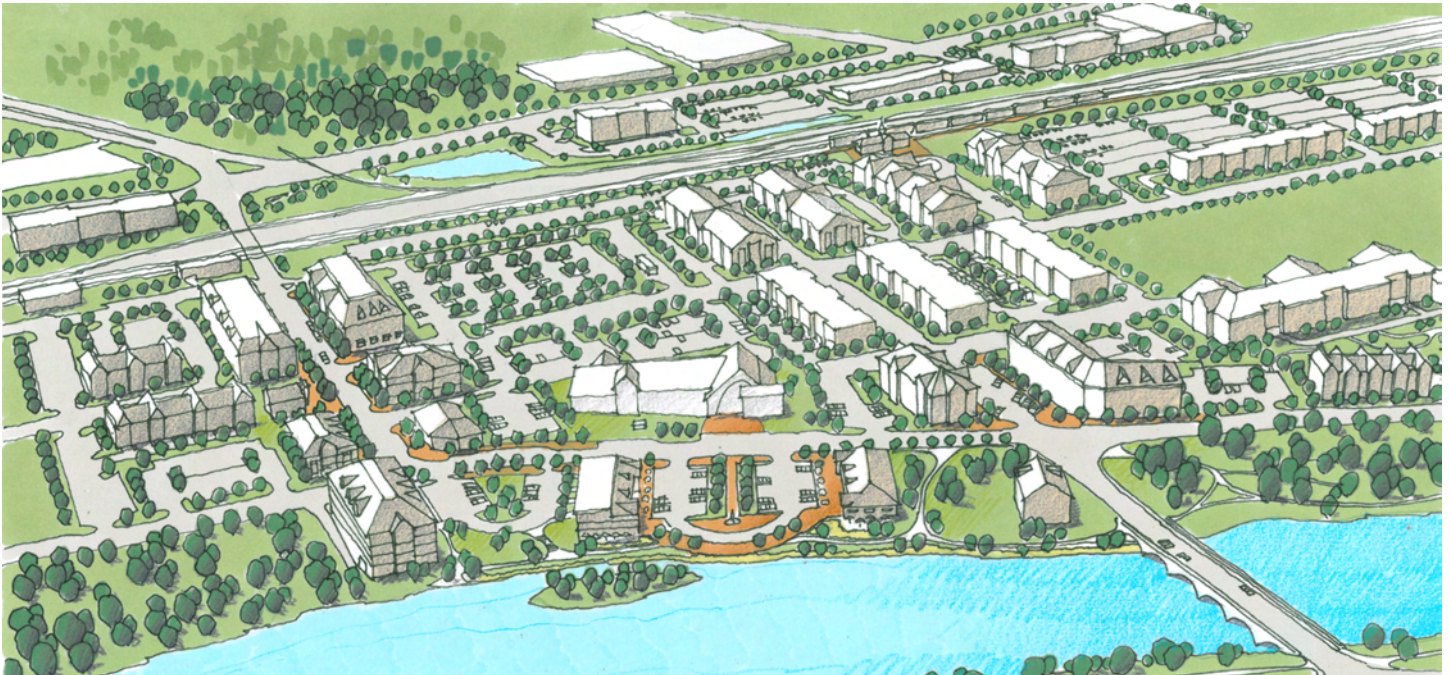




Transit Oriented Development Plan & Park-and-Ride Location Study

Adopted August 24, 2009



Plan prepared by the Consultant Team of:



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Executive Summary

With the potential to extend commuter rail service to Montgomery and further south to Kendall County, the Village of Montgomery has taken a proactive approach to planning for potential transit opportunities, including a Park-and-Ride facility in the near term and a commuter rail station in the long term. The Village's planning approach was supported by public involvement to ensure the Plan had oversight and input from the community. This TOD Plan & Park-and-Ride Location Study focuses on these transit opportunities as well as the potential for mixed use transit oriented development in and around Downtown Montgomery.

Beginning with Section 1, the Plan starts with an overview of the planning process and a discussion of the need for transit in Montgomery. The opportunity for TOD is also discussed. Section 2 describes the relationship between this Plan and Montgomery's Comprehensive Plan, particularly the visioning, regulatory, and strategic elements that help frame the Village's potential for transit and redevelopment.

The Existing Conditions Assessment, covered in Sections 3 through 6, provides a comprehensive analysis of a variety of elements, including: land use, zoning, environment, urban design, transportation, and market conditions. This assessment provided insight into community character, physical conditions, and market information that informed the preparation of concept plans for transit and TOD opportunities. Although some site characteristics near the railroad posed challenges to planning for a commuter rail facility, these challenges inspired creativity to adequately address site issues and develop plans that optimized opportunities for creating transit facilities and transit oriented development. Overall, many existing characteristics, including a mix of downtown uses, transportation accessibility, and potential to phase redevelopment over time, place Montgomery in a favorable position to capitalize on transit and redevelopment opportunities.

It is important to note that two alternative sites were studied for the location of the transit facilities and TOD. The preferred alternative is the downtown area, as defined in the Concept Plans outlined in Sections 7 through 12. The other alternative was an area located south of downtown, including the Avaya property and other properties south of U.S. Route 30 (see the Appendix for alternative Framework Plans for both options).

Building upon the findings from the Existing Conditions Assessment and community input, the Concept Plans define the concept designs and marketing strategies for the potential transit facilities and mixed use TOD district in Downtown Montgomery. In particular, the concepts focus on land use development, transportation factors, architecture, streetscape, and other urban de-



Source: Village of Montgomery

Highlighted by a Public Design Charrette and Open House, public involvement was a major component of the planning process for the TOD Plan and Park-and-Ride Location Study.

The Implementation Action Plan outlines a proactive task-oriented approach that the Village can take to implement the recommendations and strategies outlined in this plan.

sign elements. In addition, the marketing strategies provide a foundation for the Implementation Strategies, which are described in Section 13.

Section 13 provides an overview of the Village's regulatory plans and policies, site acquisition needs, funding sources, and support resources. The core element of this section is the Implementation Action Plan, which is a matrix of implementation objectives and strategies, particularly outlining specific tasks, potential partnerships, and phasing, which are intended to guide the Village as it carries out the recommendations and strategies outlined in this Plan.

Core Strategies

As defined in Section 13, the Implementation Action Plan is anchored by a series of objectives that are aimed to ensure the concepts and recommendations detailed in this Plan are achieved to capitalize on the Village's opportunities for transit and redevelopment in Downtown Montgomery. The six core strategies are:

1. Build local and regional awareness of redevelopment opportunities.
2. Utilize the RFQ/RFP process to attract redevelopment.
3. Construct the Park-and-Ride facility and promote usage.
4. Maximize the return on previous and continued Village investment.
5. Secure the resources needed to provide a commuter rail station with adequate parking facilities.
6. Create a strong sense of place in the study area through streetscape enhancements, gateways elements, and transportation improvements.

The strategies are integrated into an Implementation Action Plan matrix, which outlines sets of tasks for each objective, responsibility of each task, potential partnerships, and phasing. The matrix is provided in Section 13.

Section 1

Introduction

Since the last U.S. Census in 2000, the Village of Montgomery has experienced rapid growth and increased development, growing from 5,471 residents in 2000 to 17,062 residents today and anticipated by some estimates to grow to about 33,000 residents by 2030. Although the Village spans into both Kane and Kendall Counties, it is the substantial population growth of the latter that has had a major impact on Montgomery in recent years. As Montgomery continues to experience population growth and plans for additional development opportunities, the local and regional road networks that serve the Village will be impacted, creating problems with mounting road congestion and potential hindrances to safe and efficient access and circulation. While the Village's 2004 Transportation Planning Report plans for roadway improvements, the Village is also currently considering alternative transportation systems that will help ease burdens on the road network and provide alternate travel options for the community that reduce dependence on the automobile.

As an alternative to the automobile, transit options such as commuter train and bus could expand the travel options for residents, visitors and employees. Past studies have been conducted to assess the feasibility of extending commuter rail and/or bus service to Oswego or Plano. The potential for transit initiatives in Montgomery requires a phasing of transit facilities, beginning with a new transit facility site that could initially serve as a Park-and-Ride commuter lot with bus service to the Metra Station at the Aurora Transportation Center along the BNSF Railway. The success of a Park-and-Ride facility could provide the justification for the future potential Montgomery transit facility upon the potential extension of commuter rail service to Montgomery and into Kendall County.

This TOD Plan & Park-and-Ride Location Study focuses on the opportunity to create a transit hub that would provide Montgomery with local access to commuter rail and/or Pace bus service. This hub will also provide significant opportunities to reduce dependence on the automobile while supporting mixed use development in and around Downtown Montgomery.

With a population of 5,471 residents in 2000, the Village of Montgomery is anticipated to grow to 33,000 residents by 2030.



Source: Wikimedia Commons (JennyA)

For the past several years, the Village of Montgomery has been anticipating growth and increasing pressure on the road network, leading the Village to take proper steps to create a potential transit facility in Montgomery.

Study Area

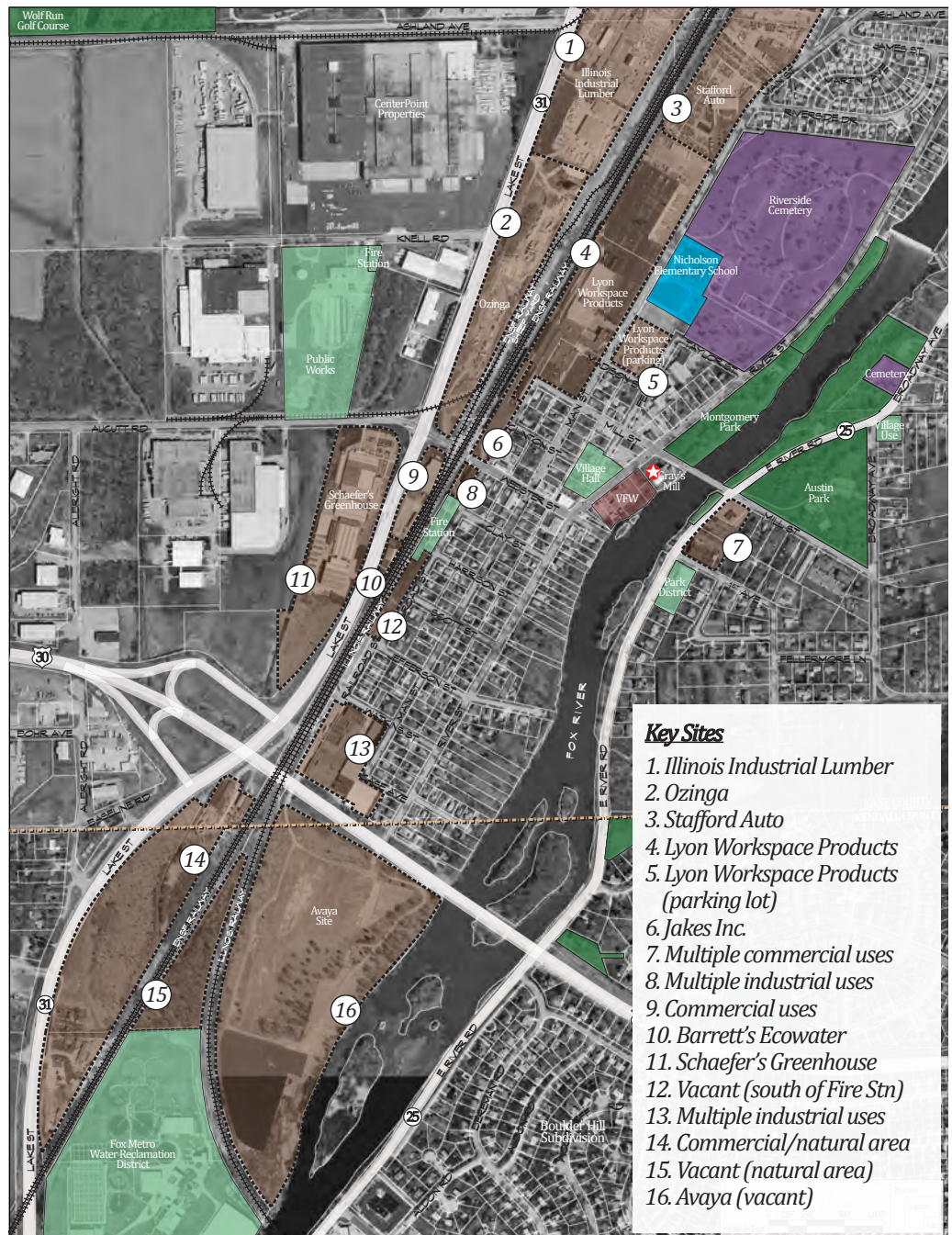
The Study Area is immediately adjacent to Downtown Montgomery, encompassing an area adjacent to U.S. Route 30, Illinois Route 31 (Lake Street), BNSF Railway, and the Fox River. Generally comprised of industrial uses on the west and a stable traditional residential neighborhood on the east, the Study Area also includes the undeveloped Avaya site and the Lyon Workspace Products property. The service area will encompass the Village of Montgomery and its surrounding environs, including the neighboring communities of Oswego, Aurora, Bristol, Yorkville, Plano, and unincorporated Boulder Hill. A map of the Study Area is shown in Figure 1-1 below.

Figure 1-1
Map of Study Area

In addition to showing the general extents of the Study Area, the map indicates key Village assets like parks, schools, civic uses, and cemeteries. The Fox River, another major asset, runs through the Study Area from northeast to southwest.

The transportation network is also illustrated, including the railroads and major streets like Lake Street (IL Route 31), U.S. Route 30, and River Road (IL Route 25).

Other key sites in the Study Area are numbered on the map and listed in the inset box to the right.



Source:
Village of Montgomery.

Planning Process

Throughout the duration of the planning process, a Steering Committee, comprised of Village staff, public officials, the Village engineer (Engineering Enterprises, Inc.), and representatives from RTA, Metra and Pace, provided guidance and feedback during each phase of work. These phases included:

- ☐ Existing Conditions Assessment
- ☐ Park-and-Ride Facility Site Plan
- ☐ Conceptual Land Use & Development Plan
- ☐ Circulation & Access Plan
- ☐ Implementation Strategies

To ensure that the final plan had a broad level of support and understanding, the planning process included an extensive public participation component designed to involve community stakeholders and residents in crafting a plan that represents a vision for the Study Area that is responsive to the goals and aspirations of Montgomery residents and businesses. The public participation process included:

- ☐ A **Public Design Charrette** provided community members with a dynamic workshop designed to obtain community input into the planning process via a series of interactive activities, including a “Build-the-Vision” mapping exercise and image preference survey.
- ☐ Two **Public Open Houses** provided an informal public review process for community members to review the Conceptual Land Use Development Plan and share their preferences relating to the alternatives presented.
- ☐ A **project website** provided an online resource and forum to keep the public informed and engaged in the planning process.

