and sold prior to Colonial Enterprises' involvement. The majority of these units were sold to retirees at sales prices ranging between $130,000 - $135,000, with some at the high end of $150,000. Some of these earlier units have recently commanded re-sale prices in the $150,000's, and some are currently listed on the market in the $170,000's and $180,000's.

The current developer is planning to complete the remaining 19 units with a mix of duplex and 3-unit structures. Since July 2002, two units have been sold to date. The units will have an average unit size of 1,448 sf with 2 to 3 bedrooms and 1.5 baths. The units are currently priced between $156,500 - $167,000. The target markets of this development are first time homebuyers from the surrounding suburbs with household incomes between $50,000 - $70,000.

Birchwood Development: Birchwood is located on the north end of town, off of St. John's Road on Birch Road and was developed by RAS Development. This development began in 2001 and was recently completed in June 2002. Birchwood is small in scale with only 12 duplex units on 1.6 acres. The duplexes include four raised ranch units and eight 2-story units. Nine of the units have 2 bedrooms and 1 bath, and the remaining three units have 3 bedrooms and 2.5 baths, ranging in size between 1,000 – 1,300 sf. The units sold between $126,000 - $151,000. The buyer profile was mixed, which included both young and old couples and singles. A couple of the buyers were from Woodstock, while the majority were from the surrounding suburbs.

The Villas at Bull Valley: This 18-acre high-end wooded and rolling hills development is located on the southeast end of town, adjacent to the Bull Valley Golf Club. Par Development began this project in February 2000, and full absorption of the 62 duplex units was expected by December 2002. To date a total of 53 units have been sold, at an average absorption of 2.8 units a month. The duplex units are a mix of 1,812 - 2,242 sf 2-story and ranch structures with 2-3 bedrooms and 2-2.5 baths. The developer has had more success in selling the ranch-style units. Only the 2-story units are left for sale. The developer also found that buyers prefer duplex units to townhomes due to privacy, noise, and ownership issues that come with townhomes. The units began in the $270,000's, but are now selling in the $280,000-$320,000 range.

The majority of the buyers are empty nester couples between 45-65 years old, with about half being retired. Approximately 2.0% of the buyers are young couples with no children. Most of the owners have second homes and approximately 25.0% are from Woodstock, with the remaining being from the Chicago metropolitan area. The developer indicated that the majority of the owners do not play golf, but like having the Bull Valley Golf Club nearby for social reasons and for the scenic view.

Bull Valley Greens: Due to the success of the Villas at Bull Valley (Villas), Par Development is beginning construction of the infrastructure for a similar development off of McConnell Road on Harrow Gate, targeting the same buyer profile market. This development will offer the same models as the Villas. However, it will only be offering ranch units. The developer is expecting a quicker absorption rate since the Villas experienced a higher demand for ranches as compared to the 2-story units. The development will be 123 acres with a total of 94 duplex/ranch units, ranging between $287,000-$297,000.

McConnell Hills: This development is located on McConnell Road, one block east of Route 47 and is located on the southeast end of town. McConnell Hills development began construction in July 1999 and was completed in July 2001 by RAS Development. A total of 19 townhome units were built and sold with 2-3 bedrooms and 1.5-2 baths. The buyer profile is mixed with both young couples and empty nesters. The earlier homes in the development sold at a lower price range of about $110,000 - $115,000 to attract buyers. However, the later units sold between $135,000-$154,000. This development had an average absorption of slightly less than one unit per month.

408 N. Madison Condominiums: The former armory building located at Madison and Newell Streets, one block east of the Market Area, is currently being converted into 10 condominium units. The building will be 2-stories plus a basement. Units are planned to be 2-3 bedrooms at 2,600 sf. Buyer profile and pricing information is not currently available.

Del Webb's Sun City: This age-restricted residential development, located south of Woodstock off of Route 47 in Huntley, is not directly comparable to a townhouse/duplex project in downtown Woodstock. However, since it is targeting the over 55 market, it is beneficial to learn from this development as to what housing types this age category finds attractive.

The development of Sun City began in 1999 and is expected to fully build-out its 2,011-acre development by 2007. The largest component of Sun City is single-family detached homes on small lots. On average 500-600 single-family detached homes are sold a year between $182,000 - $268,000. However, Sun City also offers townhomes and condominium units in a mid-rise building. Since July 2001 only 12 units of the 30-unit condo 3-story building with underground parking and elevators have sold. The original asking prices ranged from $165,000 - $349,000. But due to the lack of demand, prices have been lowered to $149,000-$259,000. The units range between 1,080-1,874 sf with 1-2 bedrooms and 1-2 baths. The intended target

market for these condos were area residents who wanted to move their parents closer to home and households who own two homes, seeking minimal home maintenance. But the developer has found that there are a limited number of residents within the Sun City development that own two homes.

Of the 300 planned quad townhomes offered by Sun City, 280 units have been sold. All of the townhomes are ranch-design and range between 1,100-1,500 sf. The sales prices range between $149,000-$220,000. The townhomes have been extremely popular with single-person households.

The Sun City Development has a wide range of common area amenities including a golf course, pools, clubhouse and recreation center, tennis courts, classes, and activities.

Planned Residential Developments: In addition to the above developments, which have been completed or are currently underway, there is one project in the planning stages that has a townhome component. This development is the Sanctuary at Bull Valley, which received City approval in August 2002 to be annexed into the City of Woodstock. Sanctuary at Bull Valley will be situated on 300 acres, located generally east of the Bull Valley Golf Club, between Country Club and McConnell Roads. The preliminary plans call for 107 high-end single-family detached homes and 96 duplex units with potential common amenities, such as a clubhouse with tennis court and swimming pool. Unit size and pricing information is not yet available for this development.

FIGURE 13: WOODSTOCK RESIDENTIAL DEVELOPMENTS

Residential Recommendations

The Market Area contains the train station and downtown Woodstock. Many people should find this location highly desirable as a place to reside due to its convenience, accessibility,

FIGURE 14: COMPETITIVE TOWNHOUSE, DUPLEX AND CONDOMINIUM DEVELOPMENTS, WOODSTOCK, IL

Name and Location/ Developer	Develop. Time	Acreage	# of Units Planned	# Sold	Unit Type (Duplex, Townhome, Condo)	# of Bedroom/ Bath	Unit Size (S.F.)	Price Range	Price/sf	Buyer Profile	Comments
1. Highlands on the Park Duvall Dr. at South St. Colonial Enterprises, Inc.	July 2002 - ongoing		19	2	Duplexes and 3-unit buildings	2/1.5 + loft, 3/1.5	1,448 sf	$156,500 - $167,000	$108 - $115	Targeting young couples from surrounding suburbs/ first time home buyers with household incomes between $50 - $70 K.	Assessment $84/mo. The Project began in 1997 and has two prior developers before Colonial Enterprises took development project over this summer. Total development was planned for 45 units on 11.74 acres, with 26 units constructed and sold prior to Colonial Enterprises involvement.These original 26 units were almost all sold to retirees and sold approximately between $130,000 - $135,000 with some at $150,000. Some of these units have recently commanded re-sale prices approximately in the $150,000's with some listed in the $170's and $180,'s.
2. Birchwood Development Birch Rd & St. John's St RAS Development	2001 - June 2002	1.60	12	12	All Duplexes. Four raised ranches and eight 2-story	Nine 2/1 and three 3/2.5	1,000 - 1,300 sf	$126,000 - $151,000	$116 - $126	Mix of buyers. Included: young, old, couples, and singles. A couple of buyers from Woodstock while the majority were from surrounding suburbs.	No assessment fee. Sold about 2 units a month.
3. The Villas at Bull Valley 11102 Berltsum Lane Par Development, Inc.	Feb. 2000 - Dec. 2002	18.00	62	53	Duplexes (2-story and ranches)	2/2 and 3/2.5	1,812 - 2,242 sf	$272,000 - $300,000	$133 - $152	The majority of buyers are empty nestor couples between 45-65 years old. About half are retired. Approximately 2% of buyers are young couples with no kids. Most have 2nd home. About 25% are from Woodstock with the remaining from the Chicago metropolitan area.	Have had more success in selling the ranch styles. Only the 2-story models are left for sale. The units started in the $270's but are now in the $280- $300 range. About 2 to 3 sales a month. The majority of the buyers do not play golf but like having the Bull Valley golf course nearby for social reasons and for scenic view. Found buyers prefer duplexes over townhomes due to privacy/noise/ownership issues. $100 monthly assessment.

Source: URS Corporation surveyed individual development projects.

FIGURE 14: (CONTINUED) COMPETITIVE TOWNHOUSE, DUPLEX AND CONDOMINIUM DEVELOPMENTS, WOODSTOCK, IL

Name and Location/ Developer	Develop. Time	Acreage	# of Units Planned	# Sold	Unit Type (Duplex, Townhome, Condo)	# of Bedroom/ Bath	Unit Size (S.F.)	Price Range	Price/sf	Buyer Profile	Comments
4. Bull Valley Greens McConnell Rd & Harrow Gate Par Development, Inc.	2/2003 (infrastructure currently under construction) - ongoing	123.11	94	0	Duplexes (Ranches)	3/2 and 3/2.5	1,812 - 2,242 sf	$287,000 - $297,000	$132 - $158	Targeting same buyer profile as Villas on Bull Valley Development.	Same models as the Villas at Bull Valley Development but only offering ranch unit type. Expecting quicker absorption rate since experienced a higher demand for ranches as compared to 2-story units.
5. McConnell Hills McConnell Road 1 block east of Route 47 RAS Development	1999 - July 2001	na	19	19	Townhomes	2/1.5 and 3/2	na	$135,000 - $154,000	na	Mixed profile: both empty nester and young couples.	The earlier homes in the development sold at a lower price range of about $110,000 - $115,000.
6. 408 N. Madison Arnold Boras/Tim Redden	Summer 2002 - ongoing	na	10	na	Condos	2 and 3 bedrooms	2,600 sf	na	na	na	Converting a former armory building into 10 condos. Currently under construction.
7. Del Webb's Sun City 12940 Del Webb Boulevard Huntley Pulte Homes of Bloomfield Hills, Michigan	1999 - ongoing	2,011	300 TH (Quads) and 30 condos	280 TH and 12 condos	All ranch style THs and 3-story midrise 30-unit condo bldg w/ underground parking and elevators.	TH: 1/2 and 2/2 Condo: 1/1 and 2/2	TH: 1,100 - 1,500 sf. Condo: 1,080 - 1,874 sf	TH: $149,000 - $220,000 Condo: $149,000 - $259,000	TH: $135-$147 Condo: $138	Overall Sun City Development: 80% from Chicago metro area. By far, the single-family homes are the biggest seller. THs and condos attractive to single-person households.	Only 12 units of the 30-unit condo bldg have sold since July 2001. Original asking prices ranged from $165,000 - $349,000. Due to lack of demand, prices have been lowered to $149,000 - $259,000. Target market were area residents wanting to move their parents closer to home and households with two homes. But Huntley development has the lowest percentage of 2nd home owners than all their other developments. Entire development is expected to be built-out by 2007, originally was set for 2008. Typically 500-600 SF detached units are sold a year between $182,000 - $268,000.

Source: URS Corporation surveyed individual development projects.

and leisure/entertainment options located in the Square and near the train station. Therefore, future development in this area should capitalize on these two prime locational assets. In terms of residential development, townhome, duplex, condominium, and rental developments are recommended for the Market Area to maximize the number of residents in the area who could conveniently take advantage of the train station's close proximity and the numerous stores, restaurants, and services located on the Square. The denser housing types will help build the immediate population density necessary to create a vibrant and growing downtown. Figure 15 highlights the recommended residential development program for the Die Cast Site under present market conditions. However, in the event that these market conditions change over the long-term with both increased population and employment growth, a denser residential development than what is currently being recommended could potentially be supported in this area.

FIGURE 15: RECOMMENDED RESIDENTIAL DEVELOPMENT PROGRAM

Unit Type	Number of Units	Unit Size (sf)	Number of Bedrooms	Sales Price	Target Market
Townhomes/ Duplex Units	70 - 90	1,500 - 2,200	2 - 3 plus den	$120,000 - $170,000	First time home buyers, empty nesters, divorced households, childless middle-aged singles and couples
Condo/Rental Units	20 - 30	900 - 1,300	1 - 2	$90,000 - $120,000	Retirees, empty nesters, and single person households
Total Units	90 - 120				

Source: URS Corporation - based on secondary and primary research.

Population density is key in creating an active and energized neighborhood, which is especially important in this downtown redevelopment opportunity. The Die Cast Site, with approximately 11 acres of mostly available land in close proximity to the Square, provides Woodstock with an excellent opportunity to create such a viable urban-style residential development. To create such an energized and active environment and to maximize the potential development density of the Die Cast Site, 2- to 3-story units are recommended over the increasingly popular ranch units. All of these units are recommended to have 2 to 3 bedrooms with a den and at least 1.5-2 bathrooms, ranging between 1,500 – 2,200 sf. Garages are important since parking could easily become limited with new development. However, two-car garages may not be necessary for all the units.

In addition to the townhomes and duplex units, a 3- to 4-story mid-rise condominium/rental building with balconies is recommended, with an estimated 6-8 units per floor. The mid-rise building could include convenience retail on the first floor for the area residents. Also, apartment units are recommended above first floor office space. A total of 20 – 30 one and two bedroom condominium/rental units are recommended for the Die Cast Site, ranging in size between 900 – 1,300 sf.

Number of Units and Absorption

Based on the comparable townhome/duplex developments surveyed, the Woodstock residential market, and industry standards, the Die Cast site is recommended for an overall housing density of between 8 to 11 units per acre. This would allow for an estimated range of between 90 – 120 total residential units on the site. Seventy to ninety of these units are recommended to be 2-3 story townhomes/duplex units and 20 to 30 of these units are recommended to be developed as condominium and/or rental units in a 3-4 story mid-rise building and above first floor office space.

As indicated earlier in the report, townhome/duplex absorption has been varied over the years in Woodstock. To date the best absorption has been the Villas at Bull Valley, which have absorbed 2.8 units a month. But more typical absorption has been about 1 unit a month.

If competitively priced, a monthly absorption of 1.5 units and a total development time of between 5 to 6.5 years can be expected. The Die Cast Site has many attractive features, such as close proximity to the train station, shops, business services, restaurants, and entertainment. However, this "urban style" residential development concept is new to Woodstock and will most likely need aggressive marketing to sell the idea to potential buyers.

Pricing

Based on the price points of the residential developments surveyed and MLS data for 2001 and 2002 residential sales and listings in Woodstock, it is recommended that the proposed townhome/duplex units for the Market Area be priced between $120,000 - $170,000, and the condominium/rental units be priced between $90,000 - $120,000. The MLS 2001 data indicated that there is resistance in purchasing townhomes/duplexes over $150,000. As stated earlier in the report, of the 77 single-family attached units sold in 2001, only five were sold for over $150,000. This price resistance is most likely present since potential home buyers can easily purchase single-family detached units between $150,000 - $200,000 in Woodstock.

Since the Die Cast Site is a critical component to the future growth of Woodstock's downtown, the City may want to consider subsidizing the development by $20,000 to $30,000 a unit. Such a subsidy would help ensure the development of higher quality units that would normally sell in the market between $140,000 to $200,000.

Even though the high-end duplex development of the Villas at Bull Valley has been very successful with units commanding prices of over $300,000, the Die Cast Site is not comparable due to its surrounding environments. It is adjacent to an older residential area and does not provide the privacy, amenities, and beauty as what the Villas at Bull Valley provides, being located in a wooded and rolling hills development adjacent to the Bull Valley Golf Club.

However, a Gruen Gruen & Associates (GG&A) study prepared for the RTA found that property values were affected by the proximity of transit. The 1997 study focused on the relationship between residential property values and distance to 96 Chicago area CTA and Metra rail stations. The findings indicated that the price of a single famly home located 1,000 feet from a transit station was 20% higher than the same house located about a mile away.

The study findings suggest that enhanced access to transit and potential savings of future transportation costs due to proximity to rail stations are being capitalized into home prices. The study also found that apartment projects located closer to rail stations have both higher rents and occupancy rates than comparable apartments located further from stations.

Target Market

The Market Area from which the majority of the residents are likely to come is Woodstock and the surrounding suburbs. The townhome/duplex units are best targeted to first-time home buyers, empty nesters, and some unconventional households, such as divorced parents and childless middle-aged singles and couples, having household annual incomes between $50,000 - $70,000. The condominium and rental units' target market is retirees, empty nesters, and single person households.

As previously stated in the report, close to 20.0% of all of Woodstock's householders are 65+ years old and, single-person households have increased to over 21.0% of all the households, which gives the development a significant target market from Woodstock alone.

In-fill Development

In-fill residential development within the Study Area is recommended in addition to the residential development program summarized above for the Die Cast Site. The upper floors of the existing stores on and near the Square are recommended to be upgraded and/or converted into apartment rental units. As residential development occurs on the Die Cast Site, it is anticipated that additional residential growth will take place on surrounding sites as the Study Area redevelops and changes in character over time.

Retail Market Analysis

To evaluate the retail development potential for the Market Area, the following tasks were completed.

- Inventoried the existing retail developments in downtown Woodstock
- Survey of national retailers coverage patterns within 3-, 5- and 10-mile rings of the Market Area
- Interviews with existing downtown business owners and numerous real estate professionals with extensive retail experience in the area

Downtown Woodstock

Woodstock's Square has a certain charm and historic character that continually attracts visitors from nearby communities and local residents. The downtown is filled with quaint boutique retail shops, several restaurants, the Woodstock Opera House, limited office space, and City Hall. The Challenger Learning Center, located close to the Square, serves school districts in northern Illinois and has attracted several thousand students and visitors since it opened in 2001. Even though a number of apparel, florists, hardware, and book stores have closed over the years due to increased competition, downtown Woodstock is in a good position to withstand the pressures of the outlying national retailers. This is due to its agglomeration of boutique stores and independent restaurants that cannot be easily replicated by national retailers. The stores, together on the Square, create a charming and unique experience for its visitors. Capitalizing on this appeal, the Square has potential to grow and expand to the adjacent blocks if downtown Woodstock is successfully marketed, and if the City of Woodstock continues to grow in population and household income.