Website: www.TeskaAssociates.com/montgomery

- ☐ **Key stakeholder interviews** provided select community members with the opportunity to share insights and ideas relating to the Study Area and visions for how they would like the area to be designed.

Need for Transit in Montgomery

As Montgomery continues to grow and develop, local and regional road networks will also continue to bear the burden of increased auto traffic. Road congestion negatively affects two of our most valued resources, our time and our money. The extra five, ten, or thirty minutes that we spend in traffic is time that we most certainly would prefer to spend elsewhere. Even when gasoline prices were much lower than current rates, idling in traffic was a costly and inefficient use of our time and our money.

Congestion, coupled with unstable gasoline prices, has only increased the strain on our wallets and quality of life. As a result, alternative means of trans-

The planning process is highlighted by an extensive public participation component designed to keep the community informed and involved.



Source: Teska Associates, Inc.

Scheduled at the initial stages of the planning process, the Public Design Charrette provided a public workshop for community members to participate in interactive activities to help determine a vision and ideas for a potential transit facility.

Pace Bus Route 907 is the only public transportation option that presently serves the Study Area. In general, only three Pace bus routes serve the entire Village.

portation have become more desirable and transportation issues have increasingly become major concerns for communities. With the Village's population projected to leap to 33,000 residents by 2030, the necessity to provide public transportation options in Montgomery will become increasingly apparent. This planning effort aims to take steps to reduce this congestion by providing opportunities for public transportation and associated supportive development that allow people to more resourcefully utilize their time and money as they traverse to, from and within Montgomery.

Presently, Montgomery has very limited public transportation options available. Relative to the Study Area, the only transit option is Pace Bus Route 907, which runs along Route 31 and serves as a Metra shuttle from a Park-and-Ride facility in Oswego to the Aurora Transportation Center. The table in Figure 1-2 below lists approximate mileage to the nearest Metra stations in Aurora and Naperville.

Pace Bus Routes 528 and 529 also serve Montgomery but on the northeast side of the Village away from the Study Area. The map in Figure 1-3 below shows all Metra commuter rail lines and Pace bus routes in the greater Mont-

Figure 1-2
Distances to Nearest Metra Stations

Miles*	Metra Station	Pace Buses	Parking Spaces	
3 miles	Aurora Transportation Center	10 buses	1,290 total	[441 permit / 602 daily / 247 daily/swing]
12 miles	Route 59	5 buses	4,089 total	[2,695 permit / 1,394 daily]
14 miles	Naperville	16 buses	1,463 total	[967 permit / 496 daily]

* Mileage approximate, as measured from the Lake Street/Webster Street intersection.

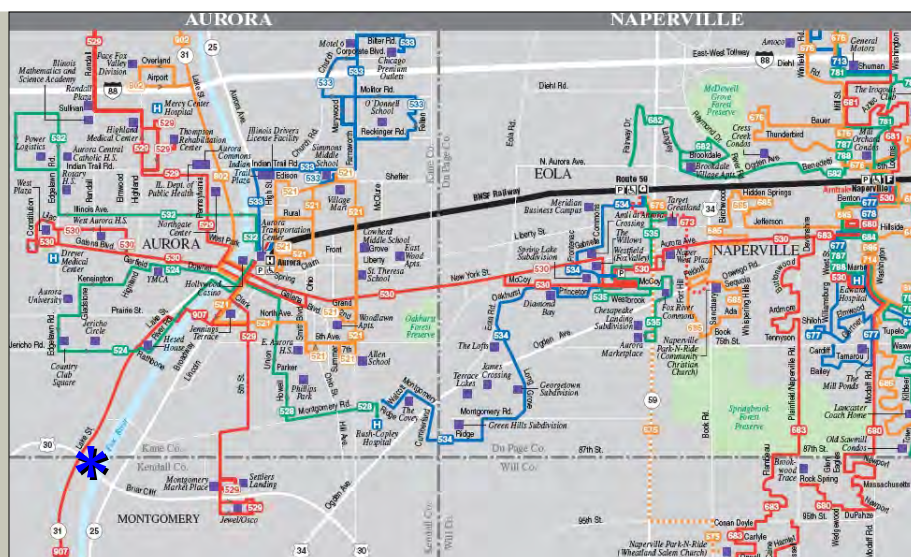
Sources: Mapquest; Metra; City of Aurora; City of Naperville.

Figure 1-3
RTA System Map for the Aurora / Naperville Region

The thick black line indicates the Metra/ BNSF Line from Aurora to Chicago. The colored lines indicate Pace bus routes.

The Village of Montgomery is located at the bottom left corner of the map. A blue asterisk marks the Study Area.

Source:
Regional Transportation Authority (RTA).



gomery region. The various colored lines that symbolize an integrated network of bus routes and train lines are noticeably missing from Montgomery. In addition to regular bus service, Pace offers public transportation options for seniors and individuals with disabilities via its ADA Paratransit Service and Dial-a-Ride program. In February 2008, the Kane/Kendall Council of Mayors (KKCOM) launched its "Ride in Kane" program to offer public transportation service through Pace to seniors, low-income individuals, and the disabled.

Less than 2% of all workers in Montgomery take public transportation to their place of work. Over 90% drive.

With limited public transportation options available in Montgomery, it is little surprise that less than 2% of all workers (age 16 years and over) use public transportation as a means of transportation to work (see Figure 1-4, below).

Figure 1-4

Means of Transportation to Work

Sources: U.S. Census, 1990 and 2000.

Mean	1990 Workers*		2000 Workers*	
	#	%	#	%
Car, Truck or Van	2,101	93.9%	2,357	94.2%
Drove Alone	1,938	86.6%	2,081	83.2%
Carpooled	163	7.3%	276	11.0%
Public Transportation	36	1.6%	48	1.9%
Bus or Trolley Bus	6	0.3%	-	-
Streetcar or Trolley Car	-	-	-	-
Subway or Elevated Train	5	0.2%	-	-
Railroad	25	1.1%	48	1.9%
Ferryboat	-	-	-	-
Taxicab	-	-	-	-
Motorcycle	9	0.4%	-	-
Bicycle	-	-	-	-
Walked	30	1.3%	10	0.4%
Other Means	27	1.2%	5	0.2%
Worked at Home	34	1.5%	81	3.2%
TOTAL	2,237	100.0%	2,501	100.0%

* Workers age 16 years and over; Village of Montgomery.

Even for those residents that commute via public transportation, it is likely that many still require some commute by private automobile to gain access to a Metra train via the Park-and-Ride facility in Oswego or at the Aurora Transportation Center. Increased public transportation options within the Village is needed to accommodate not only commutes to work but also the general travel needs of residents of and visitors to Montgomery. By providing viable public transportation options, commute times improve and roads become less congested; in turn, these improvements help enhance the quality of life in Montgomery, allowing residents to use their time for more important matters and improving the environment with less auto-induced impacts.

Transit oriented development, or TOD, is the functional integration of land use and transit to create compact and walkable mixed use communities.

Opportunity for Transit Oriented Development

Transit oriented development (TOD) is a prevalent planning concept that holds great potential to shape communities, or at least a portion of them, in a way that merges the best land use and transportation planning principles. Although the Study Area is occupied by a variety of established uses, many properties are vacant or under-utilized and hold strong potential for redevelopment. Combined with access to the BNSF Railway and close proximity to Montgomery's Village Center and the Fox River, the Study Area's potential for redevelopment creates an exceptional location for TOD.

One of the better definitions of TOD and key associated planning principles are found in the City of Austin's (TX) Transit Oriented Development Guidebook, which was published by the City's Neighborhood Planning and Zoning Department in 2006. The highlights of this guidebook are summarized in Figure 1-5 below and are appropriate to considering TOD in Montgomery.

Figure 1-5

TOD Definition & Principles

Source:
City of Austin, TX, Transit Oriented Development Guidebook, 2006.

Definition

Transit oriented development (TOD) is the functional integration of land use and transit via the creation of compact, walkable, mixed-use communities within walking distance of a transit stop or station. A TOD brings together people, jobs, and services and is designed in a way that makes it efficient, safe, and convenient to travel on foot or by bicycle, transit, or car.

Principles

The following principles serve as a guide and provide an understanding of the essential elements and characteristics of a TOD. They will serve as the foundation for the station area planning.

- ☐ *Create a compact development within an easy walk (typically ½ mile) of public transit and with sufficient density to support ridership.*
- ☐ *Make the pedestrian the focus of the development strategy without excluding the auto.*
- ☐ *Create active places and livable communities that service daily needs & where people feel a sense of belonging & ownership.*
- ☐ *Include engaging, high quality civic spaces (e.g. small parks or plazas) as organizing features and gathering places for the neighborhood.*
- ☐ *Encourage a variety of housing types near transit facilities available to a wide range of ages and incomes.*
- ☐ *Incorporate retail into the development if it is a viable use at the location without the transit component, ideally drawing customers both from the TOD and a major street.*
- ☐ *Ensure compatibility and connectivity with surrounding neighborhoods.*
- ☐ *Introduce creative parking strategies that integrate, rather than divide the site and reduce the sense of auto domination.*
- ☐ *Create TOD plans that are flexible so they can respond to changing conditions.*
- ☐ *Strive to make TODs realistic, yet economically viable and valuable from a diversity of perspectives (Village, transit agencies, developer, resident, employer).*
- ☐ *Recognize that all TODs are not the same; each development is located within its own unique context and serves a specific purpose in the larger context.*

Relationship to Montgomery's Comprehensive Plan

Section 2

As a major planning effort that will greatly impact the growth and development prospects of the Village, it is important to consider how the TOD Plan and Park-and-Ride Location Study fits with the vision and guidelines established in Montgomery's Comprehensive Plan.

Many of the Village's plans have been anticipating the need for transit options.

Vision Statement

The Vision Statement defined in the Comprehensive Plan is highly supportive of the TOD principles outlined on page 1-6. In particular, key phrases from the Vision Statement that uphold the principles of TOD are highlighted in Figure 2-1 below.

Figure 2-1

Vision Statement of the Village of Montgomery

As the Village of Montgomery grows and changes, its residents seek to preserve the small-town atmosphere, the beautiful Fox Riverfront, and attractive natural features that brought them here or keep them here. The vision for Montgomery includes providing residents with choices and options for housing, transportation, recreation, cultural activities, employment opportunities, and convenient shopping and dining; protecting property values by enforcing high maintenance standards; requiring well-designed and landscaped public and private development; and emphasizing the importance of public schools and parks as key community assets and neighborhood centers.

The community Vision is for each infill project, new development and redevelopment to enhance the Village's unique peaceful, old-town setting by contributing or preserving: landmarks and views; parks and recreation; attractive, pedestrian-friendly and understated commercial and business districts; tree-lined, walkable and bikeable neighborhoods; natural areas; and the overall economic base.

Residents want Montgomery to be a place where there is an open exchange of information among its residents, business owners and government; where the local government is accessible, knowledgeable and fiscally responsible, yet attends to the community's needs for expanding health, safety and other public services; and, where they can be proud of the sense of community and unified small-town character of their home – Montgomery.

Key phrases in Montgomery's Vision Statement that uphold the principles of TOD.

Source: Village of Montgomery Comprehensive Plan, 2001.

The regulatory elements in the Comprehensive Plan will prove beneficial as the Village considers the potential for a transit facility.

Regulatory Elements

As illustrated in Figure 2-2 below, the Comprehensive Plan is comprised of four regulatory elements, all of which are vital to the success of planning efforts, including TOD and other transit projects, in Montgomery. Relative to the principles of TOD, these four regulatory elements are designed to achieve the following through application of timely and practical planning principles:

- ☐ Establish an equitable, mixed and walkable distribution of land uses
- ☐ Ensure an efficient, interconnected and hierarchical road network
- ☐ Create appropriately scaled, interconnected neighborhoods
- ☐ Build a strong and unique identity for Montgomery through family-oriented development

Regulating Plans

As it relates to this TOD Plan and Park-and-Ride Location Study, the Land Use Development Plan designates the northeast section of the Study Area as a new "Town Center" at the location of the existing "old town" and downtown area to be developed as a "pedestrian friendly, mixed use, higher density/intensity area". Furthermore, the Town Center designation allocates "specific areas of land suitable and appropriate for centralized community development of a mix of land uses emphasizing a traditional commercial environment with pedestrian-scaled, mixed-use buildings, roads and amenities, comparatively higher densities of integrated residential uses, proximity of transit opportunities, and generous amounts of public amenities and public spaces".

In addition to the Town Center designation, the Study Area is also designated for a mix of uses, including "heritage neighborhood" residential, mixed use, commercial business, manufacturing production assembly, civic, park, and private open space.

Figure 2-2

Descriptions of the Four Regulatory Elements in the Comprehensive Plan

Regulating Plans

"The Regulating Plans provide graphic documents that indicate general land use patterns, as well as more specific transportation and open space networks."

Architectural Guidelines

"The Architectural Guidelines present the desired standards for building design that can be used in the review of development proposals."

Land Use & Development Guidelines

"The Land Use & Development Guidelines are a graphic and textual description and allocation of permitted land uses, form of lots and buildings, and standards for streets and parking."

Street Sections & Specifications

"Street Sections & Specifications describe the spatial definition of public space by buildings and landscaping, as well as the layout of traffic lanes, parking, sidewalks and bikeways to be built within the right-of-ways shown in the Regulating Plans."

Source: Village of Montgomery Comprehensive Plan.

The Transportation & Access Plan from the 2001 Comprehensive Plan does not currently reference the potential for transit uses, mainly focusing on roadways and multi-use paths. However, it is anticipated that this TOD Plan will lead to an amendment of the Transportation & Access Plan to adequately account for transit options.

Land Use & Development Guidelines

Among the various land use and development guidelines defined for different land use districts in this section of the Comprehensive Plan, the guidelines that will likely be most relevant as the Village considers the potential for a TOD in the Study Area are listed below:

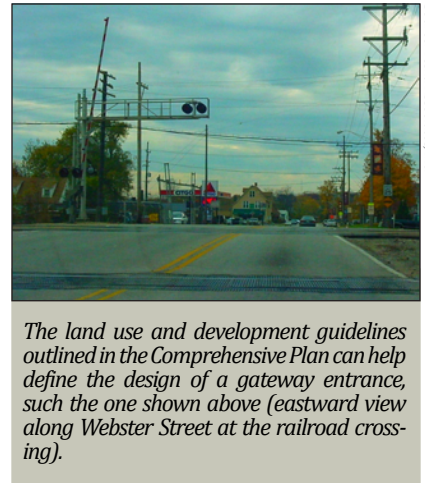
- ☐ Town Center Districts
 - General Guidelines for All Uses
 - Public Use Guidelines
 - Civic Use Guidelines
 - Commercial Use Guidelines
 - High Density Residential Use Guidelines
 - Workplace Use Guidelines
- ☐ Mixed Use Districts
 - General Guidelines for All Uses
 - Public Use Guidelines
 - Civic Use Guidelines
 - Commercial Use Guidelines
 - High Density Residential Use Guidelines
 - Workplace Use Guidelines
- ☐ Workplace Districts
 - General Guidelines for All Uses
- ☐ Gateways & Key Intersections
 - General Guidelines
- ☐ Open Space

Architectural Guidelines

With distinct and attractive development being of utmost importance for the community, the architectural design guidelines established for Residential, Town Center, and Workplace (office, business, and industrial) Districts will be applicable to a potential TOD. Furthermore, the Town Center and Workplace Districts define specific architectural design guidelines for materials, proportions, and themes; unified signage; and building and freestanding lighting.

Street Sections & Specifications

This part of the Comprehensive Plan generally defines the classifications of the street hierarchy, ranging from arterial to local streets. From a classification perspective, this part of the Comprehensive Plan will help ensure that streets within the Study Area are appropriately classified based on function and traf-



The land use and development guidelines outlined in the Comprehensive Plan can help define the design of a gateway entrance, such as the one shown above (eastward view along Webster Street at the railroad crossing).

The 2008 Land Use Development Plan supports the Village's desire to build the Study Area into a mixed use district, with the potential for TOD.

fic volume capacity. However, from a design perspective, street sections and other design specifications are defined in the roadway design guidelines (Table 3) defined in Montgomery's 2004 Transportation Planning Report.

Future Land Use

According to the 2008 Land Use Development Plan, the Study Area is planned for a range of uses, including town center, mixed use, commercial business, manufacturing production assembly, heritage neighborhood, civic, park, conservation, and private open space. The variety of land uses is consistent with the Village's vision of evolving the Study Area into a mixed use TOD district.

Village Strategic Plan (2006-2011)

In addition to the Comprehensive Plan, some of the visions and goals established in the Village of Montgomery Strategic Plan (2006-2011) are relevant to this TOD and transit study. Relevant goals include:

- ☐ Design and build a beautiful, functional Village Hall that anchors the community's center.
- ☐ Stimulate community cohesiveness by creating Founders Plaza.
- ☐ Establish a vibrant retail base for the Mill District Plan area.
- ☐ Enrich the cultural and recreational experience of being downtown through amenities that beautify and enliven the area.
- ☐ Implement capacity improvements.
- ☐ Facilitate the capacity of effective public transportation.
- ☐ Create community amenities that are important or desired by Village residents.
- ☐ Create and maintain quality Open Space that represents community values.

The first two goals are now complete. Accomplishing the other goals will help the Village realize its aspirations to create a transit facility and TOD district.

Other Planning Efforts

The Village has partaken in other planning efforts that are relevant to creating a potential TOD in the Study Area. These other planning efforts include:

- ☐ Kane/Kendall Commuter Rail Extension Feasibility Study
- ☐ Old Town & Downtown Montgomery Re-investment Study
- ☐ Green Community Vision Plan
- ☐ Mill District Enhancement Project
- ☐ Village Hall Plan: A Site for the Village Hall
- ☐ Overlay District Zoning Ordinance

Kane/Kendall Commuter Rail Extension Feasibility Study

Phases One and Two of the Kane/Kendall Commuter Rail Extension Feasibility Study concludes that the proposed extension of the existing Metra/BNSF Line into Kendall County is feasible from an operations perspective. Two alternatives were presented, including the "Oswego Alternative" which extends the rail line an additional 6.0 miles from the Aurora Transportation Center (currently the end of the line) to potential stops in Montgomery and Oswego. The other alternative continues this extension an additional 8.4 miles to Yorkville and Plano.

In addition to assessing feasibility, the study includes documentation of required improvements, potential demand for service, financial feasibility, a statement of benefits, and a program for further study.

This study was produced for Kendall County, Montgomery, Oswego, Yorkville, and Plano by Parsons Brinckerhoff in 2001-2002.

Old Town & Downtown Montgomery Re-investment Study

Supported by a public participation process, the Old Town & Downtown Montgomery Re-investment Study established recommendations to support the Village's long-term effort to reinvest and renew Old Town and Downtown Montgomery.

While some recommendations have already been completed (e.g. developing design guidelines and relocating Village Hall to downtown), other recommendations are ongoing or still need to be implemented. Some of these recommendations reference a future commuter rail station; as a result, this study provides a solid framework for establishing a TOD district and transit facility in Montgomery.

This study was produced by the Village in 2002.

Green Community Vision Plan

The Green Community Vision Plan was an environmental strategic planning initiative sponsored by the Illinois Environmental Protection Agency's (IEPA) Green Illinois initiative. Partnering with the Village of Oswego and other local organizations, Montgomery defined an environmental guidance tool to help guide environmental and legislative activities. In addition to identifying vision themes and outcomes, the partnership established seven priority goals.

As green initiatives are becoming more prevalent in planning and design projects, the Green Community Vision Plan will be a useful reference when considering green initiatives to ensure sustainable and environmental-friendly design and development for a potential TOD and mixed use development in Montgomery.

This plan was supported by a partnership of Green Illinois Grant Partners and produced by Kay McKeen and S.C.A.R.C.E./Scrap Book Rescue in 2004.

Extending the existing Metra/BNSF Line into Kendall County was deemed feasible based on a rail extension study conducted in 2001.

Green initiatives are among the Village's other planning efforts related to the TOD and Park-and-Ride location study.

The 2008 opening of the new Village Hall indicates that Montgomery has already taken proper steps to reinvest in the downtown area.

Mill District Enhancement Project

As shown on an illustrated site plan, the Mill District Enhancement Project identified general building types, streetscape elements, and other design features for the Mill District, which encompasses the area bounded by Mill Street to the north, the Fox River to the east, Webster Street to the south, and Main Street to the west.

While the new Village Hall is one of the only elements from this plan that has materialized, the plan provides a starting point to further explore development and design concepts for the Mill District.

This plan was produced by Schoppe Design Associates in 2005.

Village Hall Plan: A Site for the Village Hall

The Village Hall Plan described site planning and improvements for the new Village Hall and adjacent areas in Montgomery's Mill District. Other development and improvement prospects were also explored to continue working towards meeting the Village's goal for reinvestment in and renewal of the Mill District.

With the opening of the new Village Hall in November 2008, the primary objective of this plan has been realized. However, the plan can still be used as a reference for general design elements such as landscaping, lighting, and stormwater management.

This plan was produced by Engineering Enterprises, Inc., Houseal Lavigne Associates, and Schoppe Design Associates in 2007.

Downtown design guidelines, Streetscape Program, and Façade Improvement Program will be valuable tools that guide the design of the Study Area.

Overlay District Zoning Ordinance

The Overlay District Zoning Ordinance will include design guidelines for downtown, which will be useful as concept designs are explored for the potential TOD and redevelopment of the Study Area. A Streetscape Program will also be integrated into the Overlay District Zoning Ordinance, focusing on pursuing grants and requiring developers to make streetscape improvements as the area develops. Separate from the ordinance, a Façade Improvement Program is also being considered to assist property owners with façade improvements to their buildings.

Section 3

Planning & Urban Design Overview

This section provides an overview of planning elements related to this study, including existing land use, zoning, environment, redevelopment opportunities, and urban design.

Existing Land Use

The Study Area is comprised of a mix of existing land uses as generally described below.

- Uses in the core downtown area, which is located east of Lake Street and north of Route 30, include: residential neighborhoods with single-family detached, duplex, and multi-family units; neighborhood retail and office uses; industrial uses like Lyon Workspace Products and Ozinga; institutional uses like Nicholson Elementary School and Riverside Cemetery; civic uses like Village Hall and a fire station; Montgomery Park and Austin Park; and natural areas.
- Uses south of Route 30 and east of Lake St include: the vacant Avaya site; the Fox Metro Water Reclamation District; single-family residential neighborhoods; and natural areas.
- Uses west of Lake Street include: multiple industrial uses like International Paper and Lewellen & Best; commercial businesses like Schaefer's Greenhouse; civic uses like the Village's Water and Public Works Facility and a fire station; and natural areas.

The industrial uses on the east side of Lake Street near the core downtown area are generally outmoded and incompatible with adjacent uses such as the residential neighborhood and elementary school. Industrial uses are likely more suitable on the west side of Lake Street, as this area has little conflict with residential uses but still has convenient access to the railroad and road network. A system of parks and natural areas with trails is prominent along the Fox River and has the potential to draw additional recreational uses in the future. In addition, stable residential neighborhoods and an emerging yet strong core of civic and institutional uses have the capacity to strengthen the potential evolution of the downtown area into a mixed use TOD district.

The current mix of uses with a stable system of homes, parks, civic uses, and rail access provide the essential building blocks for the Village's efforts to create a mixed use TOD district in the Study Area.



The Study Area is comprised of different uses, including single family residential homes (left), industrial uses like Lyon Workspace Products (center), and commercial uses like the eating and drinking establishments across from Gray's Mill (right). A school, churches, cemeteries, civic uses, parks, and natural areas are other uses that define the area.

Montgomery's Zoning Ordinance provides regulations for rezoning, special uses, and Planned Unit Development, which will be valuable zoning tools as the Study Area redevelops.

Despite some incompatibility, the variety of existing land uses comprising the Study Area, coupled with the proximity of the railroad, lends itself to the possibility of creating a mixed use TOD district.

Zoning

The pattern of land uses closely follow the variety of zoning districts that define the Study Area:

- Residential neighborhoods are zoned R-3 (Traditional Neighborhood Residence), R-4 (Traditional Neighborhood Residence), R-5A (Two-Family Residence), and R-6 (Multiple Family Residence).
- Commercial businesses are zoned B-1 (Local Retail Business), B-2 (General Retail Business), and B-3 (General Automotive & Wholesale Business).
- Industrial uses are zoned M-1 (Limited Manufacturing) and M-2 (General Manufacturing).

Parks and civic uses fall under one of the zoning districts listed above. Also, the islands within the Fox River are zoned as Flood Plain districts. A Zoning Map of the Study Area is provided on page 3-7.

Prior to any development, certain properties may need to be rezoned, designated as a special use, or designated as a Planned Unit Development to accommodate the desired development. Designation as a Planned Unit Development is generally appropriate for TOD developments, which typically have unique elements and character and require assembly of multiple properties.

Environment

The most prominent environmental feature in the Study Area is the Fox River. While it is vital to the natural ecosystem, the river and its floodplain play the role of a natural stormwater management system, which is critical to the redevelopment potential of the area. While the 100-year floodplain along the river does extend onto small portions of properties along the riverbanks, the spillover does not extend far beyond the shore. Another major floodplain is located on the west side of the Study Area, generally west of the railroad and Lake Street. Some properties are almost completely covered by floodplain; others only partially covered.

While some of these affected properties are part of natural areas (e.g. heavily wooded areas and wetlands), others are currently developed with industrial or commercial uses. As the Village considers redevelopment of any properties, regardless if they include or are adjacent to a floodplain, their impacts on stormwater management and the overall environment shall be carefully assessed.

In addition to floodplain, wetlands are another significant environmental feature that characterizes the Study Area. In addition to the river, major wetlands



As one of the most prominent environmental features in the Study Area, the Fox River provides an excellent natural amenity that can serve as a focal point for future redevelopment efforts. The river's 100-year floodplain is critical to the natural management of stormwater in the area.

are primarily identified west of Lake Street. Similar to floodplain, some wetlands are part of natural areas while others extend onto developed properties, albeit on the undeveloped portions of such properties. Future development will need to take into account the locations of wetlands to ensure impacts are minimized.

Several properties are designated as natural areas, generally including environmental features such as significant woodlands, floodplain, and wetlands. If a natural area is considered for future development, any existing environmental features should be assessed by evaluating their preservation quality, integrating them into site design to the extent possible, or mitigating development impacts through appropriate techniques.

Industrial sites that have the potential for redevelopment would need environmental assessment and remediation to ensure feasibility for development as well as suitability for types of desired uses. For instance, the Avaya site is a former industrial use that produced hazardous waste; however, the site has undergone environmental assessment and remediation. Further evaluation will be needed to determine the feasibility of potential reuses for the Avaya site. Limitations to use or activity on other industrial sites will vary depending on the extent of environmental impact and remediation, if any exist.

Environmental features are shown on the Planning Issues Map on page 3-9.

Redevelopment Opportunities

The Study Area presents several opportunities for redevelopment, including the Avaya site, Lyon Workspace Products property, Ozinga property, and other outmoded or under-utilized industrial and commercial sites. The major redevelopment opportunities are illustrated on the Development & Transit Opportunities Map on page 3-11. This map is also repeated in Section 6 on page 6-7 since this section outlines a summary of issues, challenges and opportunities that relate to providing transit and TOD in Montgomery. Though not noted specifically on the Development & Transit Opportunities Map, properties that may possibly become available in the future should also be considered for development where appropriate, particularly if they would enhance the viability of potential transit facilities and transit oriented development.

In addition to major redevelopment opportunities, other smaller properties in the Downtown area near the new Village Hall present other redevelopment opportunities. A map illustrating the locations of potential redevelopment sites is provided in Section 6 on page 6-9. A site data table listing site uses, ownership, and acreages is provided on the map for reference.

While it is too early to determine with certainty the exact uses that will occupy potential development sites, many of them will likely have a mixed use quality, combining different yet compatible uses. For example, a two- to three-story building could be constructed with retail businesses at street level with residential condominiums or offices above. On the other hand, a few development sites may include a single use. To help facilitate the redevelopment of certain



Although the Avaya site is available for redevelopment, it was formerly an industrial use that produced hazardous waste. Although the site has undergone environmental assessment and remediation, further evaluation will be needed to determine the most feasible reuses for the site. Other industrial sites may require the same considerations.