Woodstock has a 2002 inventory of approximately 177 businesses in the Downtown Business District, generally bounded by Calhoun Street on the south, Madison Street on the east, First Street on the north, and Tryon Street on the west. There are a total of 26 boutique stores selling gift or specialty items, constituting over 14.0% of the businesses in downtown Woodstock. Another 7.0%, or 13 stores offer other types of retail merchandise. Personal service businesses, such as hair salons and dry cleaners, constitute 10.0% of the businesses. For the population size of Woodstock, it has a large number of restaurants/bars in its downtown with a total of 15 establishments, plus two more are planned to open in the near future.

Before the opening of The Town Square Inn last summer, downtown Woodstock had only one

lodging establishment which is a bed and breakfast and is not open on a regular basis. The Town Square Inn is located directly on the Square at 112 ½ Cass Street, and has a total of five rooms, ranging between $89 - $149 per night. The inn can be expanded up to seven rooms. However, there are no current plans to do so.

Much of the inn's business to date has been split between leisure travelers on the weekends and business travelers during the week. The majority of the leisure travelers are from within a two-hour radius and are typically in town for weddings, anniversaries, and birthdays. In August and September of 2002 the inn experienced a 62.0% and 40.0% occupancy rate, respectively. The Inn's ownership attributes the decrease in occupancy due to children returning to school, fewer fall weddings, and the public's lack of knowledge that the inn exists. Due to its unique location on the Square and its customized rooms, the Town Square Inn does not have any direct competition. However, the inn views the Holiday Inn Express on Route 47 just north of Route 14 as being its biggest competitor.

Figure 16 indicates that professional businesses constitute a large part of Woodstock's downtown. However, these businesses tend to be small, occupying upper floor space on the Square or buildings off the Square. In terms of square footage, office space is not the predominant use on the Square. The office market will be discussed later in further detail in the Office Market Analysis section of this report.

FIGURE 16: SUMMARY OF BUSINESS ESTABLISHMENTS BY CATEGORY, DOWNTOWN WOODSTOCK, SUMMER 2002

Business Category	Number of Stores	Percent of Total
Gift/Specialty	26	14.7%
Other Retail	13	7.3%
Restaurants/Bar	15	8.5%
Lodging	2	1.1%
Personal Services	18	10.2%
Business/Financial Services	10	5.6%
Office	73	41.2%
Special Attraction	4	2.3%
Government	2	1.1%
Other	14	7.9%
	177	100.0%

Source: Woodstock Department of Business Development

Over the years there has been some turnover among downtown retail businesses with stores having to close due to increased competition and over saturation of the market, while others relocated to new space off the Square. In spite of this turnover, the Square has been successful in filling vacant storefronts. The City indicated that they often receive inquiries from out-of-town and start-up specialty retail businesses looking for space on the Square. An 85-seat pub is planned to occupy the vacant space located in the lower level of the Town Square Inn. Current rents for ground floor retail space on the Square range between $8.50 to $12.50 per square foot on a gross rent basis, which includes taxes and certain expenses. The majority of the rents are no more than $10.00 psf.

Route 14 and Route 47 Corridors

Route 47 is Woodstock's major retail corridor. It is home to a number of car dealerships, hotels/motels, a K-Mart, numerous grocery stores, fast food restaurants, and neighborhood retail strip centers.

Over the years new "big box" retailers have been developing intensely to the east of Woodstock, primarily along the Route 14 corridor, which connects Woodstock to Crystal Lake to the southeast. Stores like Wal-Mart, Home Depot, Borders Bookstore, Target, Best Buy, Circuit City, Kohl's, and Office Depot have all developed along Route 14 within the boundaries of Crystal Lake. However, in 2002, Route 14 within Woodstock has become the focus of at least two new major commercial/retail developments. Menards is planning to develop the southwest corner of Route 14 and Lake Avenue to include an approximate 196,000 square foot home improvement store and an

additional 150,000 square feet of retail space. This project is scheduled to be under construction in 2003. A second development is being planned for the former Rohm & Haas site located just north and east of the intersection of Route 14 and Lake Avenue. This development, also planned for 2003, includes a 126,000 square foot general merchandise store, an 86,000 square foot softlines store, and five outlots which could accommodate an estimated 100,000 square feet of additional retail development.

National Retail Coverage Patterns

As discussed above, The City of Woodstock does not have a major mall or retail center within the community that serves its residents for its general shopping needs, which is readily apparent in the following national retailer coverage pattern analysis. Woodstock residents regularly have to travel to Crystal Lake or the City of McHenry for the majority of their retail needs as illustrated by the 3-, 5- and 10-mile ring retail coverage patterns maps located in the appendix. The retail categories that were evaluated include the following:

- Grocery
- Drug Stores
- Book Stores
- Discount Stores
- Office Supply
- Department/Junior Department/Specialty
- Auto Suppliers
- Video Rental Stores
- Electronics/Housewares
- Home/Garden/Crafts Supply
- Other Retail/Fitness
- Hotels

Retail Recommendations

National Retailers

Since a national retailer mecca has been developed in nearby Crystal Lake along Route 14, it will be difficult to attract these retailers to the Market Area. In addition, the Market Area is not highly trafficked, which is a critical criterion for national retailers in selecting site locations. As discussed earlier in the report, the streets surrounding the Market Area have ADTs ranging between 1,400 – 7,600. Based on industry knowledge and conversations with major national retailers, such traffic volumes would not attract or support major retailers, since they typically seek sites in high trafficked areas with ADTs of at least 25,000. With the redevelopment of the Die Cast Site and the future growth of the Square as identified in this report, it is not anticipated that the traffic volumes would reach the traffic volumes desired by national retailers.

Woodstock, due to its current population size and income characteristics, will find it difficult to attract national retailers that are known to locate in downtown and "Main Street" locations. This is because these retailers, such as Border's, the Gap, Banana Republic, Ann Taylor, Talbot's, etc.

tend to locate in affluent and densely populated communities as currently experienced in Evanston, Oak Park, Highland Park, and Naperville. However, if higher-end residential development occurs in Woodstock, such as those highlighted in the residential analysis portion of this report, the Market Area may be able to attract these types of retailers in the future.

Convenience Retail/Die Cast Site

Convenience-oriented retail, serving area residents and the Metra commuters, is recommended for the Die Cast Site, so as not to draw away from the existing concentration of boutique specialty stores on the Square. Preserving this concentration of specialty stores is critical in maintaining and growing the Square as a retail/visitor destination area. Therefore, it is recommended that the Die Cast Site be developed with convenience retail rather than with additional specialty retail shops. Taking into consideration the potential increase in future Metra riders at the Woodstock Station and neighborhood residents, it is estimated that there would be market demand to support a limited number of convenience oriented retail businesses, totaling an estimated 10,000 – 20,000 square feet on the Die Cast Site. This estimate is based on industry standards for square footage for various types of convenience-oriented retail.

Future Square Expansion

The City should encourage the expansion of the existing Square to the adjacent blocks, including Calhoun, Jefferson, Main, and Throop Streets. By increasing the number of specialty boutique stores in one concentrated area, the Square will become a more prominent retail/visitor destination area, attracting a wider visitor base for longer shopping/recreation experiences.

Woodstock's current population and/or income base does not support the development of traditional retail businesses and national "Main Street" retailers within the Market Area. These include clothing stores, shoe stores, book stores, hardware stores, etc. These retail uses would be in direct competition with existing retail concentrations along the Route 47 corridor in Woodstock, proposed new development along the Route 14 corridor, and existing retailers located in Crystal Lake and McHenry. In addition, there are over 15 restaurants, existing and proposed, within Woodstock's business district. Seven of these are located on Main Street or the Square. This provides limited demand for additional restaurants in the short-term. This is also true for lodging developments in the downtown area. The recent opening of the five-room Town Square Inn has indicated that there is some lodging demand in the downtown area, but this demand is not extensive enough to justify additional lodging development at this time. However, if Woodstock continues to grow in both population and income, such retail and lodging developments could be possible in the long term, most likely being in the 10 – 20 year time horizon. The strength of Woodstock's Square is its ability to offer its visitors a unique experience through its boutique shops and independent restaurants, which cannot be replicated by the national retailers. To capitalize on this niche, it is recommended that Woodstock encourage the growth of these specialty stores in and around the Square. (See Figure 17).



FIGURE 17: PHOTOS OF DOWNTOWN BUSINESSES

Office Market Analysis

There are three small areas of office development within Woodstock which include:

- Along Route 47 near the McHenry County Government Center
- Along Routes 47 and 14 southeast of town
- Downtown

There are approximately 83 office-based businesses located in Woodstock's Downtown Improvement District. Such businesses include accountants, attorneys, real estate companies, insurance companies, financial service firms, and doctors' offices, etc. These businesses tend to be small, occupying upper-floor space on the Square or buildings off the Square. In terms of square footage, office space is not the predominant use on the Square. The larger firms are located on Calhoun Street south of the Square. Of these 83 businesses, only 38 of them are located directly on Square. And of those located on the Square, 60.0% of them occupy upper-floor space.

Vacancies and Lease Rates

Currently there are very limited vacancies on the Square and the adjacent blocks. Directly on the Square there is one vacancy located at 113 ½ S. Benton Street. This is an upper-floor 1,600 square foot unit with an asking rent of $6.00 per square foot. The 10,000 sf building located at 127 E. Calhoun, which was built in 1999 and is the most recent addition to the downtown's office stock, has 3,000 sf available to lease. Gross rents in this building range between $8.00 - $10.00 psf. The remaining vacancy is the 9,240 sf 2-story Chicago Title and Trust Building located at 101 N. Throop St., which has sat vacant for a number of years.

Generally, the upper-floor office spaces on the Square have gross rents of between $6.00-$7.00 psf. There is currently 6,000 sf of office space vacant at 1039 Lake Street, near the intersection of Routes 14 and 47. The asking gross rent for this space is $14.50 psf.

Office Demand

Based on interviews with numerous commercial real estate brokers in the community there is very limited demand for office space in Woodstock. Most larger businesses are looking to locate near the interstate for easy accessibility.

In support of this the Illinois Department of Employment Services data indicates that compared to the other employment sectors, Finance, Insurance, and Real Estate (FIRE) and Business Services, which make up most of the office-using employment, are proportionately low in Woodstock, constituting only about 12.0% of the private sector employment. This limited number of professional office workers has kept demand for new office space low.

Office Recommendations

Due to the current limited demand for new office space throughout Woodstock, the Market Area is not recommended for new office development. However, potential demand for new office space could be created if the professional businesses currently occupying prime ground-floor space on the Square would relocate within the Market Area. Currently there are 15 professional offices on the Square that are located on the ground level. The relocation of these businesses would enable the Square to expand its mix of retail establishments and accommodate new retailers looking for space on the Square.

This would be a win-win situation for both the retailers and the office users. The professional offices would be relocating from typically older, small, and obsolete office spaces to new spaces specifically built to meet the current day needs of businesses, including high speed internet access, parking, and efficient office design and layout. This would give the retailers on the market an opportunity to expand and to create a larger destination retail area that would have the potential to attract a larger and wider visitor base.

Further research and discussions with the relevant businesses is necessary to determine if this is a viable development option. Based on preliminary data from the City, it is estimated that such business relocations could generate 10,000 – 20,000 sf of office demand in the Market Area with gross rents averaging between $8.00 – $10.00 psf.

Circulation, Transit & Parking Analysis

In January 2001 CivilTech Engineering, Inc. prepared an existing conditions traffic study that included vehicle, pedestrian, and parking analysis of the Die Cast Site and the surrounding downtown area. Traffic, parking, pedestrian, and commuter rail information was collected in order to assess the transportation-related impacts associated with the redevelopment of the Die Cast Site. The study also identified existing intersections that might require improvements as the area grows, regardless of the development of the Die Cast Site.

Existing Traffic

As part of the data collection effort, 24-hour road-tube counts and peak period intersection traffic counts were conducted along main roads that provide access to the downtown area and the Die Cast Site. A review of these intersection counts revealed that the morning and evening peak hour traffic movements occurred between 7:30 and 8:30 AM and 4:15 and 5:15 PM, respectively.

Analysis of the intersection counts was conducted utilizing the operational analysis procedures as outlined in the Highway Capacity Manual (HCM) for signalized and unsignalized intersections. Conventional analysis of intersection capacity involves the determination of a "Level of Service" (LOS). Levels of Service range from "A" to "F", with each level describing a different set of operational characteristics for the intersection. LOS "A" describes intersection performance with minimal delay, while LOS "F" describes intersection failure with extensive delays and long vehicular queues. The intersection analyses showed that all intersections operated throughout the day at Level of Service "C" or better. For the purpose of this study LOS "D" or better was considered acceptable, as is standard practice throughout the Chicago Metropolitan Area.

Two intersections in particular were not analyzed using the methods of the HCM. Madison Street at Calhoun Street is a four-legged intersection operating under 3-way stop sign control; westbound traffic is allowed to proceed through the intersection in all directions without stopping. Lake Avenue at South Street/Madison Street is a 5-way stop sign controlled intersection. The HCM does not currently provide accepted methods for analyzing either of these conditions. Based on qualitative field observations, it appears that these two intersections are suffering from operational deficiencies and may require improvements regardless of whether the Die Cast Site is redeveloped or not. The intersection operational deficiencies will be analyzed during the development phase of the Die Cast Site. However, possible improvements may include the installation of traffic signals, improved intersection channelization and pavement markings, or improved signing.

Average Daily Traffic Volumes

The Average Daily Traffic Volumes for the roadways serving the City of Woodstock are considerably lower than the maximum capacity of these roadways. Therefore, more traffic would be capable of accessing the Woodstock downtown area as redevelopment occurs to draw these vehicles to a destination. Traffic generators can be defined as commercial developments, residential developments, employment areas, entertainment facilities, hospitals, educational facilities, or a node of transportation. All of which require adequate levels of parking to accommodate traffic volumes.

Figures 18 and 19 summarize the locations at which Average Daily Traffic (ADT) volume information has been collected. These volumes had been collected either as part of IDOT's ongoing traffic count program or for the purposes of the Die Cast Traffic Study conducted by

CivilTech Engineering, Inc. The market analysis indicates that the current traffic and population forecasts are not strong enough at this time to attract national retailers to downtown Woodstock.

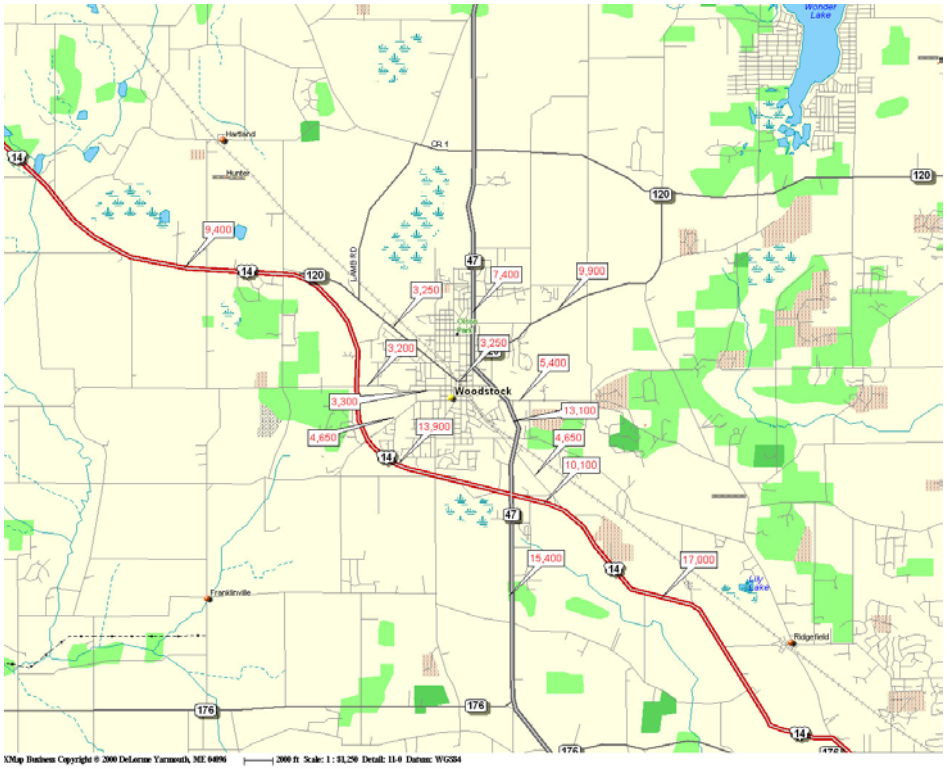


FIGURE 18: WOODSTOCK REGIONAL ARTERIAL ROADS WITH AVERAGE DAILY TRAFFIC VOLUMES

Traffic Count Location	IDOT ADT Volumes, 2001	CivilTech Engineering, Inc. Traffic Counts, 2000
IL Rt 120		
▪ Washington St	3,250	7,600
▪ Church Street	3,250	6,900
▪ McHenry Ave	9,900	
IL Rt 47		
▪ South of US 14	15,400	n.a.
▪ Eastwood Dr	13,100	n.a.
▪ Seminary Ave	7,400	n.a.
US 14		
▪ West of Woodstock	9,400	n.a.
▪ West of IL Rt 47	13,900	n.a.
▪ Between IL Rt 47 and Lake Ave	10,100	n.a.
▪ East of Lake Ave	17,000	n.a.
South Street, north of US 14	4,650	5,800
Lake Avenue	4,650	5,700
Country Club Road	5,400	n.a.
E Calhoun Street	n.a.	5,000
E Judd Street	n.a.	3,200
W Jackson Street	3,300	3,700
Kishwaukee Valley Road	3,200	n.a.
Dean Street, north of US 14	n.a.	2,700

n.a. – no ADT volume available

FIGURE 19: WOODSTOCK REGIONAL ARTERIAL ROADS WITH AVERAGE DAILY TRAFFIC VOLUMES

Regional and Downtown Traffic

Several non-direct routes exist for travel in the east-west direction through the City of Woodstock. The following are the primary east-west routes for travel to and from Woodstock.