Source: Village of Montgomery



As the new Village Hall was constructed, streetscape enhancements were integrated into the site design, including elements such as brick pavers, decorative lighting, banners, and street furniture for pedestrians. This forethought provides a strong base upon which to add future streetscape enhancements along other major streets.

Source: Teska Associates, Inc.



The Village has begun creating a gateway feature at the area where Webster Street crosses the railroad tracks, providing green space and an historic train feature to creatively mark the western entrance into downtown.

sites, the Village may provide assistance to help an existing use relocate within the Study Area or another suitable site elsewhere within the Village.

Transit Opportunities

Since transit is the focus of this study, the potential transit facility and Park-and-Ride facility are the only two particular uses that have been identified for further study. The Development & Transit Opportunities Map on page 3-11 identifies 6 potential locations for the transit facility and 4 potential locations for the Park-and-Ride facility. Listed in Figure 3-1 below, these potential locations were generally identified based on proximity to downtown and the railroad as well as availability and configuration of land. Other locations may be considered as sites become available.

Figure 3-1

Potential Locations for a Transit Facility & Park-and-Ride Facility

Transit Facility*	Park-and-Ride Facility*
Lyon Workspace Products property	Lyon Workspace Products parking
Ozinga property (3 potential locations)	Property south of Fire Station 1
Industrial property at Railroad St/Watkins St	Avaya property
Property west of Avaya property	Lake Street "Crescent"

* Other locations may be considered as additional information is assessed.

Source: Teska Consultant Team Analysis.

Urban Design

The quality of a place as expressed through the character of its buildings and public places is an essential ingredient to a successful redevelopment plan. Just like the redevelopment opportunities, several urban design opportunities are also identified on the Development & Transit Opportunities Map.

The streetscape character along major streets presents an opportunity for enhancement. In particular, the Development & Transit Opportunities Map indicates the potential for premium streetscape enhancements along major streets. Premium streetscape enhancements may include decorative pavers, distinct wayfinding signs, decorative lighting, banners, landscaping, and pedestrian furniture such as benches, information kiosks, and bike racks. Lake Street, for example, is the primary road that brings traffic to the downtown area; however, it currently has a non-descript character, which is generally not the type of character a prominent district like downtown should present as its "front door".

Other streets like Webster Street, Main Street, Mill Street, and River Street would also benefit from an enhanced streetscape program. Certain segments of these streets have recently experienced some enhancement, such as the

paved crosswalks, decorative lighting, and banners in front of Village Hall along River Street. Similar treatments along the other streets will be explored.

In addition to premium streetscape enhancements along major streets, the Development & Transit Opportunities Map also indicates the need to create high quality landscape improvements within the Route 30 interchange, providing landscaping on private properties that front onto the roadways that lead to downtown and the potential TOD area.

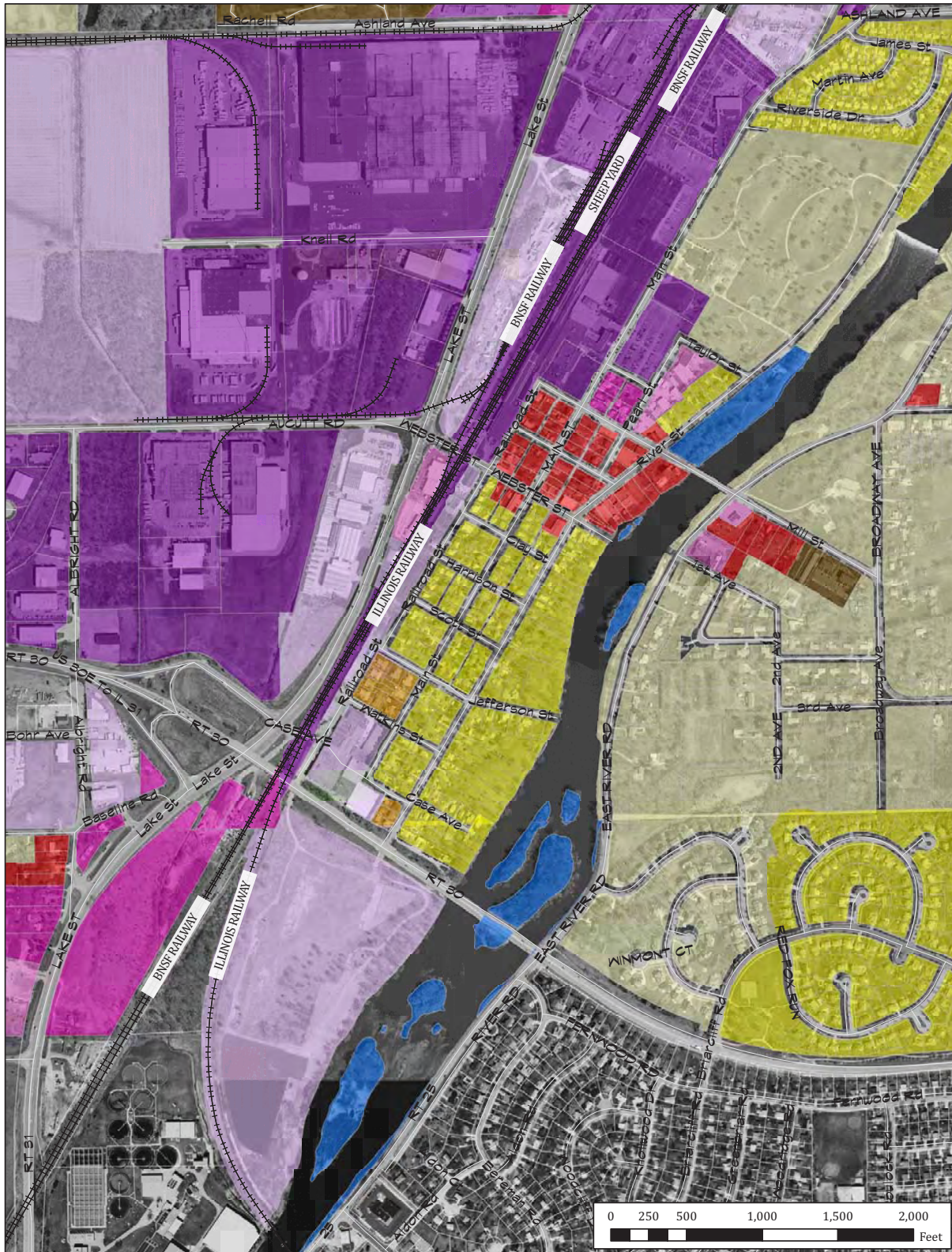
The potential for gateways features are also identified on the Development & Transit Opportunities Map. Gateway features would generally be located at key entrances to downtown and the potential TOD area, welcoming visitors and informing them that they are entering a special place in Montgomery. A gateway could include a sign, monument, public art, landscaping, decorative lighting, special pavers, or any other element that creates a unique and memorable quality to an entrance or thoroughfare.

Architecture also plays a major role in urban design. The architectural design guidelines established in the Comprehensive Plan define the types of materials, proportions, and themes; unified signage; and building and freestanding lighting appropriate for redevelopment sites and the potential TOD overall. The new Village Hall is the best example of the application of these guidelines.

While specific open space opportunities will be identified as redevelopment sites are further defined, the potential for a signature public space was cited along the riverfront across the street from Village Hall. Identified as a possibility on the site plan for the Mill District Enhancement Project in 2005, this signature public space would provide access to the riverfront in a distinct public plaza setting. The proximity to Village Hall, Gray's Mill, trails, and other potential redevelopments could further enhance the quality of this signature public space.



The architectural elements of historic Gray's Mill could be reflected in the design of future developments.

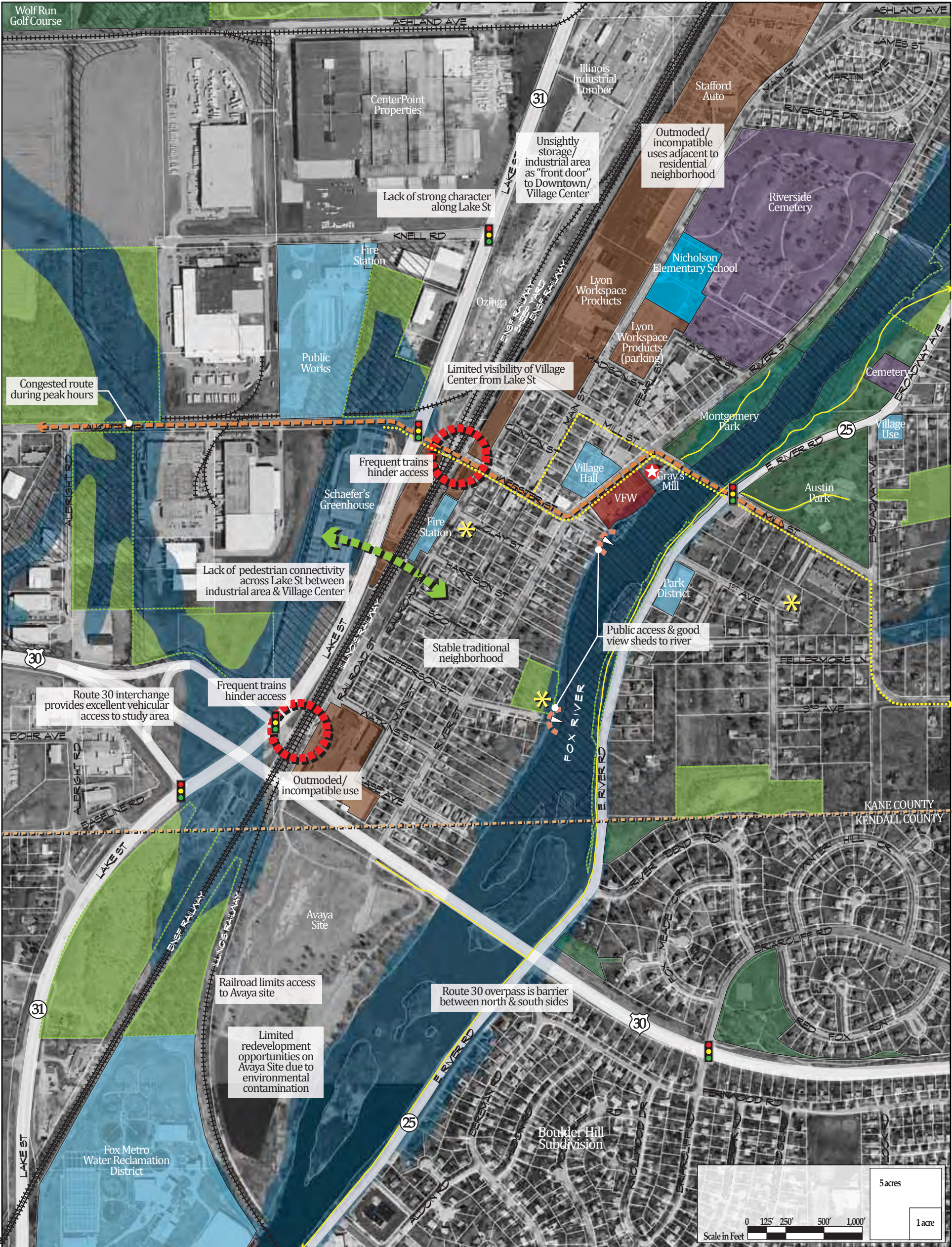


Zoning Districts

GIS mapping data provided by the Village of Montgomery.
Map prepared by Teska Associates, Inc.

LEGEND

 R-3: Traditional Neighborhood Residence	 B-1: Local Retail Business	 M-1: Limited Manufacturing
 R-4: Traditional Neighborhood Residence	 B-2: General Retail Business	 M-2: General Manufacturing
 R-5A: Two-Family Residence	 B-3: General Automotive & Wholesale Business	
 R-6: Multiple Family Residence	 FLOOD: Flood Plain	

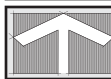


Base map provided by the Village of Montgomery.

Prepared by the Consultant Team of:

LEGEND				(See page 6-9 for a map of potential redevelopment sites and table of site data.)
100-Year Floodplain	School	Pumping Station	Pedestrian Connectivity	
Wetland	Civic Use	Traffic Signal (existing)	Trails (existing)	
Natural Area	Cemetery	Major Railroad Crossing	Trails (approved but not installed)	
Park & Public Open Space	Incompatible Use	Congested Vehicular Route	River Access	





Base map provided by the Village of Montgomery.

Prepared by the Consultant Team of:



	Village Center Redevelopment Opportunity		Gateway Feature		Potential Road Extension		Trails (existing)
	Redevelopment Opportunity		Signature Riverfront Public Space		Potential Road Vacation		Trails (approved but not installed)
	Park/Open Space Opportunity		Traffic Signal (existing & proposed)		Pedestrian Improvements		Trails (proposed)
	Potential Metra Station		Premium Streetscape Enhancements		Potential Riverwalk		Trails (potential island connections)
	Potential Park-and-Ride Facility		Interchange Enhancements		Potential Pedestrian Bridge		



Section 4

Transportation Overview

The following presents a summary of the existing transportation systems within the Study Area related to two areas that were considered for a transit facility in Montgomery. The first area includes various properties in downtown Montgomery, primarily located north of Mill Street near Main Street and along Railroad Street. The second alternative location considered was the Avaya site, located southeast of the IL Route 31/US Route 30 interchange. The following information summarizes existing traffic volumes, existing capacity analyses, and transportation characteristics associated with each area. In addition, current transportation issues and opportunities are identified.

Four areas have been identified as the potential location for the Park-and-Ride facility.

Existing Traffic Volumes

In order to gather current traffic volume data, manual peak hour intersection counts were conducted in November of 2008 at the following intersections near the two alternative sites:

- ☐ US Route 30 Westbound Ramps-Case Street / Illinois Route 31
- ☐ US Route 30 Eastbound Ramps / Illinois Route 31
- ☐ Mill Street / River Street
- ☐ Mill Street / Main Street
- ☐ Main Street / Webster Street

The counts were conducted during the weekday morning (7:00 AM to 9:00 AM) and weekday evening (4:00 PM to 6:00 PM) peak periods. The time periods were chosen since they coincide with the anticipated peak periods of the surrounding roadway system and the proposed Park-and-Ride facility. The results indicate the existing weekday morning peak hour occurred from 7:15 AM to 8:15 AM and the weekday evening peak hour occurred from 4:30 PM to 5:30 PM.

The existing traffic counts are shown on the Existing Traffic Map on page 4-7. Pedestrian traffic counts were minimal.

Figure 4-1
Daily Traffic Volumes (2007)

Road	Segment	Daily Traffic Volume
IL Route 31	North of U.S. Route 30	18,400 vehicles per day
IL Route 31	South of U.S. Route 30	18,700 vehicles per day
U.S. Route 30	East of IL Route 31	28,900 vehicles per day
U.S. Route 30	West of IL Route 31	23,000 vehicles per day

Source: Illinois Department of Transportation.



In 2007, IL Route 31 carried over 18,000 vehicles per day in each direction, north and south of U.S. Route 30.

Source: Tetra Associates, Inc.

Passenger boardings at the Aurora Transportation Station have almost doubled in the past 10 years.

In order to gather current daily traffic volumes in the vicinity of the alternative sites, Illinois Department of Transportation (IDOT) data for 2007 daily traffic volumes were referenced, as summarized in Figure 4-1.

Metra Characteristics

As of 2006, the Metra station located in downtown Aurora ranked 5th in passenger boardings among outlying stations on the BNSF Railway. Over approximately the past 10 years, passenger boardings at the Aurora Transportation Station have approximately doubled, primarily due to increased population growth in surrounding communities including Montgomery. Figure 4-2 below presents passenger boarding data at the Aurora Transportation Station collected between 1983 and 2006.

Figure 4-2

Metra Existing Weekday Passenger Boardings (Aurora Station - Metra/BNSF Line)

1983	1985	1987	1989	1991	Year	1993	1995	1997	1999	2002	2006
834	905	985	1,056	1,014		1,033	1,184	1,387	1,467	1,646	2,180

Source: Metra's 2006 Boarding/Alighting Counts.

In 2006, 195 Montgomery residents accessed one of the six Metra stations nearest to Montgomery.

In 2006, Metra conducted an origin-destination survey to determine the modal breakdown of how Metra riders arrive to the stations along the Metra/BNSF Line and the rest of the Metra system. Based on the data, the highest percentage (75 percent) of Montgomery resident riders drive to one of the region's Metra stations in a single occupancy vehicle. One-tenth (11 percent) of riders are dropped off (kiss-n-ride) at the station and one-tenth carpool (11 percent). The remaining three percent of Montgomery riders arrive by bus.

The mode-of-access data for the Metra/BNSF Line stations utilized by Montgomery residents is summarized in Figure 4-3 below.

Figure 4-3

Mode of Access of Montgomery Residents to Area Metra Stations (2006)*

Source: Metra's 2006 Origin-Destination Survey.

Mode of Access	Riders at Selected BNSF Boarding Stations						Total	Percent
	Aurora	Route 59	Wheaton	Lisle	Naperville	Downers Grove		
Drive Alone	127	16	0	0	2	2	147	75%
Kiss-n-Ride	19	0	0	3	0	0	22	11%
Walk	0	0	0	0	0	0	0	0%
Carpool	16	0	5	0	0	0	21	11%
Bus	5	0	0	0	0	0	5	3%
Bike	0	0	0	0	0	0	0	0%
Other	0	0	0	0	0	0	0	0%
TOTAL	167	16	5	3	2	2	195	100%

*Note: Data are based on weighted 2006 AM boarding counts.

Oswego Park-and-Ride Facility

In 2005, the Village of Oswego established a Park-and-Ride facility located north of Mill Road and west of Orchard Road adjacent to the BNSF Railway. The Park-and-Ride facility is served by Pace Bus Route 907, which operates during rush hours between the facility and the downtown Aurora Transportation Station. Figure 4-4 below summarizes the average monthly ridership for the Oswego Park-and-Ride bus service. The Oswego Park-and-Ride facility is an approximate 10-minute ride to Montgomery and an additional 12 minutes to the Aurora Transportation Center.

Figure 4-4

Oswego Park-and-Ride Average Weekday Ridership* (Pace Bus Route 907)

Month	Year				
	2005	2006	2007	2008	
January	86	94	99	135	* Based on one-way trips.
February	71	90	99	127	
March	74	91	109	120	
April	80	96	119	122	
May	86	101	109	125	
June	87	99	109	141	
July	86	94	106	148	
August	89	98	108	140	
September	98	104	125	148	
October	95	111	133	-	
November	96	111	120	-	
December	87	104	109	-	
Average	86	99	112	134	

Source: Pace Bus.

Average weekday one-way ridership on Pace Bus Route 907, which accesses the Oswego Park-and-Ride facility, has increased 56% since 2005.

Based on Metro's midday observations of the parking lot serving the Oswego Park-and-Ride facility in November 2008, approximately 50 spaces were occupied in the 300-space parking lot. The utilization of the parking lot suggests that approximately two-thirds of the shuttle riders drive to and park at the facility while the remaining shuttle riders use an alternate mode of access (kiss-and-ride, carpool, bike, walk, etc.)

Existing Roadway Characteristics

The roadway system serving the two potential transit facility areas includes a number of roadways with varying characteristics. The street system in the Downtown area includes a traditional grid network, generally providing one lane in each direction. On-street parking is located along some blocks. The Avaya site is generally served by arterial roadways including IL Route 31 and US Route 30. However, direct access to the site is available via local street connections under the US Route 30 overpass. The following summary describes the characteristics of key roadways and intersections in the vicinity of the two alternative areas in more detail.

Source: Tesla Associates, Inc.



The Fox River Bike Trail traverses the riverfront, closely following the west side of IL Route 25 (River Road).

IL Route 31 (Lake Street) is a north/south arterial west of the two alternative site areas. IL Route 31 maintains traffic signals at Webster Street and the eastbound and westbound ramps at the US Route 30 interchange. At its intersection with Webster Street, the northbound approach provides a single left-turn lane, two thru lanes, and a separate right-turn lane. The southbound approach includes a separate left-turn lane and two thru lanes. At its intersection with the US Route 30 westbound ramp intersection, the northbound/southbound approach includes a single left-turn lane and three thru lanes. IL Route 31 includes three thru lanes in each direction at the eastbound IL Route 31 ramp intersection with a separate left-turn northbound and a separate right-turn lane southbound. IL Route 31 has a posted speed limit of 45 mph and is under the jurisdiction of the Illinois Department of Transportation (IDOT).

IL Route 25 (River Road) is a north/south roadway along the east side of the Fox River with a single lane in each direction. The IL Route 25/Mill Street intersection maintains a traffic signal that serves as a gateway to the Downtown area from the east. The northbound and southbound approaches of the IL Route 25 at Mill Street each provide a single lane with shared turn movements. IL Route 25 has a posted speed limit of 35 mph and is under the jurisdiction of IDOT.

US Route 30 is a raised east/west arterial roadway along the north side of the Avaya site. US Route 30 maintains a full-access interchange with IL Route 31. The US Route 30 eastbound and westbound on- and off-ramps intersect IL Route 31 at signalized intersections. The eastbound approach of the US Route 30 Westbound Ramp, aligned opposite Case Street, includes a single right-turn lane and a shared thru/left-turn lane. The westbound approach of Case Street includes a single lane. The eastbound approach of the US Route 30 Eastbound Ramp includes a single left-turn lane and a single right-turn lane. US Route 30 is under the jurisdiction of IDOT. A bike path traverses below the US Route 30 bridge over the Fox River.

Source: Tesla Associates, Inc.



Mill Street is characterized by rolling topography, offering scenic views of downtown and the riverfront area.

Mill Street is an east/west roadway crossing the Fox River and leading to/from the Downtown area. The eastbound and westbound approaches of Mill Street each provide a single lane at its signalized intersection with IL Route 25, four-way stop-controlled intersection at River Street, and two-way stop-controlled intersection with Main Street. On-street parking is permitted along Mill Street between River Street and Main Street. Mill Street is under the jurisdiction of the Village of Montgomery.

Main Street is a north/south roadway through the Downtown area. The northbound and southbound approaches of Main Street each provide a one lane in each direction at its two-way stop-controlled intersections with Mill Street and Webster Street. On-street parking is permitted along Main Street through the Downtown study area. Main Street is under the jurisdiction of the Village of Montgomery.

River Street is a north/south roadway along the east side of the Downtown area and through the neighborhoods north and south of Downtown along the

west side of the Fox River. With the exception of its northbound approach at Mill Street, River Street provides one lane in each direction at each intersection is the study area. The northbound approach of River Street includes a shared thru/left-turn lane and a separate right-turn lane. On-street parking is permitted along River Street through the Downtown area. River Street is under the jurisdiction of the Village of Montgomery.

Existing Capacity Analysis

Capacity analyses were conducted to evaluate the overall traffic operations of key intersections for existing conditions. The analyses were conducted for the weekday morning and evening peak hours.

The effectiveness of how well an intersection operates is measured in terms of Levels of Service (LOS). Levels of Service range from LOS "A" (best) to LOS "F" (worst). The minimum intersection LOS that is generally accepted by reviewing jurisdictions is LOS "D". Figure 4-5 below summarizes the capacity analyses for existing conditions.

All study intersections are currently operating at an acceptable level-of-service during the weekday morning and afternoon peak hours.

All intersections in the Study Area currently operate at an acceptable level of service (LOS) during peak weekday drive time hours.

Figure 4-5

Intersection Level of Service (LOS)

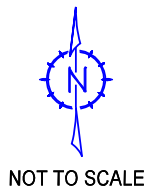
Source: Metro Transportation Group.

Intersection	Existing Conditions	
	AM Peak Hour	PM Peak Hour
US Route 30 Westbound (*) Ramps - Case St / IL Route 31	NB App: B SB App: B EB App: D WB App: C Overall: C	NB App: B SB App: B EB App: C WB App: C Overall: B
US Route 30 Eastbound (*) Ramps / IL Route 31	NB App: A SB App: B EB App: D Overall: B	NB App: C SB App: C EB App: C Overall: C
Webster St / Main St (#)	NB App: C SB App: B EB App: A WB App: A	NB App: C SB App: B EB App: A WB App: A
Main St / Mill St (#)	NB App: A SB App: A EB App: B WB App: A	NB App: A SB App: A EB App: B WB App: A
Mill St / River St (#)	NB App: B SB App: A EB App: A WB App: B Overall: B	NB App: B SB App: B EB App: A WB App: B Overall: B

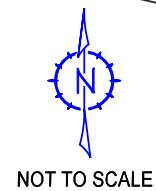
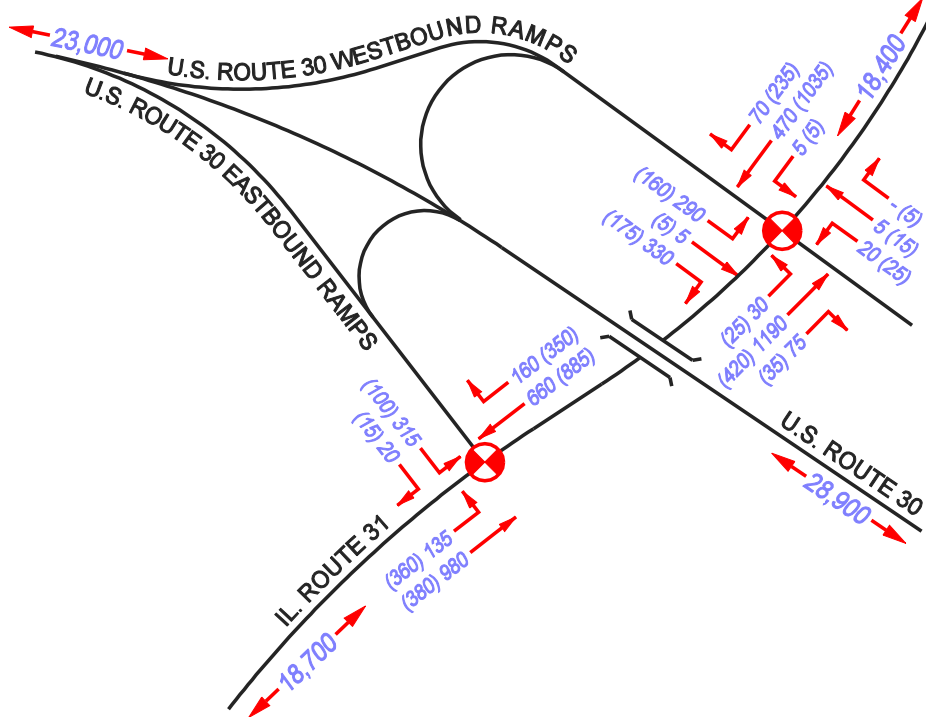
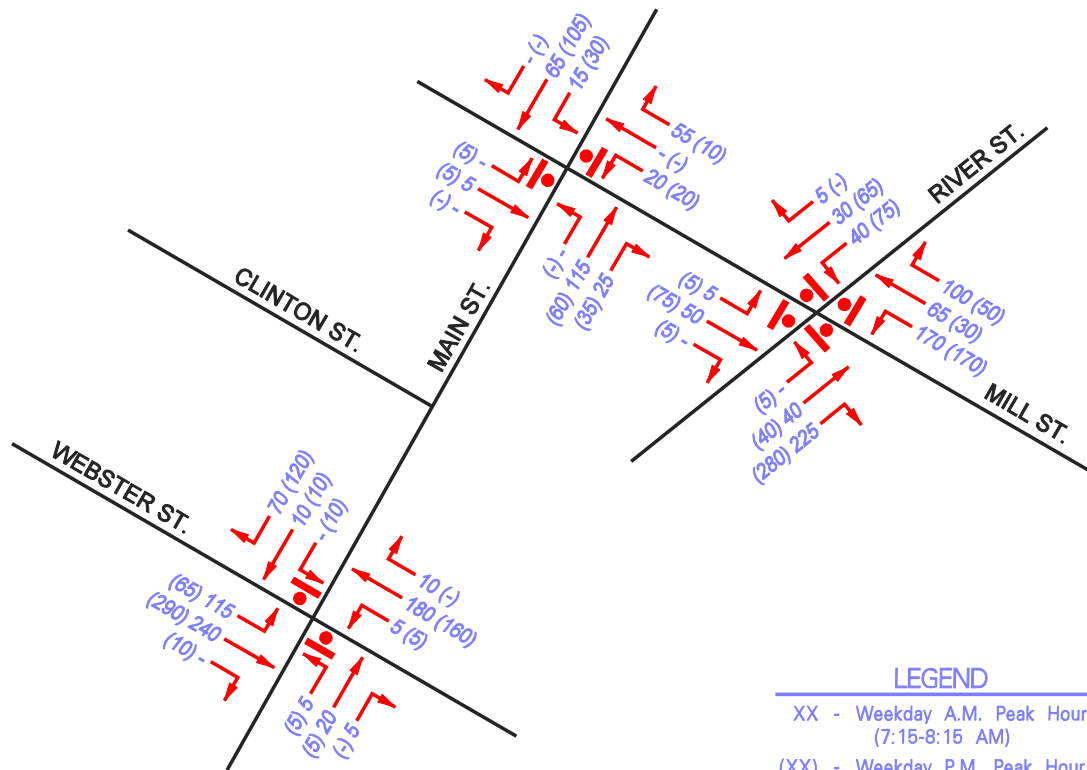
KEY: NB: Northbound EB: Eastbound App: Approach * Signalized Intersection
SB: Southbound WB: Westbound # Unsignalized Intersection

Existing Assessment Maps

Existing Assessment Maps for the downtown area and Avaya site are provided on pages 4-8 and 4-9, respectively.