Country Club Road, Jackson Street and Kishwaukee Valley Road:

Country Club Road provides access to and from the east but ends at Route 47 on the near east side of the City. Country Club Road is a collector roadway and has an Average Daily Traffic (ADT) volume of 5,400 vehicles. Drivers must access either Calhoun Street or Judd Street via Route 47, travel to the west side of the Square, and then follow Jackson Street to the western edge of the City. Jackson Street is a local road and has an ADT of 3,300 vehicles. Jackson Street becomes Kishwaukee Valley Road, which lies directly west of Woodstock Square just outside the City limits. Kishwaukee Valley Road is a collector roadway and has an ADT of 3,200 vehicles.

IL Route 120 (Washington Street, Church Street, Madison Street, and McHenry Avenue):

Route 120 generally traverses the City of Woodstock predominately in an east-west direction. Traveling into the City from the east, Route 120 follows McHenry Avenue in a southwest direction towards downtown Woodstock to Church Street. McHenry Avenue is an arterial roadway with an ADT of 9,900 vehicles on the northeast side of the City. Route 120 connects to Washington Street via Church Street in downtown Woodstock. Church Street is a local east-west road with an ADT of 3,250 vehicles. Route 120 follows Washington Street in a northwest direction away from downtown Woodstock to its terminus at Route 14 on the northwest side of the City. Washington Street is a collector roadway with an ADT of 3,250 vehicles.

On the east side of the City, IL Route 47 (Also Eastwood Drive and Seminary Avenue):

Route 47 is the only uninterrupted north-south route for travel to and from Woodstock. Route 47 is an arterial roadway with an ADT of 15,400 vehicles south of Route 14, 13,100 vehicles north of Route 14, and 7,400 vehicles north of McHenry Avenue. Northeast of downtown this road intersects Route 120 (McHenry Avenue).

US Route 14:

Route 14 serves as a bypass around downtown Woodstock and is a primary route for traffic traveling from Wisconsin and Harvard to Woodstock, Crystal Lake and other areas of Northeast Illinois, and vice versa. Route 14, a primary arterial, is oriented in a northwest to southeast direction with an ADT of 9,400 vehicles northwest of the City, 13,900 vehicles on the south side of the City, and 17,000 vehicles as the roadway nears the southeast City limits. Intersections exist at Dean Street, South Street, and Kishwaukee Valley Road that allow traffic to access the downtown area.

It was noted in the CivilTech traffic study that the following two intersections experienced operational deficiencies. While it was not possible to analyze the intersections using the methods of the HCM because of their unique characteristics, field observations were made so that problems could be understood.

Calhoun Street at Madison Street: Madison Street at Calhoun Street is a four-legged intersection operating under 3-way stop sign control. Westbound traffic is allowed to proceed through the intersection in all directions without stopping. It was noted that northbound and southbound traffic on Madison Street was hindered by limited sight distance, and northbound traffic was observed in the intersection as a westbound vehicle was approaching on several occasions.

Lake Avenue at South Street and Madison Street: Lake Avenue at South Street/Madison Street is a 5-way stop-controlled intersection. Lake Avenue serves as a major connection between Route 47

and the downtown area and carries a relatively high amount of traffic. South Street and Madison Street are both important east-west and north-south connectors, respectively. On Lake Avenue, the prevailing movement is from northbound Lake Avenue to westbound South Street. On South Street, the major movements are the eastbound and westbound through movements and the eastbound right-turn movement to Lake Avenue. The predominate movements on Madison Street are the southbound right-turn to South Street and the southbound left-turn to Lake Avenue. It was observed that this intersection experienced periods of congestion during the peak hours specifically during the evening peak hour as queues on eastbound South Street extended to Dean Street. Naturally, this congestion adversely affected the performance of this intersection.

The series of one-way streets that exists within the downtown area need to be analyzed as part of the Die Cast Redevelopment Plan as well as the station improvements. These one-way facilities may need to be altered to enhance access to and from these sites.

Transit - Woodstock Metra Station

The Woodstock Metra Station is located on the Metra UP-NW Line, which provides rail service from the Ogilvie Transportation Center in downtown Chicago to Harvard, Illinois. The Metra UP-NW Line serves a total of 21 stations between downtown Chicago and Harvard; it also serves the McHenry Station in the City of McHenry on a branch that splits from the main line at Crystal Lake. The most proximate stations to Woodstock Station on the Metra UP-NW Line are the Harvard Station to the northwest and the Crystal Lake Station to the southeast. Harvard is the northern terminus of the Metra UP-NW Line. (See Figure 20).

FIGURE 20: WOODSTOCK METRA STATION

The train station is located at 90 West Church Street, within the City's Downtown Business Historic Preservation District. The Woodstock Station is located on the west side of the tracks, adjacent to the outbound track. Built in 1914 for the C&NW Railroad, the 2,037 sf station is fully enclosed. The station originally included separate 430 sf women's and men's waiting rooms, a baggage room, an express room, men's and women's toilet rooms, and a 140 sf ticket office. This building remains relatively unaltered on the exterior. The original men's waiting room, baggage room, and the express room have been converted into a vendor area for a coffee shop. The original women's waiting room serves as the passenger waiting area today. The ticket office remains, but

currently this station is not staffed with a station agent. The existing outbound platform is 455 feet long, and the inbound platform is 297 feet long.

The Woodstock Station is open to the public from 5:30 AM to 6:00 PM. A license plate survey conducted by Metra in the spring of 2002 indicated that approximately 65.0% of riders are Woodstock residents. An additional 29.1% of Woodstock riders come from communities in McHenry, Boone, and Winnebago Counties.

On weekdays, the station is served by nine inbound trains from 6:02 AM to 8:48 PM and 11 outbound trains, with the first outbound train arriving in Woodstock at 9:03 AM and the last train arriving at 2:03 AM. Seven inbound trains and eight outbound trains serve the station on Saturday while six inbound and six outbound trains serve the station on Sunday. The vast majority (approximately 99.0%) of weekday passengers boarding Metra trains at the Woodstock Station in 2002 were traveling inbound towards Chicago. Sixty-three percent or 258 of these 409 passengers boarded at the Woodstock Station by 7:23 AM and approximately 73.0% or 288, of 397 outbound passengers disembarked at the Woodstock Station between 5:05 PM and 6:28 PM, with nearly 48.0% or 139 of those 288 passengers disembarking from the 6:28 PM train alone. The most recent Saturday and Sunday station boarding/alighting counts were conducted in 1999. There were 172 and 156 boardings at the Woodstock Station on Saturday and Sundays, respectively (See Appendix C for ridership data).

Transit - Station Access

According to Metra's 2002 On-Board Passenger Survey, the following are the primary modes of access to the Woodstock Station: 67.0% drove alone, 15.0% were dropped off, 2.0% carpooled 14.0% walked, and 1.0% biked. The mode of access differs from the surrounding stations in that a higher percentage of passengers access Woodstock Station via walking (14.0%) as compared to Crystal Lake Station (5.0%), the McHenry Station (3.0%), and Harvard Station (8.0%). However, this is below Metra's system average of 21.0% walking. (See Appendix C for 2002 Mode of Access data).

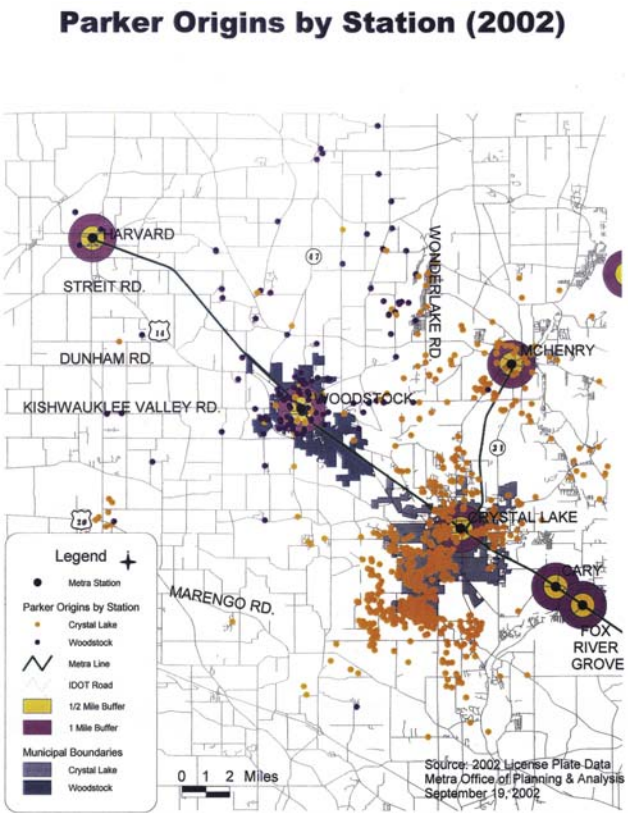


FIGURE 21: LICENSE PLATE SURVEY RESULTS

The 2002 Metra Boarding & Alighting Counts also yielded that of the 3,877 boardings at stations in McHenry County, the Woodstock Station receives 10.7% of the boardings while 3.6% board at the McHenry Station, 6.7% board at the Harvard Station, 11.6% board at the Fox River Grove Station, 40.7% board at the Crystal Lake Station and 26.7% board at the Cary Station. Additionally, the 2002 License Plate Parker Origins Survey map for the Crystal Lake and Woodstock Stations is illustrated in Figure 21. (See Appendix C for Metra ridership data).

Platform Survey

A Platform Survey was conducted during the morning of October 1, 2002 at the Woodstock Station. City representatives distributed the survey to commuters. Commuters were requested to complete the survey and return it to the representative there, or drop it in a collection box at the Ogilvie Transportation Center upon their departure. Ninety-one surveys were returned for a response rate of 26.0%, which is based on 344 riders, (2002 Metra inbound and outbound boardings between 6:02 AM and 9:48 AM). The survey was developed in order to elicit commuter ridership characteristics and preferences. The questions ranged from inquiring about their purpose for commuting to preferences regarding transit amenities. The following is a summary of findings from the completed surveys. A copy of the survey and the tabulation of the results are included in Appendix D.

- *Customer Profile:* The majority of survey respondents (50.0%) live in households with three or more persons; most of the remainder (43.2%) live in two-person households. Of respondents, 69.3% of households have two or more income-earners. Median household income falls into the $75,000-$99,999 category; 38.3% of respondents have annual household incomes greater than $100,000. Slightly more females completed the survey than males, 52.3% versus 47.7%, respectively. A minority of survey respondents (6.8%) were young adults aged 16-24 or senior citizens. The percentage of respondents ranging in age from 25-44 was 45.5%, and 47.8% of respondents were ages 45-64.
- *Origin:* Results of the survey indicated that 9.9% of the respondents actually begin their trip at a location closer to another station (8 respondents at Harvard). These commuters cited the reason for making Woodstock their station of choice is due to lower fares and available parking.
- *Characteristics:* The majority of respondents (75.8%) cited that they drove to the station alone as their primary mode of access. In terms of pedestrian access, only 12.1% of the respondents walked to the station. The inbound trains boarded by commuters were generally evenly distributed between the 6:02 AM (35.2%), 6:38 AM (27.5%), and 7:23 AM (29.7%). The majority of the commuters parked close to the platforms including 56.3% in the Die Cast Site Lot A and 36.6% in the outbound Lot B. Also, the majority of the commuters are "regular" weekday riders including 70.3% who purchase monthly passes, 72.8% who ride daily during the week and 93.4% who commute to and from work. By far, the majority of the commuter destination was the City of Chicago's downtown Ogilvie Transportation Center (90.1%). The routine of riding commuter rail is very established with the Woodstock Station user group, 71.4% having commuted for over three years. Conversely, 28.6% are new having commuted for less than three years.
- *Preferences:* When asked which businesses the commuters would most likely patronize in a station area, their preferences included a coffee shop (21.0%), a news stand (14.6%) and an ATM machine (9.0%). Other interests included convenient retail, fast food, and a drugstore. When asked about timeframe for patronizing these businesses, 57.7% cited AM peak while an additional 22.4% preferred evening. A significant number of commuters (85.6%) patronize the merchants on the Square; however, 51.2% shop on the weekends while 22.6% shop in the evenings.
- *Commercial/Retail Indicators:* When asked about the benefits of having the Metra Station proximate to businesses, 69.0% agreed that businesses in proximity to transit are more desirable. When asked about developer incentives, 79.0% of the respondents strongly agreed their preference for additional restaurant space, and for additional retail store space.

- *Residential Indicators*: When asked about their desire to relocate to appropriate housing in the station area, 85.1% described they would not consider relocating. If however they had to choose, 42.9% preferred single-family detached homes while 50.0% preferred duplex and or townhouse homes.

Station Access

Bus service to the Woodstock Station is provided by Pace routes 807 and 808 on weekdays; both routes stop at Washington Street and Main Street. Overall, there is an opportunity to improve coordination on both routes to enhance bus-train connections at Woodstock. None of those passengers that boarded at Woodstock arrived at the station via bus, according to the 2002 Metra On-Board Passenger Survey.

Eastbound Route 807 from Woodstock to McHenry travels through downtown from South and Throop Streets and provides service from the Woodstock Station with 4 trips daily (5:45 AM, 7:25 AM, 2:30 PM, and 3:32 PM). Outbound trains from Chicago do not arrive at times that would reasonably allow patrons to take advantage of Pace Bus Service. A train does arrive at 3:03 PM, which would require a person to wait almost 30 minutes for continued bus service. However, all eastbound bus service could be better coordinated to provide continuity in public transportation service. Westbound Route 807 originates in McHenry and provides service to the train station with 5 trips daily (6:50 AM, 7:57 AM, 9:30 AM, 4:46 PM, and 5:38 PM). All of these except the second trip provide good connections to inbound trains toward Chicago. The four trains that match departure times with bus service depart at 7:23 AM, 9:48 AM, 4:48 PM, and 5:48 PM. The arrival of the first bus trip could be rescheduled to arrive approximately 20 to 25 minutes later so that patrons would not need to wait as long between connecting service.

Route 808, from Harvard to Crystal Lake, is coordinated with train service to the Crystal Lake Station. The arrival/departure times at the Woodstock Station for these 7 eastbound trips per weekday are as follows:

Arrival	Departure
6:52 AM	6:58 AM
7:46 AM	8:00 AM
9:20 AM	-
-	2:30 PM
3:23 PM	3:26 PM
4:38 PM	4:43 PM
5:43 PM	5:50 PM

The inbound trains to Chicago that are well served by the arrival of Eastbound Route 808 are the 7:48 AM, 9:48 AM, 4:48PM, and 5:48 PM. The 6:02 AM, 6:38 AM, and 7:23 AM inbound trains could be better served if the bus schedules were slightly altered and expanded. Only the 5: 50 PM outbound train from Chicago is matched to the eastbound departure bus schedule.

The Westbound Route 808 also provides 7 trips per weekday, and the arrival – departure times at the Woodstock Station for these trips are as follows:

Arrival	Departure
6:57 AM	6:58 AM
8:10 AM	8:32 AM
8:53 AM	-
2:23 PM	2:26 PM
3:26 PM	3:43 PM
4:40 PM	4:50 PM
5:28 PM	5:33 PM

The inbound trains to Chicago that are well served by the arrival of Westbound Route 808 are the 4:48PM and 5:48PM. The 6:02 AM, 6:38 AM, 7:23 AM, 7:48 AM, and 9:48 AM trains could be better served if the bus schedules were slightly altered. The entire Westbound Route 808 departure schedule is not well coordinated with outbound trains from Chicago.

Streets and sidewalks to the south make accessing the station for pedestrians and bicyclists difficult. Route 120 (Washington Street, Church Street, Madison Street, and McHenry Avenue) travels through the downtown adjacent to the station area to the south. No traffic controls are present in the station area for traffic on Route 120 with the exception of crossing gates at the tracks. The best pedestrian access is to cross Church Street at Clay Street. This lack of connection between the heart of downtown and the station may negatively impact the appeal of station users from patronizing the downtown businesses. The proposed wayfinding system, which is addressed in this study, will improve the perceived connectivity between the station to the adjacent downtown areas.

Off-Street Parking

It is important to understand the existing parking conditions in the downtown area as the redevelopment of the Die Cast Site will necessitate the relocation of existing commuter rail parking on the site in the future to nearby locations within the downtown area. It will also be necessary to create additional parking on or near the site in the future to meet the projected increase in ridership at the Woodstock Station. It will be important to identify new potential parking lot locations and where commuter parking can be shared with commercial and business parking.

The parking analysis from Civil Tech's Die Cast Traffic Study-Existing Conditions Report concentrated on 1) determining the percentage of parking spaces occupied at any one time and 2) the duration for which parking spaces were occupied. Parking data was collected every hour between 7:00 AM and 5:00 PM during a weekday. All parking areas including both on-street spaces and off-street parking lots (including the Metra commuter parking lots), on and around the Woodstock Square were studied.

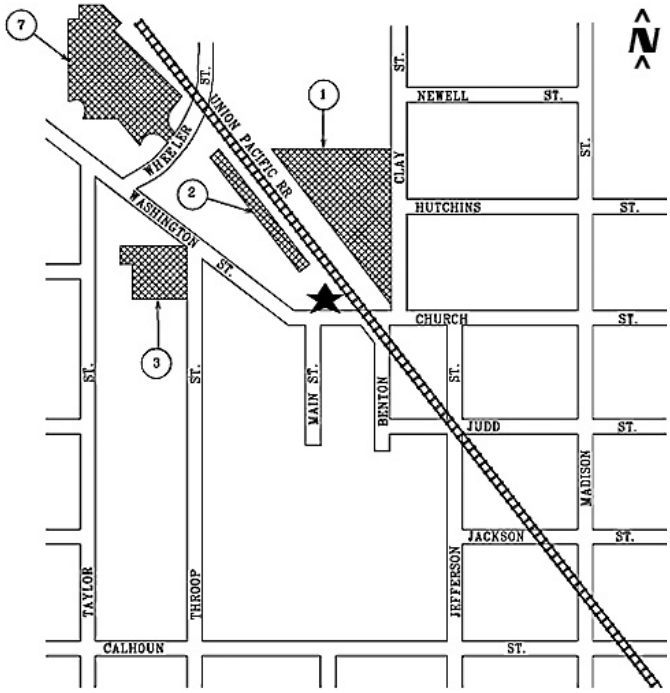


FIGURE 22: METRA COMMUTER PARKING

The Woodstock Station is served by four commuter parking lots, all of which are free of charge (see Figure 22). The total number of parking spaces for the commuter lots is 434, which consist of 424 regular spaces and 10 dedicated handicapped spaces. Lot #1 is located on Clay Street just north of Church Street and consists of 133 parking spaces. Lot #2 is located just south of the railroad tracks between Wheeler Street and Church Street and consists of 83 parking spaces. This lot accommodates 57 commuter parking spaces, while the remaining 26 parking spaces are designated for the use of nearby businesses. The UP and the City of Woodstock own the land occupied by Lots #1 and #2. The City leases UP's portion of the land. Lot #3 is located

on Throop Street just south of Washington Street and has approximately 102 parking spaces. The UP owns the land on which Lot #3 is located. The City of Woodstock leases the land from the UP and owns the commuter parking facility. Lot #7 consists of approximately 142 parking spaces and is located just south of the railroad tracks north of Wheeler Street. The City of Woodstock owns the land on which Lot #7 is located, while Metra owns the commuter parking facility.

The existing conditions traffic study completed by CivilTech Engineering, Inc. in 2001 revealed that the Metra commuter parking lots are somewhat underutilized. While the two lots closest to the station, Lots #1 and #2, were virtually full between the hours of 7:00 AM and 5:00 PM, Lots #3 and #7 were less than 30.0% and 4.0% full, respectively. Similarly, according to Metra parking counts completed in November 2001, Lots #1 and #2 were 100% utilized, and Lots #3 and #7 were 58.0% and 5.0% utilized, respectively.

The study also analyzed the amount of time that parking spaces were occupied during the study period to determine the turnover rate. Data was not collected for the dedicated Metra lots since a majority of the parking spaces were typically occupied by the same vehicles throughout the day. The parking turn-over analysis revealed that, with the exception of the City Hall and Jefferson Street lots, the majority of parking patrons occupy a space for 2 hours or less, even in the lots that do not have parking time restrictions. In addition, it appears that the parking time restrictions were enforced by the local law enforcement and were obeyed by parking patrons.

The results of this study confirm that the Metra commuter parking lots are underutilized, in particular Lot #3 west of Throop Street and Lot #7 north of Wheeler Street. The off-street parking lot at City Hall and the two lots on Jefferson Street at Calhoun Street and Jackson Street were near capacity during the afternoon hours. The lots just north of the Square in between Throop Street and Main Street, like the Jefferson Street lots, experience their highest level of occupancy during the afternoon; however, the lots were at most 51.0% full during the study period.

The majority (69.0%) of the dedicated Metra spaces are located on the west side of the tracks along with the station building and outbound platform. The inbound platform is located on the east side of the tracks, as is the remaining 31.0% of the Metra spaces. The station does not have a dedicated Kiss-n-Ride area. Limited 2-hour City parking is available (3 handicap spaces) adjacent to the station building, otherwise the remaining spaces are 24-hour Metra spaces.

On-street parking

The level of occupancy of the on-street parking on and around Woodstock Square experienced a buildup in the morning hours to a peak of approximately 50-60% between 11:00 AM to 1:00 PM. The occupancy levels remained at approximately 40-50% for the remainder of the study period. The abundance of available parking spaces on and around the Square inferred that a majority of drivers parking in the area were finding parking spaces in close proximity to their destination.

In an effort to assess the level of pedestrian traffic into and out of the downtown area, pedestrian counts were taken on and around Woodstock Square at several key locations. Counts were taken during a weekday and a Saturday from 11:00 AM to 1:00 PM, the peak period for pedestrian traffic in the downtown area. The results of the counts indicated that the majority of patrons of businesses on and around the Square were able to find parking within close proximity of their desired destination. These results corroborate the findings of the parking study in that the results show patrons were generally not parking in off-street lots and walking to their destination, but rather are finding more than adequate parking much closer to their destination on or around the Square.

Circulation, Transit & Parking Recommendations

The most critical issues that need to be addressed in the Multi-Modal Access and Circulation Plan are the following:

- Platforms
- Roadway impacts
- Wayfinding
- Parking

Station Area

Future planning of the station area needs to accommodate the potential expected increase in Metra ridership and level of service. As previously described, Woodstock is a growing community as the population of Woodstock has increased at a greater rate than its surrounding 10-mile trade area. Further, the City and Metra have investigated the opportunity of relocating the Metra UP-NW yard from its current location in Crystal Lake to a site north of the Woodstock Station. If this relocation occurs, an increase in the number and frequency of trains servicing Woodstock could result.

Metra recently completed preliminary modeling for the implications of the potential Metra UP-NW yard relocation north of the Woodstock Station. The expected ridership is estimated to be 1,500 – 2,400 AM peak inbound boardings (inbound trains arriving downtown Chicago between start of service and 9:15 AM). The projected ridership numbers are based on the current mode of access at the Woodstock Station, increased population in the Woodstock area, and are based on the assumption that there would be an unlimited supply of commuter parking. The current 434 parking spaces would under serve the possible 1,500 AM peak inbound boardings. Any increase in service levels will require additional commuter parking. This study delineates a phased implementation strategy to address the future parking demands.

The Woodstock Metra Station is currently located on the outbound side of the tracks. It is the City's desire to move the station as part of its Die Cast Site redevelopment. To better service passengers and to create cohesion throughout the development, it would prove beneficial to relocate the station to the inbound side of the tracks and integrate the station into the Die Cast Site, however the existing facility does meet Metra's current needs. The Woodstock Metra Station location and commuter parking facilities as included in this report are based on the best available information at this time. The actual station location should be the focus of future analysis as the development of this amenity becomes more imminent.

See Figure 23 on the following page for an initial analysis of station area transit amenities.

FIGURE 23: WOODSTOCK STATION-CURRENT & EXPECTED RIDERSHIP & ESTIMATED FUTURE TRANSIT AMENITIES

CURRENT AND EXPECTED RIDERSHIP

Woodstock Station Boardings	Current	Forecasted
AM Peak Inbound Boardings	258	1,500-2,400[1]
AM Peak Train Inbound Boardings	96	360-575

ESTIMATED FUTURE TRANSIT AMENITIES

(1,500-2,400 AM Boardings/360-575 Peak Train Boardings)

	Existing Condition	Estimated Future Needs
Station building	2,037 sf	1,380 sf[2]
Location	Outbound	Inbound
Total Waiting Area (Interior & Exterior)	721 sf	1,600 – 2,000 sf
Interior – Waiting Room in Depot	430 sf	850 – 880 sf
Exterior[3]	291 sf	720 – 1,150 sf
Ticket Office	140 sf	200 sf
Vendor Area	1,165 sf	150 sf
Platform Access	Good	--
Platforms		
Length – Outbound	455 ft	805 ft or 890 ft
Length – Inbound	297 ft	805 ft or 890 ft
Condition	Good	--
Seating	15 (approx.)	36 – 58
Parking		
No. Spaces – Total	434	1,250 – 2,000
Location	Good	--

[1] This is a preliminary ridership forecast number for use in planning transit amenities at the Woodstock Station, prepared by Metra, Office of Planning & Analysis (July 18, 2002). These numbers are provided prior to the official Metra projections being complete, and are based upon the following assumptions: increased population in the Woodstock area, the potential Metra UP-NW yard relocated from Crystal Lake to a site north of the Woodstock Station, and Metra potentially providing a level of service (number of trains, frequency) similar to the Crystal Lake Station; and an unlimited supply of commuter parking.

[2] Includes a multiplier for circulation and mechanical space.

[3] Includes total exterior waiting areas on the inbound and outbound side of the tracks. The existing inbound side has (2) unheated shelters (3-sided) at approximately 18 sf each, or 36 sf total. In November 2002, the Union Pacific Railroad added an additional unheated shelter on the inbound platform, which is similar in size to the other two unheated shelters on the inbound platform. The existing outbound side has a 102-linear foot depot loggia, or approximately 255 sf total.

III. CONCEPTS

Concepts

Introduction

The proposed Multi-Modal Access and Circulation Plan (see Figure 24) is based upon the previous findings, analysis, and the results in three overarching initiatives:

- The Station as the hub between the Die Cast Site and the Square
- Parking and transit amenities
- Wayfinding

As previously discussed, the downtown market and economic factors support the City's land use objectives for the redevelopment of the Die Cast Site into a mixed-use residential development. This development improves the downtown land use by expanding the downtown core north of the Square and Church Street creating a mixed-use district. Additionally, the market and economic factors combined with the charm of the Square's business community, suggests the expansion of these types of businesses beyond the Square to the street corridors of Calhoun, Jefferson, Main, and Throop Streets. Furthermore, with Die Cast's in-fill residential, the downtown would achieve a 24-hour/7-day population that can patronize the businesses and use Metra to commute to and from work. The challenge however, is to accomplish this expansion without splintering the Die Cast from the Square. The Multi-Modal Access and Circulation Plan uses the location of the pathways, sidewalks, station, platforms, and commuter parking to weave the two areas together.

Finally, a comprehensive wayfinding and streetscape program provides the City the urban design elements to communicate to residents, visitors, and commuters. A proposed sign hierarchy signals the location of the downtown while the proposed streetscape elements create the desired pedestrian street environ and aesthetic ambiance. This Multi-Modal Access and Circulation Plan establishes the "transit vision" for the City of Woodstock's downtown.

The Station – Connecting Die Cast to the Square

Station Location

The station is currently located on the outbound side of the tracks, and the existing facility meets Metra's needs today. Metra standards note that stations should be located on the inbound side to provide more efficient train boarding access. This Plan calls for the relocation of the train station to the inbound location, within the Die Cast Site. This inbound location has other significant benefits to the City. Located within the Die Cast Site, the station becomes integral to the development of the

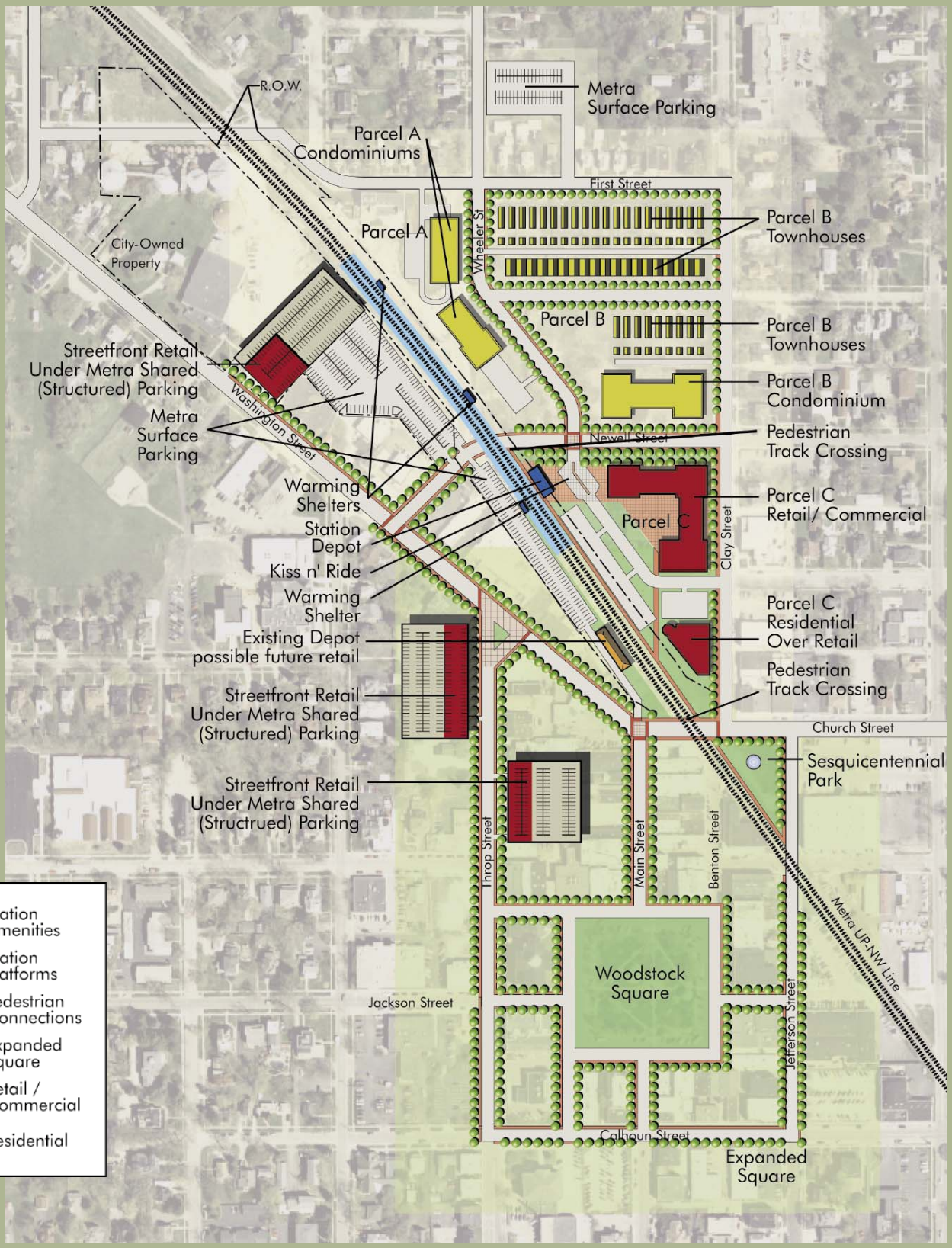


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FIGURE 24: MULTI-MODAL ACCESS AND CIRCULATION PLAN

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commercial parcel and creates economic opportunities. Increased commuter activity will promote transit-based economic development within the downtown. This station location combined with a shared-parking program between commuters and patrons, creates a synergy between the transit functions and the City's business community at nights, and during weekends and festivals. Metra has a variety of shared parking situations that differ on a case-by-case basis. Metra has found that shared-use works best when the commuter parking is shared with uses that have high parking demands on the weekends and during the later evening hours such as churches, restaurants, grocery stores, community centers, movie theaters, etc. These shared-parking opportunities will be needed to fund parking structures.

Alternative locations for the station were considered with respect to the relationship to the downtown. The criteria for selecting a preferred station and platform location are generally as follows:

- Proximity to the Square
- Compatibility to the Die Cast redevelopment plan
- Contribution to the economic development of downtown
- Proximity to the proposed new commuter parking lots and proposed parking structures that are to be embedded into the downtown fabric
- Church Street railroad-signal and gate-cycling

The preferred plan establishes ideal circulation relationships, such that the station is the transit hub connecting the Die Cast Site to the Square (see Figure 25).

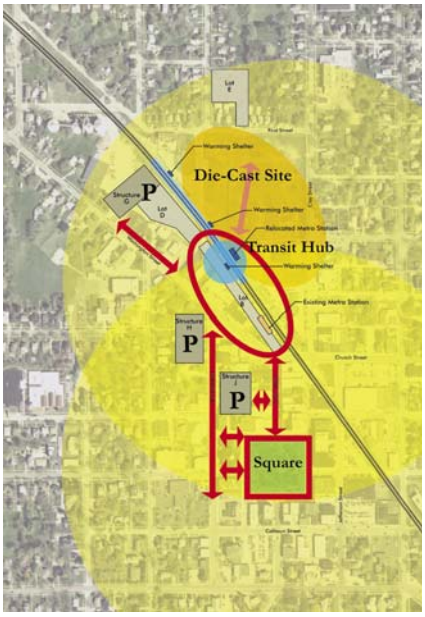


FIGURE 25: STATION AREA LAND USE DIAGRAM

Proximity to the Square & Assuring Die Cast Compatibility

The Plan calls for the area around the station to serve as an anchor in the Central Business District. Consistent with the principles of successful TOD projects, Woodstock's Station area will combine a variety of uses within a small area. The Plan is focused on creating a tight-knit neighborhood around the station that is physically and philosophically connected to the rest of the downtown. The downtown neighborhood is defined by a ¼-mile radius around the station and the Square. The station area plan is based on the Die Cast Property Redevelopment, Conceptual Grading Plan, prepared by Jacob & Hefner Associates and adopted by the City. The proposed new station would be located south of the future extension of Newell Street in commercial Parcel C (see Appendix E). This location would work effectively from the standpoint of rail and proximity to commercial, retail, and residential. This parcel is the targeted location for convenient retail services desired by commuters. This parcel is also south of the medium-density residential development targeted for Parcels A and B directly north of the proposed future extension of Newell Street. While no commuter parking will be provided in Parcel C, the businesses will benefit from proximity to the station.