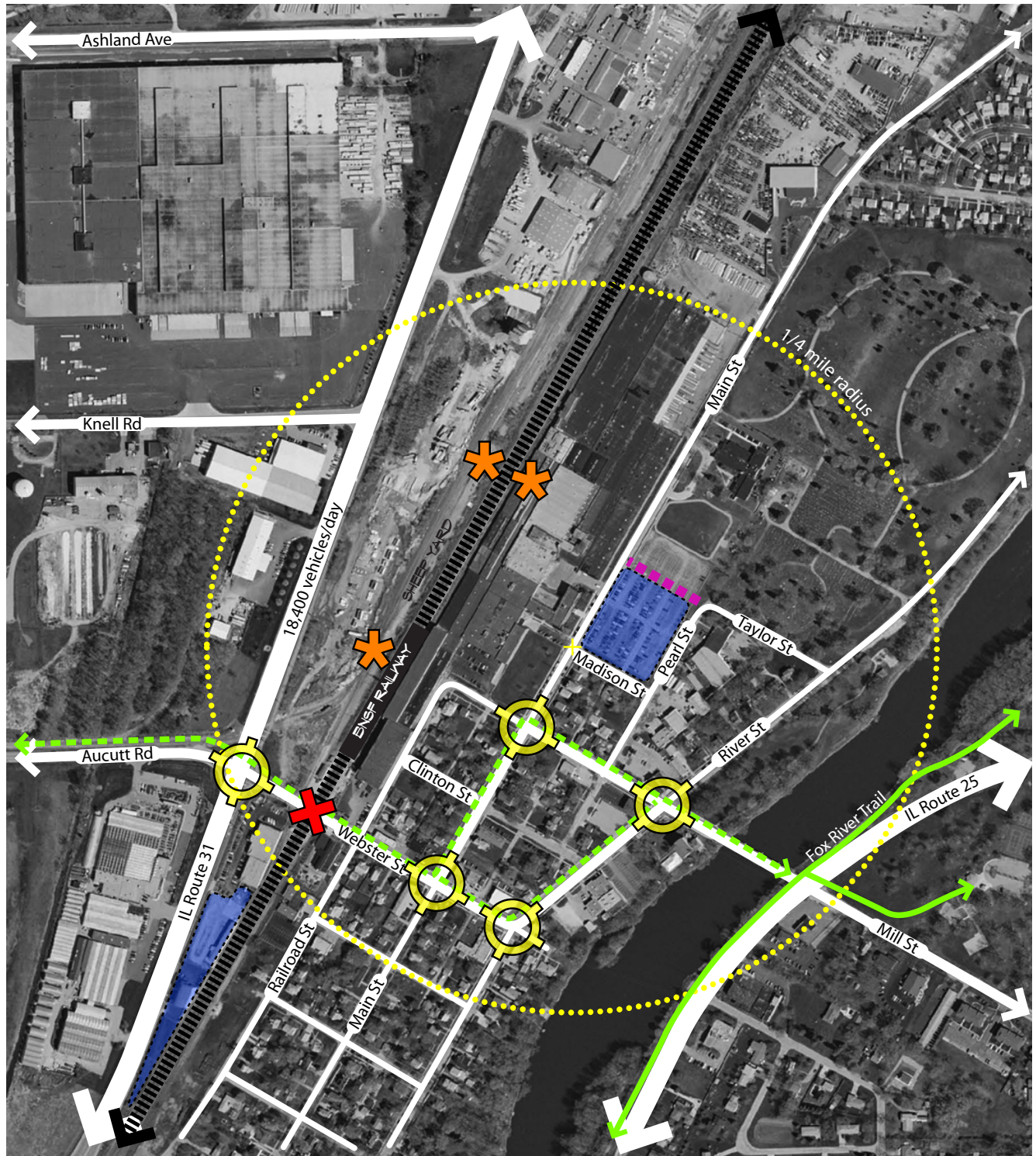
NOT TO SCALE



NOT TO SCALE



EXISTING TRAFFIC



LEGEND

Arterial Roadway

Local/Collector Roadway

Railroad

Planned/Potential Roadway

Existing Bike Path

Planned Bike Path/Lanes

At-Grade Railroad Crossing

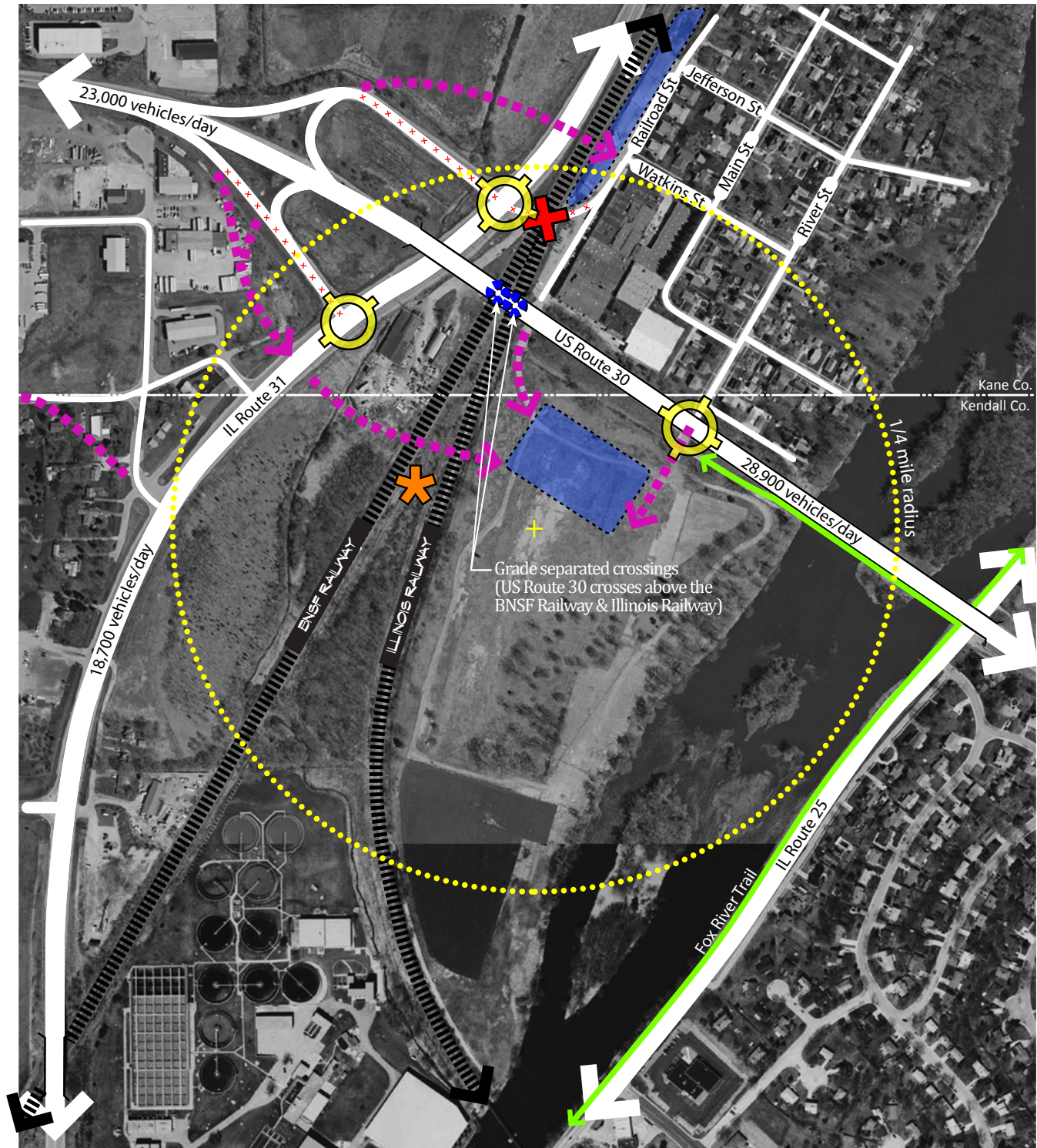
Key Intersection

Potential Park-and-Ride Facility

Potential Future Metra Station



EXISTING ASSESSMENT (DOWNTOWN)



LEGEND

- | | | |
|----------------------------|----------------------------|-----------------------------------|
| Arterial Roadway | Existing Bike Path | Potential Park-and-Ride Facility |
| Local/Collector Roadway | Planned/Potential Roadway | Potential Future Metra Station |
| Railroad | At-Grade Railroad Crossing | Grade Separated Railroad Crossing |
| Potential Roadway Vacation | Key Intersection | |



EXISTING CONDITIONS (AVAYA SITE)

Section 5

5-1

Section 5: Market Overview

Market Overview

A potential transit facility and an interim commuter Park-and-Ride facility are under consideration for the Village of Montgomery. The Village seeks to capitalize on the opportunity for transit-oriented development (TOD) associated with these transit locations. Achieving this goal requires identifying a land use plan and establishing standards that take advantage of the existing and potential markets for investors and consumers. This market review examines existing market conditions and short- and long-term area development potential based on approved plans.

Current Market Conditions

The impact of the current economic downturn will remain the key factor in considering local and regional opportunities for all levels of growth and development in Montgomery and elsewhere. Although debate continues about whether a recession began in 2008, there is no debate about the abysmal state of the real estate market. The collapse of an overheated residential real estate market prompted a decline in shopping for goods and services and decreased demand for office space associated with home finance. Increases in costs, including fuel, added to market woes by increasing both consumer and developer costs. The recent collapse of commercial and residential lending has added tight credit to the ongoing market difficulties. These conditions have slowed residential and commercial growth nationally and could change the balance of future residential, retail, office, and industrial development occurring in communities. Under these economic conditions, development is riskier, and therefore, investors will require higher returns. The net effect is declining property values, suspension of many proposed projects, and few new projects. Related to these current economic uncertainties are potential changes in underwriting criteria for all types of real estate developments in future years. Current indications are that developer equity requirements for future projects will be significantly greater than in recent years.

The current state of the economy will have an impact on the Village's considerations for all levels of growth and development.

Residential Market

Montgomery has experienced spectacular residential growth during the last decade, with a 212% population increase since 2000. Most of this increase has occurred between 2000 and 2007. As a result, the Village has conducted multiple special censuses. The most recent report dated May 2008 states a current population of 17,062. Data from the special census was used in conducting this market analysis. (Data services indicate a substantially lower population figure.) The recently completed Homes for A Changing Region study suggests that Montgomery's population in 2030 will exceed 33,000.

Montgomery's housing market, as with other area local markets, is experiencing slower sales, increased inventory, and some foreclosures. Based upon the July 2008 data from the Chicagoland Quarterly Housing Report, the average

Despite significant population growth in recent years, Montgomery's housing market is presently experiencing slower sales, increased inventory, and some foreclosures.

residential sales price has declined about 6% (from \$225,716 to \$212,306) since July 2007. Montgomery has an estimated 9.78 months supply of homes available for sale (active listings) as of July 2008. This represents a nearly 60% increase from July 2007, when the supply was 6.12 months. Realtor.com, as of November, has 362 listings for Montgomery. Neither figure includes those new homes currently under construction and not listed. The Village's October Active Residential Development Summary notes an additional 797 units remaining to be built in residential projects already under construction. Separately, RealtyTrac noted an estimated 85 homes for sale in the Montgomery area at various stages of the foreclosure process from pre-foreclosure through bank ownership.

» *TOD Implications for Montgomery:* As a potential TOD site, Montgomery's continued residential growth is an obvious key to providing the necessary commuter population. Higher density residential development near any of the potential TOD sites will be an important component of such sustained residential growth. The current housing market provides challenges for the Village and its residents to implement residential TOD in the short term.

Retail Market

The factors combining to create a challenging retail environment are many. The most notable include home oriented retailers suffering from the housing market decline, lending institutions unwilling to renew retailer credit lines, and higher consumer prices causing reallocation of consumer discretionary consumption.

In its third quarter 2008 Market View on Chicago Market, CB Richard Ellis described "... a scenario in which many retailers are forgoing expansion in hopes of limiting their exposure to the down market or are being aggressive as they try to take advantage of market opportunities and new-found leverage in developer negotiations." The issue of lease negotiations has extended to existing properties with retailers seeking changes and reductions in lease terms to mitigate rising operating costs. Controlling operating costs and curbing expansion plans are the two hallmarks of current retail operations. It is anticipated that weaker retailers will either cease operations or close multiple locations.

The recent CB Richard Ellis data (3rd Quarter 2008) for Montgomery's retail sub-market (Kane County) is shown in Figure 5-1.

Figure 5-1

Montgomery's Retail Sub-Market (Kane County, 3rd Quarter 2008)

Source: CB Richard Ellis.

Sub-Market	Gross Building	Vacancy Rate	Under Construction	Asking Net Rent (\$/PSF/YR) LOW	Asking Net Rent (\$/PSF/YR) HIGH
Kane County	9,710,056 sq ft	17.1%	750,000 sq ft	\$15.13	\$18.92

Overall, the Kane County sub-market experienced the greatest vacancy fluctuation among Chicago's regional sub-markets, from 11.9% in the 3rd Quarter 2007 to 17.1% in 3rd Quarter 2008. The overall Chicago regional retail vacancy rate is 9.1%. In general, sub-market net rents are comparable to the overall Chicago region. Gross square footage and new space under construction are comparable to similar suburban regions, though the southwest suburbs continue to dominate regional retail development.