The Plan, through a series of stages, recommends that the Wheeler Street grade crossing of the tracks be closed and that this street be realigned slightly to the east as it meets Newell Street. In the early stages, Newell Street will be extended westerly from Clay Street to the proposed intersection with Wheeler Street with a proposed pedestrian crossing parallel to the proposed

extension of Newell Street. The existing pedestrian crossing north of the existing station would be removed, and the pedestrian crossing at Church Street would remain. Certainly, any at-grade crossing modifications or any proposed crossing would be subject to approval and/or sign-off of the UP. A later staged improvement will extend Newell Street further to the west requiring a new vehicular grade crossing, which will basically replace the existing Wheeler Street crossing, and connect with the short section of Wheeler Street, located west of the tracks, intersecting with Washington Street.

The Plan incorporates a circulation and greenspace system around the proposed station location. The proposed Kiss-n-Ride is located directly east of the station and is accessible from realigned Newell Street and aligned along the Wheeler Street centerline. A plaza and greenspace is envisioned around the proposed new station, which includes an expanded landscape area connected to the proposed streetscape palette of the adjoining road network. This plaza should be developed such that pedestrian gathering areas, bicycle facilities, and bus shelters can be accommodated that adhere to the design standards and streetscape palette described herein. The station and the plaza are also strategically situated within the line of site to the Square area creating a potential visual connection to the Throop Street corridor. The existing station can continue to function as a retail shop offering shelter to patrons and commuters in poor weather.

This proposed new station location is ideal regardless of whether the relocation of the existing Newell Street grade crossing is successfully negotiated between the Union Pacific Railroad and the City. As a result of this study, the City has shifted the centerline of Wheeler Street in order to achieve a greater setback from the rail centerline (see Figure 26). This reconfiguration should allow for efficient gate cycling and vehicular turning movements at the Wheeler Street/Newell Street intersection. This preferred location is based on the proximity to Church Street and the subsequent impact to the Church Street signals. As stated earlier, a goal of the City is to locate the station as south as possible while seeking to keep the Church Street crossing open while the train is boarding. In terms of platform length, platforms would be located so that if possible in the future, a train boarding at the station would not trigger the gates at Church Street. Detailed engineering studies would need to be conducted to determine the impact on Church Street.

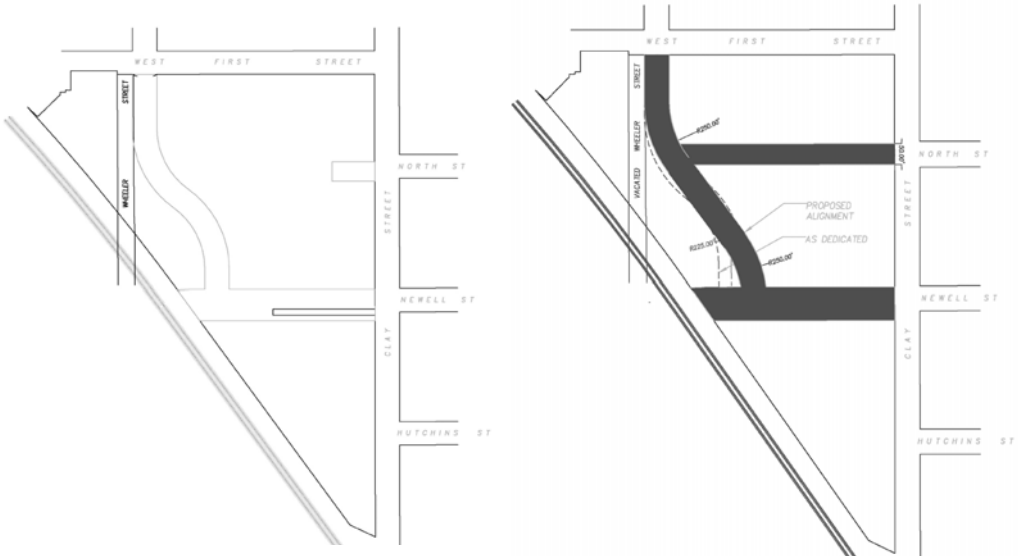


FIGURE 26: WHEELER STREET DEDICATED REALIGNMENT AND PROPOSED REALIGNMENT

Proposed Platforms & Shelters

Platform lengths and locations are critical issues of the Plan. Currently the inbound and outbound platforms are 297 and 455 feet in length, respectively. The existing station is currently served by a maximum of 11-car trains and a minimum of 4-car trains, which is a result of existing ridership demand and average passenger loads along the Metra UP-NW Line. Due to the existing length of the platforms, longer trains are only able to allow passengers to board and exit train cars at doors that are accessible from the platforms. The potential Metra UP-NW yard relocation from Crystal Lake to north of the Woodstock Station, and the anticipated population growth anticipated for the City and the surrounding area could result in increased train service. This increased service would require that the platforms be lengthened to 805 feet (10-car service) or 890 feet (11-car service) per Metra standards.

Circulation & Transit

The current parking facilities are insufficient for the projected future daily ridership at the Woodstock Station. Although the current lots are underutilized, an increase in AM peak ridership from 258 to 1,500 or more will exceed the current capacity of 434 spaces. In fact, ridership cannot expect to reach 1,500 if additional parking is not provided. The Plan includes a three-phase parking strategy that ultimately yields 1,089 spaces. The lots are surface parking lots until the final phase when ridership and land availability issues warrant investment in parking structures. More importantly, the approach to expanding commuter parking is to accommodate, to the extent practical, the long-term ridership demands balanced with preserving the fabric of the downtown. The result is the development of multiple structured, shared-parking lots located within the grid of the downtown whereby the commuter's route from the lot to the station continues through shops and businesses within the expanded Square or Die Cast Site. The design of the lots should blend into the streetscape including commercial and retail uses on the first-floor street frontage. This approach compliments the character and land use of the expanding Square. The architecture standard for each parking structure should be consistent with architectural vocabulary of the Square and adhere to the downtown historic preservation designs standards (see Figure 27).

FIGURE 27: THROOP STREET ELEVATION

Corridors and Gateways

City Scale –Major Entrances To Downtown:

Arrival to any City begins at major gateways at the edge and perimeter. These gateways become the major entry points to the downtown. There is a sense of approach to a particular destination as one draws near the gateways. The current gateways to Woodstock however are not pronounced, visible or aesthetically attractive. Because Woodstock has a transit corridor, the City needs to address both gateways along the primary arterial roads and also along the commuter rail line as the train approaches the Woodstock Metra Station (see Figure 28).

FIGURE 28: PATHWAYS CONCEPT MAP-CITY SCALE

An example of Woodstock's key corridors and Gateways are as follows:

- Major City Gateways
- Minor Downtown Gateways
- Important Neighborhood Routes
- Downtown Station Neighborhood
- Metra UP-NW Line

Neighborhood Scale – Major Linkages:

Once inside the City, minor gateways serve to announce arrival in the downtown. These gateways include corridors, intersections or other nodes, which are identifiable as part of the downtown. The downtown gateways become decision points for people heading for the Square and the downtown (see Figure 29).

Certain corridors will become primary and secondary routes used to travel through the downtown. Closer into the downtown and the Square, these routes will be shared by multiple modes of

FIGURE 29: PATHWAYS CONCEPT MAP-NEIGHBORHOOD SCALE

transportation including vehicles, bicycles, and pedestrians. It is important to improve connections (vehicular, pedestrian, and bicycle) within the Downtown, between the train station and Square, and from the primary vehicular routes circumscribing the City into the Downtown.

- Major Decision Points
- Minor Decisions Points
- Entry Points
- Downtown Neighborhood
- Downtown Commercial Center

Streetscape & Wayfinding Design Guidelines

A well-designed streetscape forms a framework for understanding and moving through the City. A cohesive streetscape and signage system is used not only by visitors but also by the residents of

Woodstock. Whether it is to assist with orientation or to identify a place, public spaces (streets, sidewalks, and plazas) as well as the elements within them tell a story and enrich the experience. This goes beyond signs and arrows, toward a continuity of all landscape elements and materials: paving, planting, seating, etc. This palette, developed in conjunction with a signage wayfinding system (pole signs, kiosks, gateways, and markers) becomes a kit of parts specifically designed for Woodstock. The TOD streetscape and wayfinding goals are:

- To communicate and expand the Square
- Create an identity for the whole downtown as a neighborhood
- Directional elements at major City gateways
- Enhance/beautify City gateways
- Design a logo for Woodstock
- City-wide branding and imaging
- Beautify the Square and surrounding sidewalks/storefronts
- Define spaces for outdoor activities

Signage Typology

As part of this study, an initial palette was developed to include the wayfinding typology. The City is currently completing a wayfinding and streetscape implementation system based upon the early results of the TOD wayfinding palette. The Wayfinding and Streetscape schematic design program is included in Appendix F.

Wayfinding into downtown has been identified as a need. Directing people from the outer arterial roads into the downtown has been problematic. To address the primary need of wayfinding, focusing on movement from City edge to City center, a typology of signs was created to fit the needs of particular installation areas. The typology is listed below (see Figure 30).

FIGURE 30: SIGNAGE TYPOLOGY

Type 1 Monument , Type 2 Identifier, and Type 3 Directional:

This group of signs has been designed particularly for gateways near the City edge and along corridors leading from the outer ring of the City into the downtown neighborhood. Their size,

height, and spacing are designed to accommodate the speed of passing vehicles, and are located in areas where pedestrian activity is at lower levels or where communicating information to pedestrians is not the primary objective.

Type 4 Neighborhood Marker:

This sign is a transitional zone element, meant for locations where communicating vehicular directions are important yet there is also a higher level of pedestrian activity.

Type 5 Event Kiosk:

This is meant for communicating information primarily at the pedestrian scale.

Location Strategy

The City was analyzed at two levels: 1) overall City and 2) City neighborhood. At the overall City level, primary and secondary entrance points and corridors were identified. The City entrance points are along Route 14, Route 47, and Route 120. Corridors (routes into and through the City) are Lake Avenue, Route 47, Dean Street, Kishwaukee Valley Road, Jackson Street, and Route 120 (see Figures 31 and 32). The number icons on the aerial photos refer to the five signage types as described above. The emphasis is on beautification of City gateways through landscape and signage, and on directing traffic along specific routes from the City edge to the City center. Once in the downtown neighborhood, emphasis on repetition of particular landscape elements will create a downtown neighborhood identity of the streets outside of the Square.

Initially, the most important issue will be directional signage from the I-90 expressway and other major routes into the center of Woodstock. Subsequent installation projects would integrate elements from the overall design recommendation, including signage, landscape, lighting, pedestrian amenities, and roadway improvements. Standard IDOT highway signage is proposed at the following locations to announce the Woodstock downtown as a destination, and direct traffic from the highways to proper exits:

- Route 14 at Lake Avenue
- Route 47 at Route 14
- Route 14 at Kishwaukee Valley Road

Vehicular directional signage is proposed from the City entrance points through the City along the main corridors in the following locations:

- Lake Avenue at Route 47 NB
- Route 47 at Lake Avenue NB
- Lake Avenue at South Street NB
- Route 47 at South Street NB
- Route 47 at Calhoun Street SB
- Route 120 at Route 47 SB
- Route 47 at Route 120 SB
- Madison Street at Church Street
- Route 120 at Throop Street

FIGURE 31: SIGNAGE LOCATIONS-CITY

Streetscape Elements

In addition to the signage system, new amenities are envisioned as part of the streetscape improvements for the downtown and throughout the City. Elements to be included in streetscape improvements are described as follows:

- Lighting. New decorative roadway lighting with decorative mast arm to replace the existing shoebox fixtures throughout downtown. New decorative pedestrian lighting throughout downtown.
- Hanging Baskets. New hanging baskets for annual plantings will be added to all existing concrete light poles throughout downtown.
- Benches. New benches will be distributed throughout the downtown area and within public areas. Additionally, new benches will be integrated into the sidewalk planters on the streets that wrap around the Square, extending to the next block outside the Square. A similar bench will be included with the planter at Sign Type 4 Neighborhood Markers.

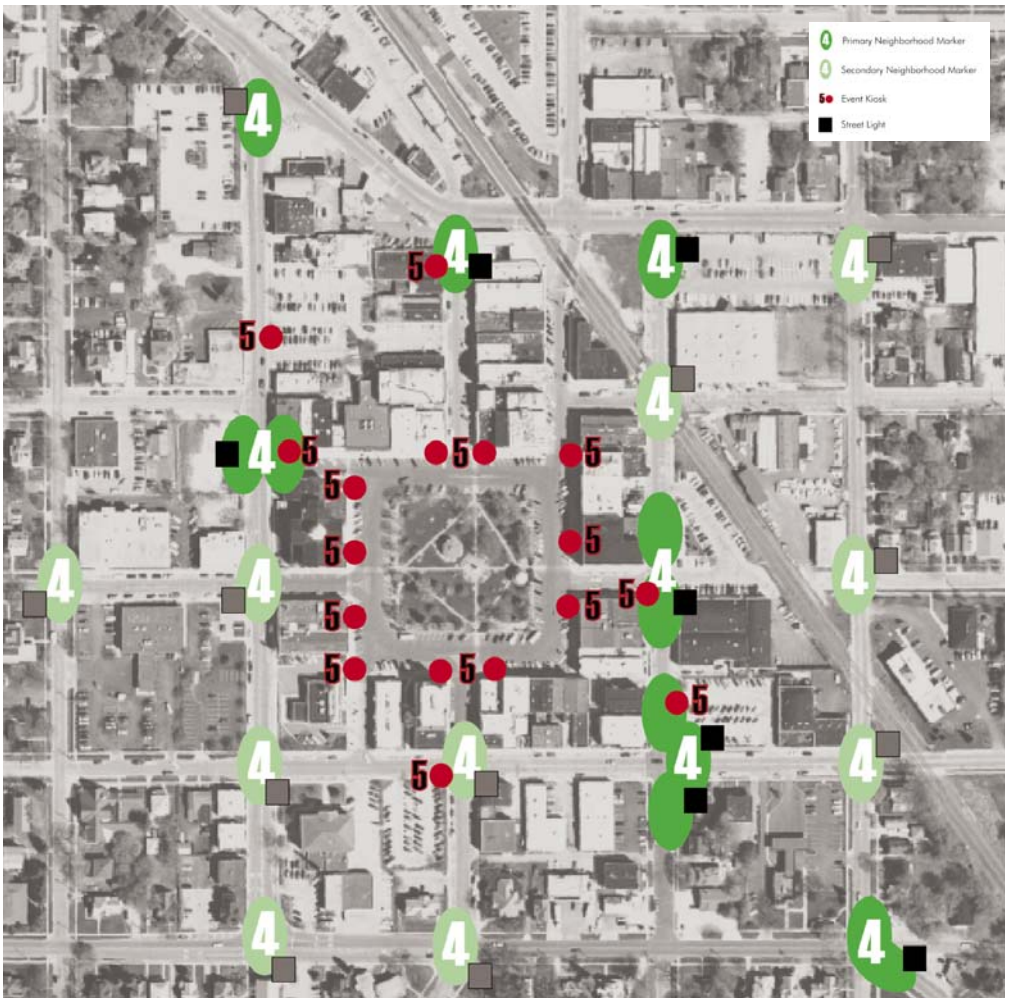


FIGURE 32: SIGNAGE LOCATIONS-DOWNTOWN

- Trash Receptacles & Bike Racks. New trash receptacles have been chosen that coordinate with the new benches, to be located throughout downtown and in public parks. The new bike racks are a bollard style, compact, and are easily integrated into the streetscape.

Aesthetics

A full palette of amenities and aesthetics was developed that best fit the needs of the City and will serve to create a uniform character throughout the City while visually enhancing the downtown neighborhood. Elements such as paving materials and lighting fixtures used in combination with the newly designed City logo (part of the City's implementation project), will maintain continuity throughout Woodstock and establish a strong identity for the City. (See Figures 33 and 34).

FIGURE 33: PHOTOS OF PROPOSED AESTHETIC ELEMENTS-PAVING, LIGHTING AND LANDSCAPE

FIGURE 34: PROPOSED STREETSCAPE AMENITIES-BENCHES, TRASH RECEPTACLES, AND BIKE RACKS

IV. IMPLEMENTATION

Implementation

Introduction

The implementation strategy for Woodstock's transit-oriented development is designed around the redevelopment of the Die Cast Site and the potential increase in Metra ridership. Recognizing that it is impractical at this point in time to formalize a timeline and sequence for these two events, the following implementation strategy and cost estimations serve as reference tools for the Project Team to guide development. Costs for the development of the Die Cast parcels are not included in this plan. The strategy addresses the following:

- Implementation Plan
    - Residential and Commercial Development
    - Upgrade of Metra Station
    - Parking staging and sequencing
    - Wayfinding priorities and budgets
- Next Steps
- Redevelopment Tools and Incentives

Implementation Plan

A Flexible Plan to Be Implemented in Phases

Projects of the size and complexity of Woodstock's Transit-Oriented Development effort are handled most successfully by organizing activities into phases, according to community priorities, market support/private interest, and dependencies on external events. The strategy for accomplishing this TOD project includes development over three phases, described below. Please refer to Figures 35 and 36 for a graphical representation of existing conditions in the Study Area, and to Figure 24 for an illustration of the project's proposed end state.