Incremental development of downtown retail businesses and restaurants will enable Montgomery residents to gradually develop an affinity to downtown and the potential transit facilities.

» ***TOD Implications for Montgomery:*** Assuming Montgomery's TOD locations are proximate to its traditional downtown, retail and restaurant development will be incremental and long-term. Downtown's retail market will build over time. This will enable Montgomery and its residents to develop an affinity to the downtown and the transit location over time. Those potential TOD sites south of the downtown area would require new residential and commercial TOD with minimal economic impact on Montgomery's traditional downtown area.

Office Market

The office market is divided by building types. Class "A" office space is contained in buildings that have excellent locations and access, attract high quality tenants, and are managed professionally. Building materials are high quality, and rents are competitive with other new buildings. The office buildings clustered in prestige locations with lots of brass and glass fixtures and huge, expensive lobbies are examples of Class A office buildings. Class A office buildings are usually steel-framed and tall. They contain banks, law firms, investment banking companies, and other high-profile tenants with a need to demonstrate their financial success. Class "B" buildings have good (versus excellent) locations, management, and construction, and tenant standards are high. These buildings typically have little functional obsolescence and deterioration. Class B buildings are usually newer, wood-framed buildings or older, former Class A buildings. Wood-framed Class B office buildings are usually three stories or less. Most suburban Chicago business parks contain Class B office development. Class "C" buildings are typically 15 to 25 years old and maintain steady occupancy. A fair proportion of the Class C office spaces are not truly office buildings but walk-up office space above retail or service businesses or space in one-story shopping centers. Figure 5-2 documents conditions in the East West Tollway suburban sub-market that are most applicable to Montgomery. (Sub-market boundaries are roughly I-294 on the east, Ran-

Figure 5-2
Conditions in the East West Tollway Suburban Sub-Market

Source: CB Richard Ellis.

Sub-Market	Base SF	Overall Vacancy	Net Absorption	Under Construction	Asking Lease Rates Gross / PSF
E-W Tollway	39,277,249 sq ft	18.7%	(10,404)	-	\$22.20
Class A	12,577,275 sq ft	15.2%	(53,506)	-	\$27.56
Class B	19,366,303 sq ft	20.2%	88,538	-	\$20.99
Class C	733,671 sq ft	20.8%	(45,436)	-	\$16.64

Improving and increasing smaller user office space incrementally over time will help strengthen Downtown Montgomery.

dall Road on the West, St. Charles municipal boundaries on the north, and I-55 and Naperville municipal boundaries to the south.)

With little new class A office construction in the past seven years and none underway now, aging A space is beginning to compete in the class B market. This product is often targeted to the small and medium size, privately owned businesses that tend to adjust to economic challenges. These same types of firms are responsible for most employment growth. National trends have less impact on the small office market because tenancies, such as medical and personal service businesses, occupying this space respond to local needs and are relatively stable operations in most economic conditions. The underlying development of such space requires less capital and can be built to suit, further reducing the risk of small office projects. Overall, net absorption, defined by CB Richard Ellis as the change in occupied space from one period to the next, is negative for the sub-market. Given soft market demand, the expectation is that net absorption will remain negative for the short-term.

» *TOD Implications for Montgomery:* Smaller user office space is already part of downtown Montgomery's overall mix. As with retail, the opportunity to improve and increase such office space will remain important for Montgomery and should be approached as part of the incremental effort to strengthen the downtown area over time.

In addition, most of Montgomery's residents work in nearby suburbs, such as Oswego, Naperville, and Aurora, and an estimated 1.97% of residents use public transit. The future job growth projected in 2007 for the area was 19.86% over the next decade. (Source: City-Data.com on Montgomery, IL.) An interim Park-and-Ride facility will serve Montgomery commuters who require parking, especially given the lack of available parking at the Aurora and Route 59 Metra stations. Finally, long-term opportunities exist to expand the local employment base and increase the numbers of downtown office users and transit users.

Transit Oriented Development Principles

Previous studies conducted by Metra have identified the following common principles that communities can use to maximize opportunities for transit-oriented development. (Source: Residential Development Near Commuter Rail Stations, Metra, 2000)

Create and maintain a pedestrian friendly community.

The most critical zone is the ½-mile radius of the station area. 80% of the commuters living within this zone will walk to the station. Pedestrian access to the station was a top reason cited by Metra commuters for selecting their current place of residence. National studies supporting TOD development report a 7% to 23% increase in the value of residential property within easy walking distance of a commuter rail station. (Source: Marketek, Inc. & Applied Economics, Inc., Economic & Revenue Impact Analysis for Spokane LRT, July 2005, pp. 4-8.)

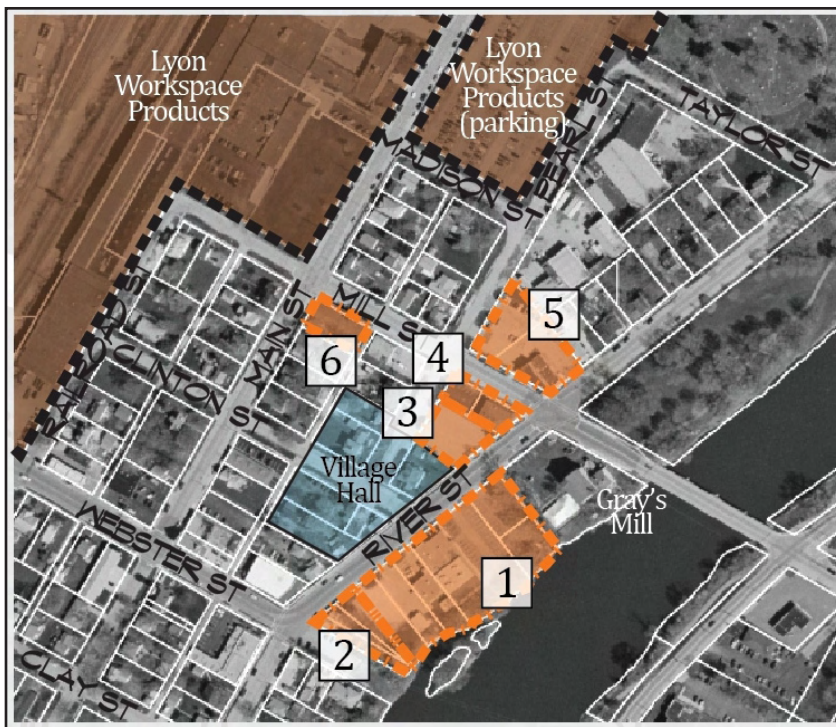
» *Match to Montgomery*: The following sites with TOD potential or related redevelopment possibilities are identified:

- The Lyon Workspace Products site initially appears to be the best potential TOD site or interim Park-and-Ride facility, given site proximity to downtown. Other potential TOD sites make downtown a less convenient option for commuters as consumers.
- Seven potential redevelopment sites were identified in addition to the visits to the TOD site options (see Figure 5-3 below):
 - 1) The VFW with its river front lot;
 - 2) A site including two small buildings southeast of Village Hall (hair salon and the second building for sale);
 - 3) The parking lot north of Village Hall owned by the Gray's Mill owner;
 - 4) The tavern and parking lot opposite Gray's Mill;
 - 5) A second tavern and parking lot to the north; and
 - 6) Two small vacant sites north of the law/accounting office.

Long-term focus on these sites as plausible market opportunities could be part of any future strategy.

National studies supporting TOD indicate that residential property values tend to increase between 7% to 23% when the properties are located within close walking distance to a commuter train station.

Figure 5-3
Potential Downtown Redevelopment Sites



Source: Business Districts, Inc. and Teska Associates, Inc.

- The Ozinga location, east of IL Route 31, is another option. The Village should continue current discussions with Ozinga as a potential TOD location. As part of these discussions, the Village should also continue its proactive work with Ozinga to retain the firm as an employer and to identify a more suitable Montgomery location.
- The Lyon Workspace Products and Ozinga sites present challenges for TOD facility locations, given somewhat inhibited access to the BNSF Railway right-of-way.

In addition to the above, other potential TOD sites under consideration, noted on the Development & Transit Opportunities Map, are located away from the downtown area. These potential sites, located farther from Montgomery's downtown, will have minimal impact on downtown's underlying economics.

Although there is significant undeveloped land within ½ mile of most potential Montgomery TOD sites, there currently are only 324 households and 1,087 people currently living within this critical radius. These numbers are significantly less than the population of 5-10,000 needed to support a convenience retail center, as defined by the International Council of Shopping Centers (ICSC) and Urban Land Institute's (ULI) Dollars and Sense of Shopping Centers 2008. A convenience center includes multiple small retail and service businesses serving a nearby population. Additional residential development is key to creating a stronger passenger origin market for an initial Park-and-Ride facility. Residential development will also be important to maximizing the assessed value of nearby homes, and consequently, enhancing property tax revenue to the schools and other taxing bodies.

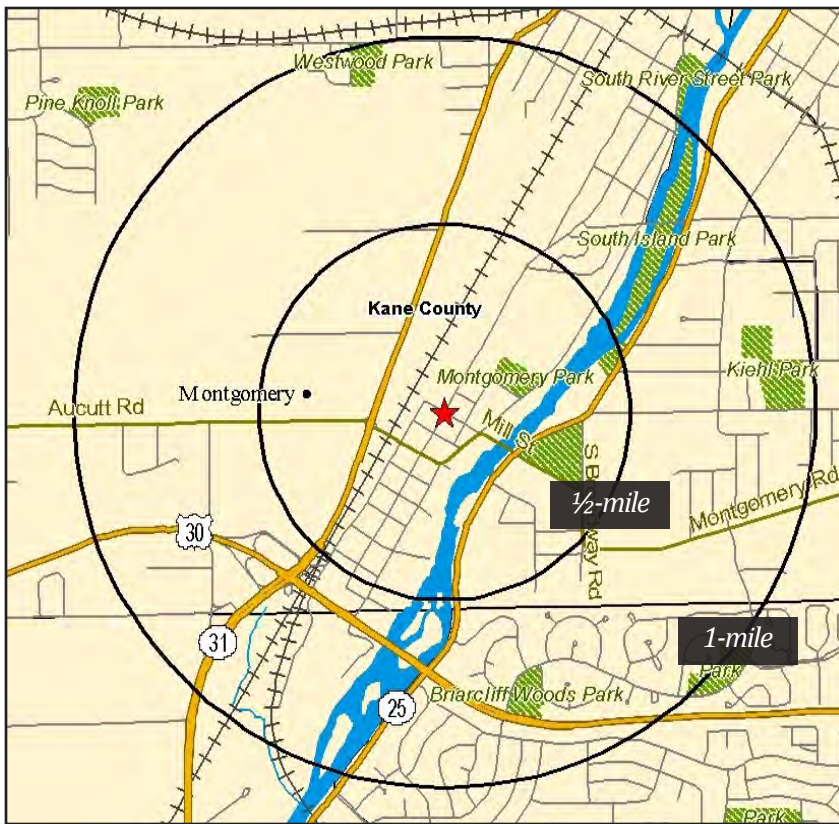
A pedestrian friendly environment and convenience services are two elements that make a TOD an attractive area in which to live or visit.

Establish good vehicular and pedestrian access to the station.

Interconnected street and sidewalk networks reduce walking distances, providing convenient routes for passenger drop-offs and allowing easy access to Park-and-Ride-facilities.

» *Match to Montgomery:* As the ½-mile and 1-mile radii map shown in Figure 5-4 reveals, connectivity to any of the potential sites is challenging for both pedestrian and vehicular traffic. Improved way finding and access to the potential sites close to the existing rail tracks will be key. Reaching the downtown area from nearby major roadways, IL Routes 25 and 31 and US Route 30, presents unique challenges. To improve the access to the proposed transit facility or Park-and-Ride facility, any proposed development scheme must provide a network of interconnected grid pattern streets that facilitate walking and vehicular access. It will be important that this pattern extend beyond any site into adjacent neighborhoods and the traditional downtown.

Figure 5-4
 ½-mile and 1-mile Radii Map*



*Radii measured from the Main Street/Mill Street intersection.

Source: Experian / Applied Geographic Solutions, 2008.

Provide for a comfortable, pleasant walking environment immediately around the station area.

Improved and attractive infrastructure, including sidewalks and landscaping, combined with a sense of activity and “place” encourages commuters to walk to any station. Large parking lots or even parks without direct and evident access to the station can become barriers that discourage commuters from using the station.

» Match to Montgomery: Establishing Montgomery’s transit facility location and design will begin the process of creating a pleasant pedestrian environment immediately surrounding the facility. This will potentially serve as an important catalyst to revitalizing and reshaping Montgomery’s traditional downtown into its special “place”.

Residents living near a train station tend to be younger households, single people, and empty nesters.

Encourage convenience services.

The opportunity to conduct everyday tasks, in conjunction with rail commuting, enhances the attractiveness of a station area. Such typical services include dry cleaners, convenience grocers, hair care, childcare, and restaurants (particularly coffee shops and carry-out food stores). In general, businesses in the immediate area of a station typically attribute about 5% to 10% of their sales to commuters.

» Match to Montgomery: Many of the businesses currently located near the possible sites for a transit facility provide these types of convenience services. Working incrementally with both business owners and property owners to continue to supplement this mix with experienced owners of similar and complementary businesses will ensure that this mix will develop, as more residents are attracted to areas proximate to downtown.

Provide for a diversity of housing types within walking distance of the station.

Transit commuters can vary from executives to administrative support staff and students. Consequently, a variety of housing prices and types must be offered to accommodate the needs of these groups using commuter rail, whether accessing a rail station or Park-and-Ride facility. Overall, station area residents tend to be younger households, single people, and empty nesters who often choose multi-family homes with minimal maintenance duties.

» Match to Montgomery: The challenge for Montgomery will be offering a range of housing products with increased density near its transit facility that could attract both entry-level buyers and executives. These types of housing choices tend to appeal less to exurban homebuyers interested in purchasing homes in platted residential developments. Also, the addition of quality, market rate rental housing presents an additional TOD opportunity.

Commercial Development Principles

Regardless of whether a retail business cluster is located at a shopping center, transit station, or downtown, certain core development principles insure sufficient spending power to support the area's success.