Phase I

The First Phase of the Woodstock Transit-Oriented Development project establishes new residential development near the Metra transit amenities. Construction of townhomes and condominums on Die Cast Parcel 'B' in the northeast area of the site brings in additional residents drawn to the convenience and liveliness of a medium-density subdivision. As indicated in the market analysis section of this report, establishing greater population density in the Study Area will be key to launching a more active and energized neighborhood. Townhomes and duplex units aimed at first-time home-buyers, singles, and child-free households would provide 1,500 – 2,200 sf of living space at attractive prices. Wheeler Street bounds this parcel on the west side.

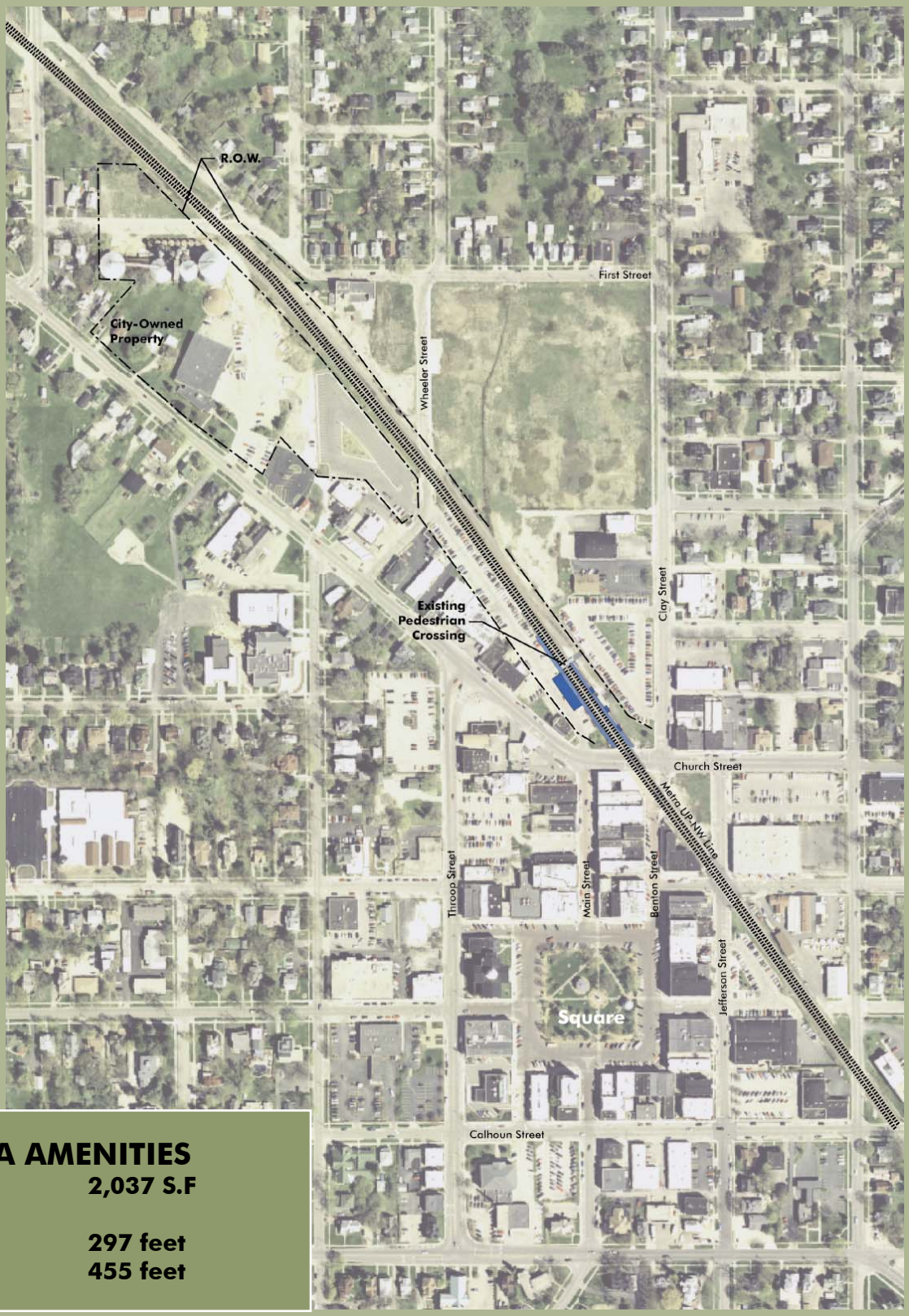
To improve traffic circulation and safety, Wheeler Street will be reconfigured. The at-grade railroad crossing north of commuter Parking Lots B and D will be eliminated, and Wheeler Street will curve softly along the east side of the commuter line. The existing pedestrian crossings just north of the station and at Church Street would remain. Additional minor roadway improvements are also targeted for Phase I.

The Square also begins to see revitalization during Phase I through new wayfinding and streetscaping elements. IDOT highway signs, Directional Markers and Neighborhood Markers within Woodstock are indicated as First and Second Priority additions to the community. These types of signs will begin to raise awareness about the changes in Woodstock related to improved transit, and enable visitors to the community to navigate the city more easily. New hanging planter baskets, benches, and trash receptacles serve to create a more pedestrian-friendly atmosphere, and lay the groundwork for a more pleasant connection to the transit amenities. These enhancements will add to the charm of the Square, which hosts charming and vibrant boutique retail, restaurants, and offices.

Parking facilities and transit station amenities will remain unchanged during this Phase. The existing pedestrian crossings just north of the station and at Church Street would remain.

Costs for Phase I are estimated at approximately $2,119,260. Costs for reconstruction of Wheeler Street and Newell Street are estimated at $605,400. Roadway improvements are estimated at $1,180,935. Phase I Wayfinding and Streetscaping costs are anticipated to be approximately $332,925.

Please refer to Figures 37 and 38 for a graphical illustration of Phase I activities.



EXISTING METRA AMENITIES

Station depot	**2,037 S.F**
Platform length	
Inbound	**297 feet**
Outbound	**455 feet**

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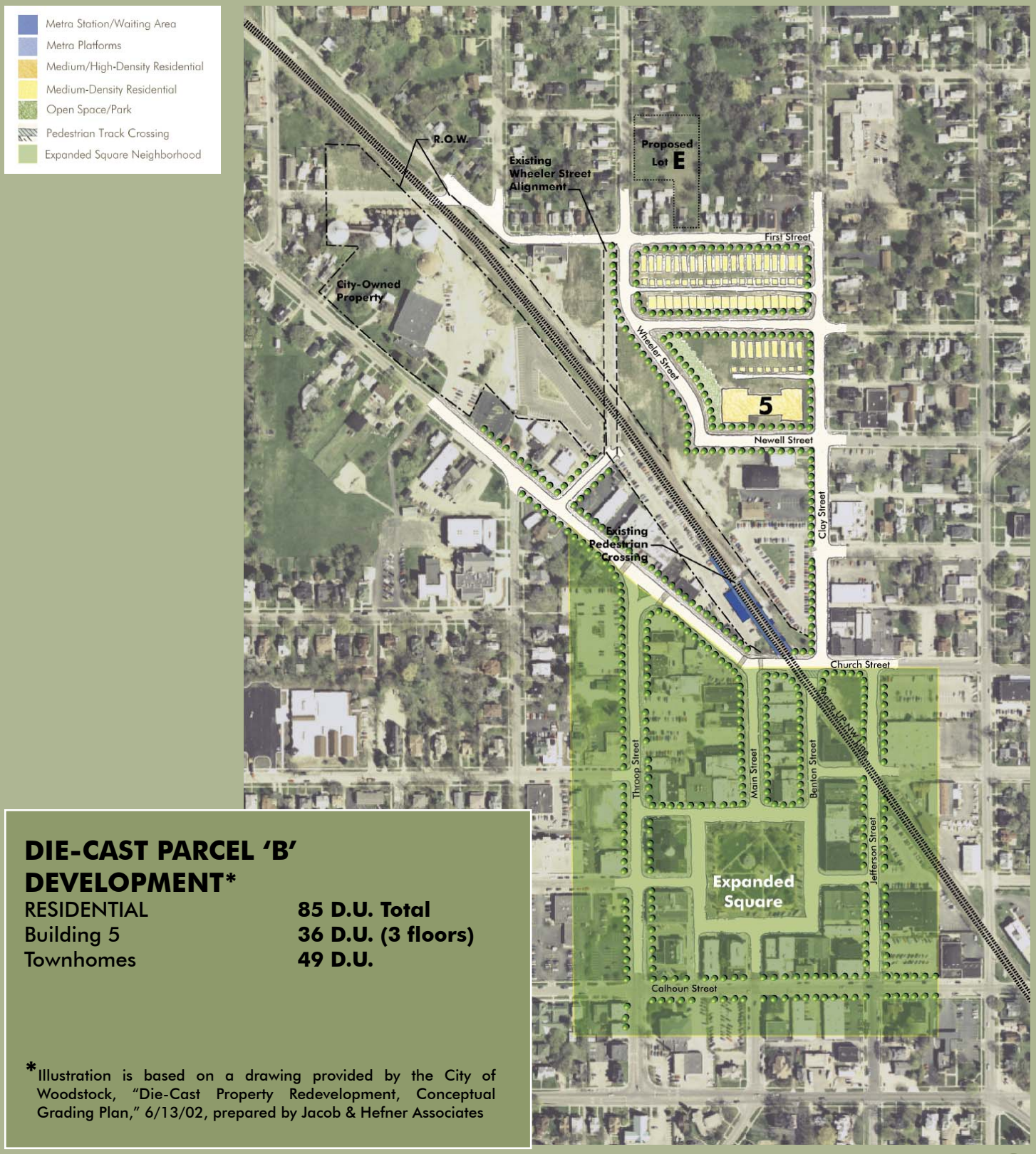
FIGURE 35: MULTI-MODAL ACCESS AND CIRCULATION PLAN - EXISTING

Existing Commuter Parking				
LOT	TOTAL	EXISTING	REPLACEMENT	NEW
A	133	133		
B	57 (57 commuter spaces, 83 total)	57		
C	102	102		
D	142	142		
TOTAL	434	434	0	0

Existing Conditions:

434 spaces total



DIE-CAST PARCEL 'B' DEVELOPMENT*

RESIDENTIAL	**85 D.U. Total**
Building 5	**36 D.U. (3 floors)**
Townhomes	**49 D.U.**

*Illustration is based on a drawing provided by the City of Woodstock, "Die-Cast Property Redevelopment, Conceptual Grading Plan," 6/13/02, prepared by Jacob & Hefner Associates

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FIGURE 37: MULTI-MODAL ACCESS AND CIRCULATION PLAN - PHASE I

Phase I Commuter Parking				
LOT	TOTAL	EXISTING	REPLACEMENT	NEW
A	133	133		
B	57 (57 commuter spaces, 83 total)	57		
C	102	102		
D	142	142		
TOTAL	434	434	0	0

Phase I:

- Wheeler Street would be reconstructed and the at-grade crossing would be abandoned.
- The existing pedestrian crossings just north of the existing station and at Church Street would remain in this phase.
- Station and transit amenities would remain the same.
- Metra parking remains, surface parking lots would not be affected.
- *If needed, land is designated for construction of additional parking lot (Lot E- 152 spaces).

434 spaces total

Phase II

The Second Phase of the Woodstock Transit-Oriented Development project will be triggered by progress on the development of the Die Cast parcels and growth of retail and commercial activity in the downtown Woodstock area. This stage of the project also coordinates with the potential relocation of Metra's rail yard in Crystal Lake to north of the Woodstock Station, which is expected to increase train ridership. A new station building could be constructed northwest of the current station, on the east side of the tracks to facilitate customer access. The City has also expressed a desire to move the station to this location to better fit with the Die Cast Site redevelopment. The new station complex could include new exterior waiting area, extended platform space and warming rooms, meeting Metra standard space guidelines as previously discussed in Figure 23. In 1994, Metra undertook and completed a project, which consisted of the major rehabilitation of the depot and accessibility improvements at the Woodstock Station. With regards to the proposed new station, Metra cannot invest twice before obsolescence occurs. Should the City desire the station and/or platforms to move prior to their life being extended, the construction of a new station and/or platforms would need to be financed by the City possibly via tax-increment financing, developer contributions, or joint-use building approach. If the use of current facilities are exhausted, the City and Metra could work together to build a new station and/or platforms. It is important to note that this would be a base station, platforms, and transit amenities and that additional funds may be required should the City wish to enhance their design. Due to the historic significance of the current station building, the existing station building could be adaptively reused. As mentioned, the Metra station location and commuter parking facilities as included in this report are based on the best available information at this time. The actual station location should be the focus of future analysis as the development of this amenity becomes more imminent. A new pedestrian crossing at the proposed extension of Newell Street would be created whether or not the complete extension of Newell Street is completed. The existing pedestrian crossing north of the existing station would be removed, and the pedestrian crossing at Church Street would remain. This new proposed pedestrian crossing would be subject to approval and/or sign-off of the UP.

The size of the new proposed 1,400 square-foot station depot constructed in this phase is based on the estimated future transit amenity needs information from Metra (see Figure 23). The proposed new station will accommodate 850 sf of designated interior waiting area, in addition to exterior waiting area underneath a loggia that extends the length of the building. Also in this phase, station platforms would be extended to meet the Metra standard maximum of 890 feet for UP lines, (805 feet for other lines) and warming shelters would be constructed on both the inbound and outbound platforms to provide necessary additional exterior waiting areas. The sizes of the new shelters are also based on the estimated future transit amenity needs.

On the inbound platform, two shelters (one moderate shelter just north of Newell Street and one small shelter further north) would be constructed north of the proposed new station. On the outbound platform, one small shelter would be constructed across from the proposed new station. The total amount of exterior waiting area will be 1,152 sf, with 1,020 (89.0%) on the inbound side and 132 sf (11.0%) on the outbound side.

In addition to the physical station improvements, pedestrian and automobile access to the station will also be upgraded. Cross-walk, stop-sign and minor structural improvements will be made to Church Street to improve walkability for pedestrians. A "Kiss-n-Ride" area will be constructed between Wheeler Street and Newell Street and east of Wheeler Street, providing a convenient location in front of the new proposed station for passenger drop-off and pick-up. This amenity will be built to handle six or seven cars at a time.

Additional and replacement commuter parking spaces around the Metra station would be

constructed to accommodate the additional expected riders and replace spaces lost by redevelopment of the Die Cast Site. Parking Lot A would be redeveloped for commercial/retail development. Commuter Parking Lot B currently only allocates 69.0% for Metra customers; during Phase II, the remaining 26 spots would be re-allocated for commuter use. Commuter parking Lots C and F along Throop Street would also be allocated for Metra customer use. Commuter Lot C would be reconfigured to add 40 spaces. Assuming successful negotiation with Woodstock Public Works, Commuter Lot D would be expanded to add 73 spaces. Commuter Lot E, north of First Street, will also be constructed to provide 152 spaces. In past history, Metra has often provided funding for additional new surface parking spaces, but Metra does not assist in financing the replacement of historical and/or functional parking spaces.

Die Cast Parcel C lies directly across from the proposed new Metra station. A new multi-unit residential building and a mixed-use building with ground-floor retail and residential space above continue to strengthen the station area as a vital neighborhood, not just a pass-through area in mornings and evenings. Development of the retail space should focus on convenience retail, rather than specialty retail, to avoid drawing business away from the existing boutiques on the Square. One and two-bedroom condominium or rental apartment units would occupy upper floors of these mixed-use buildings, and would be targeted at retirees, empty-nesters, and singles. Development of these two buildings require the elimination of current Commuter Parking Lot A. However, the addition of Commuter Lot E for Metra use compensates for the loss of Lot A capacity. Private parking for residents and business customers will be provided on this parcel by the Die Cast developers.

Connection to the Square area is also strengthened during Phase II through implementation of Priority-Three wayfinding and streetscaping elements. Identifier signs and additional Directional Markers, Neighborhood Markers, and Downtown Information Kiosks will provide improved navigation to the Woodstock Metra Station and to the downtown commercial area. More hanging planter baskets, and new sidewalk planters and street lights continue to improve the pedestrian experience. Additional benches, bicycle racks, and trash receptacles would create an inviting shopping environment for pedestrians and cyclists.

Costs for Phase II are estimated at approximately $6,250,079. Costs for modification of Church Street are estimated at $217,800. Renovation of the Station complex is projected to cost $1,632,029 (excluding the estimated $814,000 cost for adaptive re-use of the existing station building); the new “Kiss-n-Ride” area will probably cost $247,140. Parking upgrades during this phase add net 265 spaces for Metra customers, at a cost of $1,325,000. Phase II Wayfinding and Streetscaping costs for Priority 3 items are anticipated to be approximately $2,013,310.

Please refer to Figures 39 and 40 for a graphical illustration of Phase II activities.

METRA AMENITIES

Station depot	**1,400 S.F**
Platform length	**890 feet**

DIE-CAST PARCEL 'C' DEVELOPMENT*

COMMERCIAL	**45,645 S.F. Total**
Building 1(footprint)	**34,850 S.F.**
Building 2(footprint)	**10,795 S.F.**
RESIDENTIAL	**151 D.U. Total**
Building 1	**66 D.U.**

*Illustration is based on a drawing provided by the City of Woodstock, "Die-Cast Property Redevelopment, Conceptual Grading Plan," 6/13/02, prepared by Jacob & Hefner Associates

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FIGURE 39: MULTI-MODAL ACCESS AND CIRCULATION PLAN - PHASE II

Phase II With Commuter Surface Parking				
LOT	TOTAL	EXISTING	REPLACEMENT	NEW
A	becomes commercial	133		
B	83	57		26
C	142	102		40
D	215	142		73
E	152		133 (from Lot A)	19
F	89			89
TOTAL	681	434	133	247

Phase II:

- A new pedestrian crossing at the proposed extension of Newell Street would be created whether or not the complete extension of Newell Street is completed. The existing pedestrian crossing north of the existing station would be removed, and the pedestrian crossing at Church Street would remain.
- New station, platforms and warming shelters would be reconstructed and the existing station would be adaptively reused.
- Kiss-n-Ride would be accessible from Wheeler or Newell Streets; accommodating 6-7 cars.
- Commuter parking options would be expanded in surface lots.
- Lot A would be redeveloped for commercial/retail development, parking for commercial development, *not Metra parking.*
- Lot B would become all Metra parking.
- Lot F, along Throop Street, would become Metra parking; Lot C, along Throop Street, would expand with Metra parking.
- Lot D would be reconfigured to provide additional spaces.
- Lot E would be added as Metra parking north of First Street.

681 spaces total - 133 spaces would be replaced from Lot A, 247 new spaces would be in surface lots

Final Phase

The Third and Final Phase of the Woodstock Transit-Oriented Development project will be triggered by potential increased ridership at the Woodstock Station.

Transit station amenities will remain largely unchanged after Phase II. Also in this final phase, an at-grade vehicular crossing would be added with the complete extension of Newell Street to improve connections between the east and west sides of the Study Area. This improvement would be subject to the approval and/or signoff of the UP.

The Newell Street crossing will not only improve circulation, but will also provide access to new parking and commercial development on the west side of the transit complex. Several new mixed-use structures, combining commercial space and garage parking, will be built on the site of existing surface parking lots. The level of parking estimated for implementation during Phase III is based upon shared parking, a concept which seeks to maximize efficient use of parking space based on non-conflicting time requirements from various potential users (i.e., residents from the Die Cast parcels, downtown shoppers and Opera-goers, and commuters).

- Structure G, with 323 commuter parking stalls, will be located on Lot D; 133 commuter surface spaces will remain.
- Structure H, with 243 commuter parking stalls, will cover the entirety of Lot C.
- Structure J, with 155 commuter parking stalls, will cover the entirety of Lot F.

In past history, Metra has often provided funding for additional new surface parking spaces, but Metra does not assist in financing the replacement of historical and/or functional parking spaces. With regards to a parking structure or multiple parking structures in the Woodstock Station area, the City would need many partners, not only Metra but the assistance of private developers, involved to help fund the construction of the parking structures. Upon completion of the Final Phase, the City of Woodstock would be able to offer a total of 1,089 commuter parking spaces, including 408 new commuter spaces from Phase II. Design of the parking structures should be approached with great care, making sure to blend them pleasantly into the scale and style of the streetscape. Commercial uses could include additional convenience retail, but may also provide opportunities for existing office users to relocate from older space in the retail-heavy Square area.

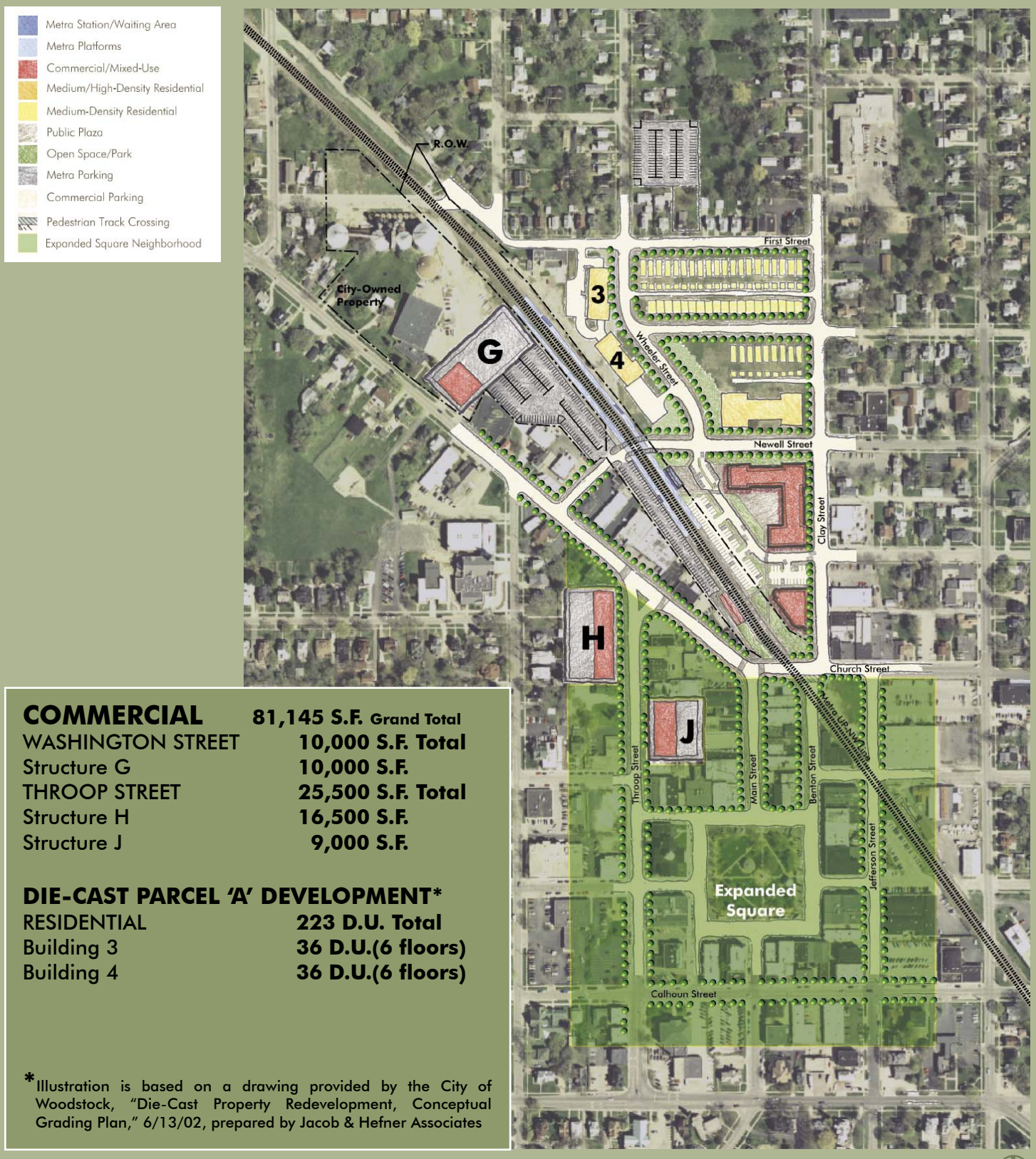
Die Cast Parcel A lies between the proposed expanded Metra platform and the Die Cast Parcel B development completed in Phase I. This development represents the final stage of new medium-density residential development around the transit station.

Priority-Four wayfinding and streetscaping elements would be placed during Phase III. This wave of amenities includes a Gateway Monument and more Identifier signs, Neighborhood Markers, and Downtown Information Kiosks. Additional lights and benches round out the downtown amenities provided in this Phase. Minor roadway improvements are also targeted for this phase. Other recommended wayfinding and streetscaping elements have been identified as appropriate for subsequent implementation, post Phase III.

Costs for Phase III are estimated at approximately $18,359,653. Costs for completion of modifications to Newell Street are estimated at $286,200. Other roadway improvements are estimated at $903,605. Construction of the mixed-use buildings, including parking, will probably run $16,547,413. Wayfinding and Streetscaping costs for Priority 4 items are anticipated to be approximately $622,435, leaving $1,478,469 in elements to be installed at a later date.

Please refer to Figures 41 and 42 for a graphical illustration of Phase III activities.

Summary of development costs follow in Figures 43 and 44.



COMMERCIAL	**81,145 S.F. Grand Total**
WASHINGTON STREET	**10,000 S.F. Total**
Structure G	**10,000 S.F.**
THROOP STREET	**25,500 S.F. Total**
Structure H	**16,500 S.F.**
Structure J	**9,000 S.F.**

DIE-CAST PARCEL 'A' DEVELOPMENT*	
RESIDENTIAL	**223 D.U. Total**
Building 3	**36 D.U.(6 floors)**
Building 4	**36 D.U.(6 floors)**

*Illustration is based on a drawing provided by the City of Woodstock, "Die-Cast Property Redevelopment, Conceptual Grading Plan," 6/13/02, prepared by Jacob & Hefner Associates

URS
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Woodstock

TRANSIT-ORIENTED DEVELOPMENT STUDY

Regional Transportation Authority

FIGURE 41: MULTI-MODAL ACCESS AND CIRCULATION PLAN - FINAL PHASE

Final Phase With Structured Commuter Parking				
LOT/STRUCTURE	TOTAL	PHASE II	REPLACEMENT	NEW
LOT B	83	83		
LOT C	0	142		
LOT D	133	215		
LOT E	152	152		
LOT F	0	89		
STRUCTURE G	323, 3 levels		82 (moved to structure)	241
STRUCTURE H	243, 2 levels		142 (moved to structure)	101
STRUCTURE J	155, 2 levels		89 (moved to structure)	66
TOTAL	1,089	681	313	408

Final Phase:

- Newell Street vehicular at-grade crossing would be developed (subject to approval of the Union Pacific Railroad).
- Shared-use parking structures would be constructed at the final phase of development.
- Commercial/retail development is planned for the first level of parking structures, along Washington Street and Throop Street.
- Structure G would be constructed over part of Lot D.
- Structure H would be constructed over Lot C.
- Structure J would be constructed over Lot F.
- 655 new spaces and 244 replacement spaces from existing conditions

1,089 spaces total - 313 spaces would be replaced (moved to structures), 408 spaces would be added from Phase II

FIGURE 43: ESTIMATED IMPLEMENTATION COSTS BY PHASE

Development Site Description	Phase	Size			Estimated Land Preparation Costs		Estimated Construction and Development Costs		Total Estimated Development Costs
		Units (New #)	Land (Square Feet)	Building (Square Feet)	Total Cost	Type	Per Unit Multiplier	Construction Costs (Hard, Soft)	
Transit Amenities *			245,700	38,387	$53,241			$20,266,000	$20,319,241
Parking		986	245,700	-	$ 52,413			$12,140,000	$12,192,413
Surface		265	245,700	-	$ -			$1,325,000	$1,325,000
Lot A		- Stalls	-	-	$ -	N/A		$0	$0
Lot B		- Stalls	28,800	-	$ -	N/A	$5,000	$0	$0
Lot C		40 Stalls	57,000	-	$ -	N/A	$5,000	$200,000	$200,000
Lot D		73 Stalls	86,200	-	$ -	N/A	$5,000	$365,000	$365,000
Lot E		152 Stalls	38,000	-	$ -	N/A	$5,000	$760,000	$760,000
Lot F		- Stalls	35,700	-	$ -	N/A	$5,000	$0	$0
Structure		721	-	-	$ 52,413			$10,815,000	$10,867,413
Structure G		323 Stalls	-	-	$ 13,685	Demolition, Clearance Lot D	$15,000	$4,845,000	$4,858,685
Structure H		243 Stalls	-	-	$ 23,813	Demolition, Clearance Lot C	$15,000	$3,645,000	$3,668,813
Structure J		155 Stalls	-	-	$ 14,915	Demolition, Clearance Lot F	$15,000	$2,325,000	$2,339,915
Mixed Use Buildings (Commercial / Parking)			-	35,500	$ -			$5,680,000	$5,680,000
Building G (Former Public Works Bldg)		10,000 SQ FT	-	10,000	$ -	N/A	$160	$1,600,000	$1,600,000
Building H		16,500 SQ FT	-	16,500	$ -	N/A	$160	$2,640,000	$2,640,000
Building J		9,000 SQ FT	-	9,000	$ -	N/A	$160	$1,440,000	$1,440,000
Station Building Renovation			-	2,887	$ 231			$1,270,000	$1,270,231
Adaptive Re-use of Existing Station Bldg		2,037 SQ FT	-	2,037	$ -	N/A	$400	$814,800	$814,800
Interior		850 SQ FT	-	850	$ -	N/A	$400	$340,000	$340,000
Exterior - Inbound		1,020 SQ FT	-		$ -	Demolition, Clearance	$100	$102,000	$102,000
Exterior - Outbound		132 SQ FT	-		$ 231	Demolition, Clearance	$100	$13,200	$13,431
Platform Renovation		1,780 L FT	-		$ 597	Demolition, Clearance	$600	$1,176,000	$1,176,597
Wayfinding & Streetscaping			-	-	$0			$7,888,220	$7,888,220
Roads and Access			-	-	$ -			$5,249,360	$5,249,360
Wheeler Street		642 L FT	-	-	$ -	N/A	$600	$385,200	$385,200
Kiss-N-Ride		540 L FT	-	-	$ -	N/A	$450	$243,000	$243,000
Median		90 L FT	-	-	$ -	N/A	$46	$4,140	$4,140
Newell Street		844 L FT	-	-	$ -	N/A	$600	$506,400	$506,400
Church Street		363 L FT	-	-	$ -	N/A	$600	$217,800	$217,800
Roadway Improvements		Various	-	-	$ -	N/A		$3,892,820	$3,892,820
Signage			-	-	$ -			$1,571,665	$1,571,665
Type 1 (Gateway)		5 Signs	-	-	$ -	N/A	$25,000	$140,530	$140,530
Type 2 (Identifier)		55 Signs	-	-	$ -	N/A	$11,000	$675,259	$675,259
Type 3 (Directional Marker)		12 Signs	-	-	$ -	N/A	$14,000	$170,991	$170,991
Type 4 (Neighborhood Marker)		17 Signs	-	-	$ -	N/A	$20,000	$362,895	$362,895
Type 5 (Downtown Kiosk)		13 Signs	-	-	$ -	N/A	$15,000	$213,990	$213,990
Highway		4 Signs	-	-	$ -	N/A	$2,000	$8,000	$8,000
Street Beautification		Various	-	-	$ -	N/A		$943,635	$943,635
Amenities and Aesthetics		Various	-	-	$ -	N/A		$123,560	$123,560
TOTAL			245,700	38,387	$53,241			$28,154,220	$28,207,461

* These preliminary estimated costs for a proposed new station, proposed new platforms, and other proposed new transit amenities are based on a base station, base platforms, and base transit amenities. Additional funds may be required should the City wish to enhance their design.

FIGURE 43: (CONTINUED) ESTIMATED IMPLEMENTATION COSTS BY PHASE

Development Site Description	Phase	Phase I		Phase II		Phase III		Post Phase III	
		% of Total	Development Costs	% of Total	Development Costs	% of Total	Development Costs	% of Total	Development Costs
Transit Amenities *		0%	$0	19%	$3,771,829	81%	$16,547,413	0%	$0
Parking		0%	$0	11%	$1,325,000	0%	$10,867,413	0%	$0
Surface		0%	$0	100%	$1,325,000	0%	$0	0%	$0
Lot A		0%	$0	100%	$0	0%	$0	0%	$0
Lot B		0%	$0	100%	$0	0%	$0	0%	$0
Lot C		0%	$0	100%	$200,000	0%	$0	0%	$0
Lot D		0%	$0	100%	$365,000	0%	$0	0%	$0
Lot E		0%	$0	100%	$760,000	0%	$0	0%	$0
Lot F		0%	$0	100%	$0	0%	$0	0%	$0
Structure		0%	$0	0%	$0	0%	$10,867,413	0%	$0
Structure G		0%	$0	0%	$0	100%	$4,858,685	0%	$0
Structure H		0%	$0	0%	$0	100%	$3,668,813	0%	$0
Structure J		0%	$0	0%	$0	100%	$2,339,915	0%	$0
Mixed Use Buildings (Commercial / Parking)		0%	$0	0%	$0	0%	$5,680,000	0%	$0
Building G (Former Public Works Bldg)		0%	$0	0%	$0	100%	$1,600,000	0%	$0
Building H		0%	$0	0%	$0	100%	$2,640,000	0%	$0
Building J		0%	$0	0%	$0	100%	$1,440,000	0%	$0
Station Building Renovation		0%	$0	100%	$1,270,231	0%	$0	0%	$0
Adaptive Re-use of Existing Station Bldg		0%	$0	100%	$814,800	0%	$0	0%	$0
Interior		0%	$0	100%	$340,000	0%	$0	0%	$0
Exterior - Inbound		0%	$0	100%	$102,000	0%	$0	0%	$0
Exterior - Outbound		0%	$0	100%	$13,431	0%	$0	0%	$0
Platform Renovation		0%	$0	100%	$1,176,597	0%	$0	0%	$0
Wayfinding & Streetscaping		27%	$2,119,260	31%	$2,478,250	23%	$1,812,240	19%	$1,478,468
Roads and Access		34%	$1,786,335	25%	$1,337,988	23%	$1,189,805	18%	$935,231
Wheeler Street		100%	$385,200	0%	$0	0%	$0	0%	$0
Kiss-N-Ride		0%	$0	100%	$243,000	0%	$0	0%	$0
Median		0%	$0	100%	$4,140	0%	$0	0%	$0
Newell Street		43%	$220,200	0%	$0	57%	$286,200	0%	$0
Church Street		0%	$0	100%	$217,800	0%	$0	0%	$0
Roadway Improvements		30%	$1,180,935	22%	$873,048	23%	$903,605	24%	$935,231
Signage		18%	$278,900	27%	$425,276	29%	$460,118	26%	$407,371
Type 1 (Gateway)		0%	$0	0%	$0	59%	$83,154	41%	$57,376
Type 2 (Identifier)		0%	$0	26%	$176,752	27%	$182,938	47%	$315,569
Type 3 (Directional Marker)		74%	$126,000	26%	$44,991	0%	$0	0%	$0
Type 4 (Neighborhood Marker)		40%	$144,900	30%	$107,123	31%	$110,872	0%	$0
Type 5 (Downtown Kiosk)		0%	$0	45%	$96,410	39%	$83,154	16%	$34,426
Highway		100%	$8,000	0%	$0	0%	$0	0%	$0
Street Beautification		2%	$17,073	70%	$660,868	16%	$146,351	13%	$119,342
Amenities and Aesthetics		30%	$36,952	44%	$54,118	13%	$15,966	13%	$16,524
TOTAL		8%	$2,119,260	22%	$6,250,079	65%	$18,359,653	5%	$1,478,468

* These preliminary estimated costs for a proposed new station, proposed new platforms, and other proposed new transit amenities are based on a base station, base platforms, and base transit amenities. Additional funds may be required should the City wish to enhance their design.

The Consulting Team has identified a suite of wayfinding elements, roadway improvements, and streetscaping improvements and amenities to be installed in conjunction with the major transit-centered development efforts. These elements have been prioritized into five categories, according to order of necessity. Timing and related costs are indicated on the next page. First and Second Priority elements have been initially scheduled for implementation with Phase I. Third Priority elements are preliminarily scheduled for Phase II, and Fourth Priority elements will be addressed in Phase III. Future priority elements should be scheduled at the discretion of the City of Woodstock, based on completion of the first three development phases.

FIGURE 44: WAYFINDING IMPLEMENTATION COSTS BY PRIORITY

	FIRST PRIORITY				SECOND PRIORITY				THIRD PRIORITY				FOURTH PRIORITY				BEYOND				TOTAL
	COST PER	UNIT	QUAN.	TOTAL	COST PER	UNIT	QUAN.	TOTAL	COST PER	UNIT	QUAN.	TOTAL	COST PER	UNIT	QUAN.	TOTAL	COST PER	UNIT	QUAN.	TOTAL	TOTAL
SIGNAGE																					
IDOT Highway Signage	$2,000		4	$8,000	$2,070			$0	$2,142			$0	$2,217			$0	$2,295			$0	
Type 1 Gateway Monument	$25,000			$0	$25,875			$0	$26,781			$0	$27,718		3	$83,154	$28,688		2	$57,376	
Type 2 Identifier	$11,000			$0	$11,385			$0	$11,783		15	$176,752	$12,196		15	$182,938	$12,623		25	$315,569	
Type 3 Directional Marker	$14,000		9	$126,000	$14,490			$0	$14,997		3	$44,991	$15,522			$0	$16,065			$0	
Type 4 Neighborhood Marker	$20,000			$0	$20,700		7	$144,900	$21,425		5	$107,123	$22,174		5	$110,872	$22,950			$0	
Type 5 Downtown Kiosk	$15,000			$0	$15,525			$0	$16,068		6	$96,410	$16,631		5	$83,154	$17,213		2	$34,426	
SUBTOTAL				**$134,000**				**$144,900**				**$425,276**				**$460,118**				**$407,371**	**$1,571,665**
ROADWAY IMPROVEMENTS																					
Bumpouts	$63,000				$65,205		7	$456,435	$67,487		5	$337,436	$69,849		5	$349,246	$72,294		5	$361,470	
Resurface & Curb	$100,000	ck		$0	$103,500	ck	7	$724,500	$107,123	ck	5	$535,613	$110,872	ck	5	$554,359	$114,752	ck	5	$573,762	
Buried Electrical																					
SUBTOTAL				**$0**				**$1,180,935**				**$873,048**				**$903,605**				**$935,231**	**$3,892,820**
DOWNTOWN																					
New Lighting – street	$2,000			$0	$2,070			$0	$2,142		69	$147,829	$2,217		33	$73,175	$2,295		26	$59,671	
New Lighting - pedestrian	$2,000			$0	$2,070			$0	$2,142		69	$147,829	$2,217		33	$73,175	$2,295		26	$59,671	
Hanging Baskets	$300		30	$9,000	$311		26	$8,073	$321		66	$21,210	$333			$0	$344			$0	
Square Landscape Entrances	$0			$0	$0			$0	$0		4	$0	$0			$0	$0			$0	
Sidewalk Planting	$0			$0	$0			$0	$344,000		1	$344,000	$356,040			$0	$368,501			$0	
SUBTOTAL				**$9,000**				**$8,073**				**$660,868**				**$146,351**				**$119,342**	**$943,635**
AMENITIES & AESTHETICS																					
Benches	$1,200		6	$7,200	$1,242		16	$19,872	$1,285		30	$38,564	$1,330		12	$15,966	$1,377		12	$16,524	
Bike Racks	$210			$0	$217			$0	$225		12	$2,699	$233			$0	$241			$0	
Trash Receptacles	$800		2	$1,600	$828		10	$8,280	$857		15	$12,855	$887			$0	$918			$0	
Landscape – corridors																					
Art - Fountain, Sculpture																					
SUBTOTAL				**$8,800**				**$28,152**				**$54,118**				**$15,966**				**$16,524**	**$123,560**
TOTAL				$151,800				$1,362,060				$2,013,311				$1,526,039				$1,478,469	$6,531,679

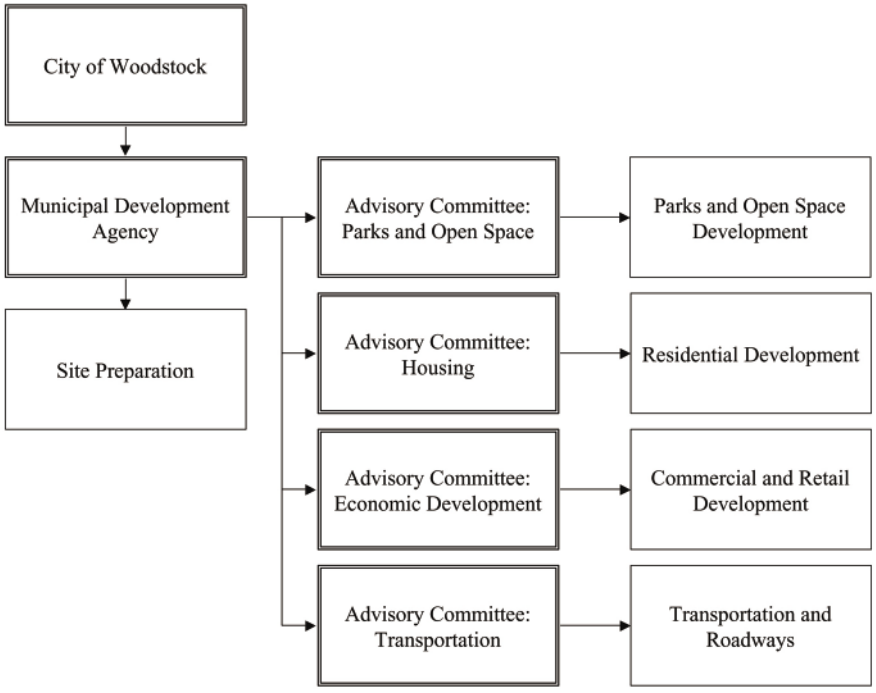
* Schematic Design of the Streetscape and Wayfinding program is still ongoing. Exact fixtures are currently under evaluation.

Next steps

In order to assure that this project maintains the momentum that it has gained through this initial planning stage, we advise the City of Woodstock to establish a separate development agency to oversee the activities necessary to move this project forward. Initially, the City could dedicate one staff person to this project and utilize an advisory committee to administer all phases of the project. The ideal person to head and staff the development agency would have experience in real estate development, especially with projects involving public-private partnerships and multi-layered financing.

The advisory committees working under the development agency will focus on areas such as housing, transportation, economic development, and parks and open land development. Membership on the committees will be comprised of area residents, representatives from public/private entities such as RTA, Metra, IDOT, UP, Pace, banks and financial institutions, local real estate professionals, and others with the common interest of developing this area of Woodstock. Advisory committee participation insures that all activities undertaken by the redevelopment agency include the participation of a broad constituency. Such broad participation is essential for large, long-term plans like Woodstock's Transit-Oriented Development. It ensures ongoing interest and support for the project, and keeps the plans moving forward. An advisory committee also supports a short-staffed municipal redevelopment agency.

FIGURE 45: IMPLEMENTATION ORGANIZATION



A key first step for the development agency and advisory committees will be to confirm the phased implementation approach, establish a development timeline, and formalize a planned cost schedule. The pro-forma cost estimates provided for this study in Figure 43 were formulated based on prior experience with similar projects and industry standard per-unit cost factors. Cost variances or changes in strategy may occur based on changes in driving factors, delays in the timing of phases or changes in larger economic conditions outside of Woodstock's control. For

example, the Project Team may wish to re-choreograph the placement of wayfinding devices and streetscape amenities based on actual progress of downtown growth, the Die Cast developments, and Metra-driven activities.

A second critical step is to identify funding sources for the Phase I, Phase II and Phase III activities outlined above. If the City wishes to proceed with the Metra station upgrades recommended for Phase II, it may need to finance this activity independent of Metra, considering Metra's significant 1994 renovations to the physical station amenities. However, if the useful life of the current facilities is deemed to be exhausted, a joint funding approach between the City and Metra may be possible. It is important to note that this would be a base station, platforms, and transit amenities and that additional funds may be required should the City wish to enchance their design. Construction of Phase III mixed-use buildings containing parking spaces will also likely involve multi-party financing, potentially including the City, Metra, and private developers. In past history, Metra has often provided funding for additional new surface spaces, but Metra does not assist in financing the replacement of historical and/or functional parking spaces.

Redevelopment Tools and Incentives

Economic development incentives will play a critical role in helping the City of Woodstock build upon and protect its healthy and vibrant downtown. Financing tools are necessary to encourage private investment within the downtown and to make the redevelopment plan set forth in this report a reality. Identified below are a number of local and State funding tools that will assist the City of Woodstock in implementing the Plan over the multiple phases of development.

Local Funding Tools

- Tax Increment Financing (TIF)
- Land assembly and write-down
- Building acquisition and write-down
- Property tax abatements
- Special Service Areas (SSAs)/Business Improvement Districts (BIDs)
- Low interest/forgivable loan programs

State Funding Tools

- Affordable Financing of Public Infrastructure (AFPI)
- Business Development Public Infrastructure (BDPI)
- Community Services Block Grant (CSBG)
- Revolving Loan Fund (RLF)

Local Funding Tools

Tax-Increment Financing (TIF)

A TIF can be an extremely effective economic development tool for large-scale redevelopment projects. By designating a large area, such as the downtown, rather than a single site, municipalities have a long-term funding tool in place to effectively respond to redevelopment opportunities as they arise over time. This is extremely important when the redevelopment opportunities are time-sensitive and require timely response by the City. The 23-year life of a TIF district will help provide the necessary funding to execute a multi-phased redevelopment approach as proposed for downtown Woodstock. Also, a TIF gives a municipality the authority to exercise the power of eminent domain, which could assist the City in a long-term redevelopment effort. Eligible costs

that TIF revenue can be used for include the following:

- Property acquisition
- Building demolition and site preparation
- Environmental clean-up
- Building rehabilitation
- Public improvements, such as the construction/reconstruction of streets, utilities, parks, transit facilities, parking (surface and structured), and other public works or improvements necessary for the redevelopment project
- All interest and redemption premiums paid on bonds, notes, or other obligations issued by the municipality to provide funds for the payment of eligible TIF project costs

Land Assembly and Write-Down

Land assembly is an effective way for the City to ready itself for redevelopment. Development projects are much easier and timely if the land is already assembled and under one ownership. Many times when property is under the control of multiple property owners, it can be difficult for the prospective developer to gain ownership of all the sites at a fair market price and in a reasonable time frame.

The City of Woodstock has been successful in land assembly in regards to the Die Cast Site. It had the foresight to acquire these key parcels of land and position it to be developed under a unified master plan. Such a process could also be effective in terms of in-fill development within Woodstock's downtown. Land write-downs are another way in which the City can provide gap financing to help attract private investment into the downtown.

Building Acquisition and Write-Down

Similar to land assembly, the City should be proactive and begin to acquire buildings targeted for redevelopment. By having ownership of buildings, the City is in a better position to direct the type of development it envisions for the area, as well as having the ability to provide building write-downs to potential businesses looking to expand or locate to Downtown Woodstock.

Property Tax Abatements

Property tax abatements are an effective way to attract and assist new business development within the area. Such a program could help build a larger concentration of retail businesses in the downtown, which would help attract more shoppers and visitors to the area.

Special Service Areas (SSAs)/Business Improvement Districts (BIDs)

SSAs and BIDs are community imposed taxing authorities within a designated project area. Funding typically is generated from a tax levy on property values but it can also be generated through a flat rate per owner (commercial and/or residential properties). Revenues can be used for capital improvement projects, landscaping, marketing, administration, safety, transportation, and maintenance. This could be one of the ways in which to help fund the public parking garages and transit improvements proposed in this report.

Low Interest/Forgivable Loan Programs

Low interest loans are an effective way to assist new and expanding businesses in obtaining loans that would have a higher degree of risk than would normally be acceptable to a lending institution.

State Funding Tools

Affordable Financing of Public Infrastructure (AFPI)

AFPI provides funds for infrastructure improvements that address health, safety, and economic development needs that inhibit development in the state. AFPI helps local governments finance public infrastructure needed to support economic and community development. Program funds may be used for acquisition, construction, and improvements of local public facilities and sites and associated equipment.
The Program helps to fund public infrastructure projects. Maximum amount of infrastructure funds which may be invested in any one project is $100,000. Infrastructure project loans will be at a fixed, low interest rate for a term not to exceed 10 years. (The interest charged will increase as the term increases.) The principal and interest paid to the state will be used to establish an ongoing infrastructure revolving loan fund for future use by other Illinois communities.

For more information on the AFPI program contact:
Mr. Mark Gauss
Department of Commerce and Economic Opportunity
217-785-6193
1-800-785-6055

Business Development Public Infrastructure (BDPI)

BDPI provides low-interest financing to units of local government for public improvements on behalf of businesses undertaking expansion or relocation projects that meet the program criteria and demonstrate great potential for creating and retaining jobs. The infrastructure improvements must be made on public property and must directly result in the creation or retention of private sector jobs. The local government must demonstrate clear need for financial assistance to undertake the improvements.

Administered by the Illinois Department of Commerce and Community Affairs, program funds may be used for a wide variety of public infrastructure improvements needed to induce job creation and retention. These include local roads and streets, access roads, bridges, sidewalks, waste disposal systems, water and sewer line extensions, water distribution and purification facilities, sewage treatment facilities, rail, air or water port improvements, gas and electric utility extensions, public transit systems, and the development and improvement of publicly owned industrial and commercial sites.

There is no maximum amount of infrastructure funds that may be invested in any one project. However, the amounts must be commensurate with the number of jobs created or retained. For this program, at least one private sector job must be created or retained for every $10,000 awarded by the department. Typically, the department will limit its assistance to $500,000 or less.

For more information on the BDPI program contact:
Mark Gauss
Department of Commerce and Community Affairs

217-785-6193
1-800-785-6055

Community Services Block Grant (CSBG)

Provides long-term, fixed-rate financing to new or expanding businesses that create jobs and employment opportunities for low-income individuals. The program links federal, state and private financing by using CSBG funds at low interest rates in combination with bank funds and equity.

The Department of Commerce and Economic Opportunity places a high CSBG priority on job-creating economic development programs which result in the employment and self-sufficiency of low-income persons. Each Community Action Agency (CAA) designs and operates an individualized economic development program. Ten percent of each CAA's annual CSBG funding is allocated for economic development/job creation activities. Most CAAs operate a loan program through which below market rate loans are made for business expansion and start-up which results in the hiring of low-income persons.

For additional information call 217-785-2533.

Revolving Loan Fund (RLF)
The Illinois Department of Commerce and Economic Opportunity (DCEO) awards grants to local units of government throughout the state to help them provide low interest loans to businesses locating or expanding within their boundaries. Local governments deposit the loan repayments from businesses in locally-administered Revolving Loan Funds that can be used to fund future economic development opportunities within each community. Loans are used as "gap" funding as part of larger fund packages that also utilize private capital.

DCEO publishes guidelines capping loans by dollar amount or percent of total project costs. Local governments can use funds toward identifiable, non-speculative public infrastructure projects that directly support private capital investment and job creation. Local governments are required to report semi-annually on RLF projects, including a breakdown of funding sources and amounts and number of jobs created.

The City of Woodstock is an RLF community.

For additional information call 217-558-2842, or refer to
http://www/illinoisbiz/com/revolvin.html

Economic Development Tools Conclusions

Large-scale redevelopment projects, such as downtown Woodstock, require a combination of funding tools from various levels of government. Due to the complexity and diversity of issues typically involved in redevelopment projects, such as environmental, transportation, infrastructure, land acquisition/assembly, building demolition/rehabilitation, and business recruitment issues, a municipality needs a number of resources to tap to help address the varying aspects of the redevelopment project. However, locally controlled economic development tools cannot be stressed enough. Working with other municipalities across the country, it has been found that the local funding tools have proved critical in the redevelopment process. This is because local funding tools, such as TIFs, SSAs, property tax abatements, and land acquisition/write-downs empower municipalities to guide redevelopment and provide timely assistance, which is critical to today's development projects.

Recognizing that many of the infrastructure, parking, and transit improvements will not be

realized without the support of Woodstock's residential and business community, it will be extremely important for the City to implement a public outreach and education program. These programs will help communicate how the proposed improvements will be critical in maintaining and enhancing the character and vitality of Woodstock's downtown and gain the support from its residents and businesses. Only through a combination of both public and private sector can funding the multi-phased development approach proposed for Downtown Woodstock be achieved.