Expect residential development to precede retail development.

Although employees and commuters represent "add-on" markets that can improve marginally successful retail districts into very successful ones, local residents comprise the backbone of every commercial area. Residents must be counted on to produce from 70%-90% of each business's sales. The addition of a significant concentration of employees benefits restaurants since it contributes a lunch seating and "cocktail hour" that can increase business by up to 1/3. Commuters can add sales as they stop by to purchase items during their daily travels. Those sales add the marginal profit that can be reinvested in expanding and improving store appearance.

» Match to Montgomery: The tables in Figures 5-5 and 5-6 on the next page document the residential population in and near Montgomery's potential

Figure 5-5

Target Market Demographics*

Source: Experian / Applied Geographic Solutions, 2008.

	1/2 mile	2 miles	5 minutes
2008 Basic Variables			
Average Household Size	2.40	3.01	2.83
Households	429	12,532	6,605
Population	1,028	38,264	18,942
Total Population Median Age	38.03	30.28	31.26
2008 Household Income			
Average Household Income	\$56,211	\$65,311	\$61,929
Median Household Income	\$60,985	\$64,256	\$62,903
2008 Length of Residence			
Stability (% in Current Residence 5+ Years)	44.04%	41.33%	39.53%
2008 Business Summary			
Total Employees	2,413	15,615	11,690
Total Establishments	73	941	603
2008 Consumer Expenditure			
Total Retail Expenditure	\$8,598,405	\$276,469,866	\$140,772,511

* Target markets utilize the Main Street/Mill Street intersection as the center point.

Figure 5-6

Demographics of Nearby Communities

Source: Experian / Applied Geographic Solutions, 2008.

	Montgomery	Elburn	Oswego	Plano	Sugar Grove	Yorkville
Population: 2008						
Total Population	6,942	3,961	21,526	7,771	8,434	11,218
Median Age	35.3	35.5	31.5	30.7	35.5	33.3
Total Employees	6,693	1,861	5,330	1,509	1,720	3,835
Total Establishments	314	217	537	168	186	406
Income: 2008						
Median Household Income	\$64,445	\$95,550	\$88,615	\$62,718	\$90,777	\$79,942
Average Household Income	\$61,762	\$88,071	\$89,504	\$66,858	\$92,036	\$82,716
Households: 2008						
Total Households	2,690	1,414	7,052	2,559	2,608	3,903
Average Household Size	2.58	2.80	3.05	3.04	3.23	2.86
Ethnicity: 2008						
Hispanic	23.2%	10.0%	14.8%	47.7%	12.7%	8.5%
Non-Hispanic	76.8%	90.0%	85.2%	52.3%	87.3%	91.5%
Consumer Expenditures: 2008						
Total Retail Expenditure	\$57,264,843	\$38,587,956	\$194,657,879	\$57,541,674	\$73,176,851	\$102,078,654

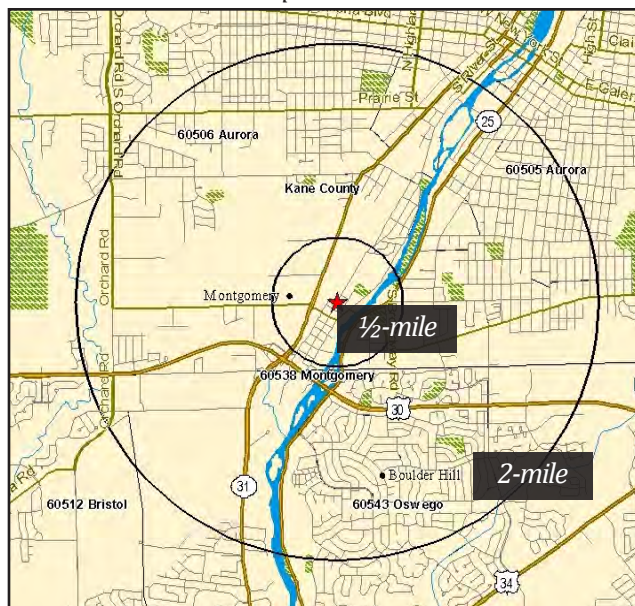
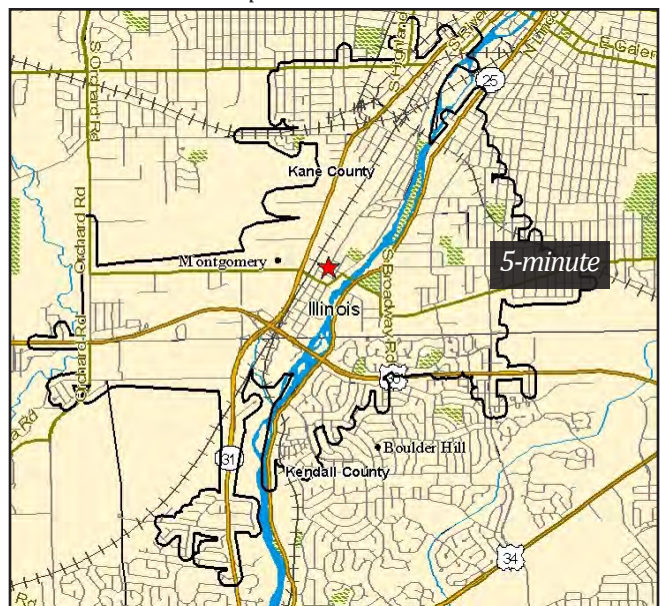
TOD sites, using Main and Mill Streets as the center point. A comparison of Montgomery's incomes with neighboring communities is also shown. The ½-mile radius identifies the likely population comprising a pedestrian market. The 2-mile and 5-minute drive time areas are two common populations that developers analyze to understand vehicular oriented markets and to identify residents who could conveniently use the station and access a commercial area, whether or not they are commuters.

Montgomery's incomes are sufficient to attract developer interest. The 2-mile population, incorporating parts of Aurora, is dense with similar household incomes. The 5-minute drive time population is adequate, given the numbers of larger employers occupying larger tracts, within that geography. Montgomery does have lower median incomes than its neighboring communities, but its employment base is by far the largest.

The two maps in Figure 5-7 below illustrate the ½- and 2-mile radii (left) and 5-minute drive time area (right). Both display similar demographic characteristics.

Median household incomes in Montgomery have increased slightly from 2007 estimates to 2008 estimates from \$58,810 to \$64,445. This income level is less than those in nearby communities, specifically Yorkville, Oswego, Sugar Grove, Plano, and Elburn. With the exception of Plano, each

Figure 5-7

½-mile and 2-mile Radii Map & 5-minute Drive Time Map***½-mile and 2-mile Radii Map****5-minute Drive Time Map**

* Radii measured from the Main Street/Mill Street intersection.

Source: Experian / Applied Geographic Solutions, 2008.

of these communities has median incomes exceeding \$80,000. Educational levels by community are generally similar. Plano and Montgomery have sizeable Hispanic populations, with 47.7% and 23.2%, respectively.

The economically and ethnically diverse populations in Montgomery and its surrounding areas, combined with overall population growth, present a unique opportunity for Montgomery to differentiate its downtown. As noted, retail growth follows a supporting residential population. The addition of transit options to the downtown area can become one element of a small, successful, and functional commercial district that serves Montgomery's diverse populations.

Create clusters rather than a broad selection of businesses.

There must be enough similar businesses to allow consumers to comparison shop. In the abstract, logic suggests that the ideal commercial area has a broad mix of businesses satisfying the "cradle to grave" needs of local residents. But this concept defies the very term "shopping" because there never could be adequate space for enough business of all types for all residents to feel that they had visited sufficient businesses to be confident in their selection. Consequently, while all successful shopping districts offer convenience shopping, such as a drug store, different shopping districts have evolved to satisfy varying niches for other items. Strong retailers like to cluster near competitors because they know that such an area gets a reputation as "the place to go to shop for..." The key development concept of clustering ties the success in attracting a strong market to the collective image created by the individual businesses. The goal is to create clusters that make the area a destination.

Clustering businesses can help build Downtown Montgomery and the potential TOD district into "the place to go to shop for..."

» *Match to Montgomery:* As Montgomery grows from a rural industrial to a suburban residential community, it must provide both a central place that defines its character and a series of neighborhood centers that provide the convenience services desired by nearby residents and employees. Montgomery is served by multiple retail options within 5 minutes of the downtown area, and many of these provide these types of neighborhood services.

Downtown's current business mix includes several destination businesses, professional practices, bars and restaurants, and several hair salons. The opening of the new Village Hall in a prominent downtown location represents an important investment in and anchor for Montgomery's downtown. Operating challenges for potential downtown business owners include the lack of visibility and access noted above, but also the availability of suitable space for lease or sale to experienced downtown entrepreneurs. Partnerships with downtown's private sector stakeholders will be needed to incrementally increase downtown's commercial activity over time. Such an incremental strategy would engage local business and property ownership and focus on niche market opportunities with recruitment established area business operators.

Montgomery has the opportunity to re-orient its downtown to define the community's character, as it continues to grow. This traditional downtown area, now anchored by the new municipal center, can take advantage of its proximity to the river and encourage the kinds of uses that provide amenities and services to community residents and employees. Assuming Montgomery's growth continues, any retail cluster near a Montgomery transit facility will likely not exceed the size of a typical neighborhood shopping center, as defined by ICSC and ULI. Though near major employers, there may be an opportunity to cluster restaurants that serve commuters in the morning, employees during lunch, and residents at night. The chart in Figure 5-8 lists neighborhood serving businesses and the approximate space they occupy in a neighborhood and their frequency with the center business mix.

Develop stores and restaurants adjacent to high traffic streets.

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

» *Match to Montgomery:* Much of the area's new development, whether retail or commercial, has occurred in areas proximate to Montgomery's major arterials, including US Routes 30 and 34, IL Route 31, Douglas Avenue, and Orchard Road. As shown on the map in Figure 5-9, Average Daily Traffic counts (ADTs) on these arterials each exceed the generally accepted retail site selection standard of 20,000 vehicles per day. These main arterials include locations for multiple format retailers, ranging in size from "big boxes" to restaurants. These retailers are congregated in

Figure 5-8

Neighborhood-Serving Businesses: Space Needs & Frequency with Center Business Mix

<i>Business</i>	<i>Space (sq ft)</i>	<i>Frequency Rank*</i>	<i>Business</i>	<i>Space (sq ft)</i>	<i>Frequency Rank*</i>
<i>Day Care</i>	<i>10,000</i>	<i>N/A</i>	<i>Dry Cleaner</i>	<i>1,500</i>	<i>2</i>
<i>Drug Store</i>	<i>10,000</i>	<i>15</i>	<i>Coffee Shop</i>	<i>1,400</i>	<i>18</i>
<i>Bank</i>	<i>4,000</i>	<i>N/A</i>	<i>Hair Care</i>	<i>1,400</i>	<i>5</i>
<i>Neighborhood Bistro</i>	<i>4,000</i>	<i>3</i>	<i>Pizza Restaurant</i>	<i>1,400</i>	<i>9</i>
<i>Gas Station</i>	<i>3,400</i>	<i>N/A</i>	<i>Nail Care</i>	<i>1,200</i>	<i>7</i>
<i>Real Estate</i>	<i>2,000</i>	<i>N/A</i>	<i>Carry-out Restaurant</i>	<i>1,000</i>	<i>10</i>
<i>Dentist</i>	<i>1,750</i>	<i>1</i>	<i>Insurance</i>	<i>1,000</i>	<i>4</i>
			<i>TOTAL</i>	<i>44,050</i>	<i>-</i>

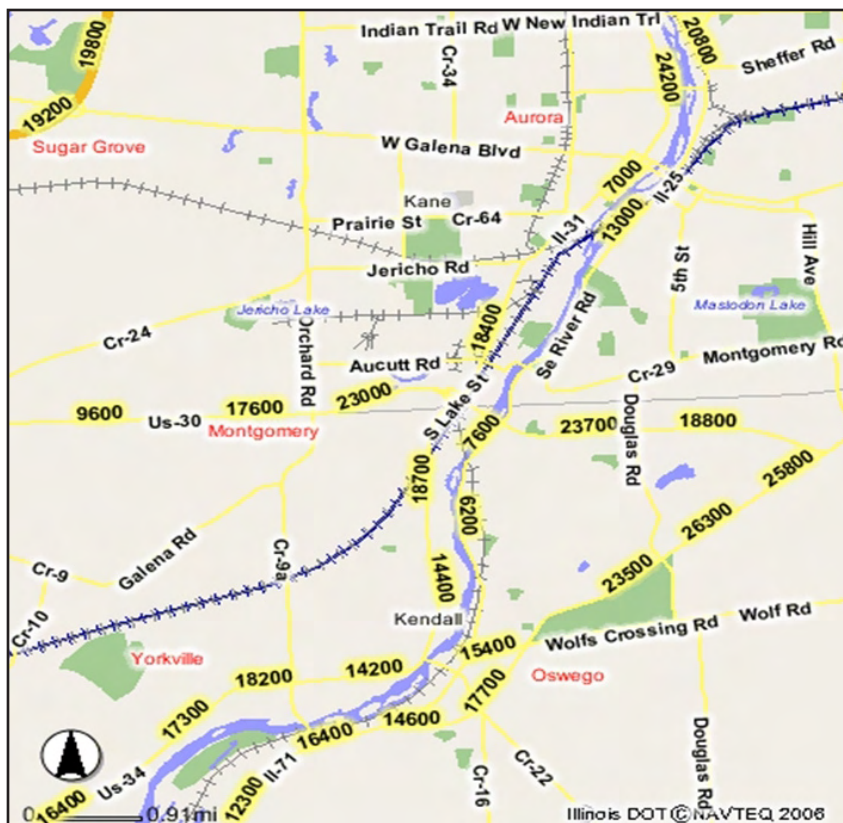
* National Convenience Center Sample.

Source: Business Districts, Inc.

multiple power and neighborhood retail centers on US Routes 30 and 34, Douglas Avenue, and Orchard Road. The ADTs are highest at Douglas Avenue and US Route 30 and at Douglas and US Route 34. ADTs at the intersection of US Route 30 and IL Route 31 are adequate. However, the potential TOD development sites near the interchange at US Route 30 and IL Route 31 lack both access to and visibility from these two higher traffic corridors. Without highway changes enabling visibility and access, the retail development potential of nearby potential TOD sites is limited.

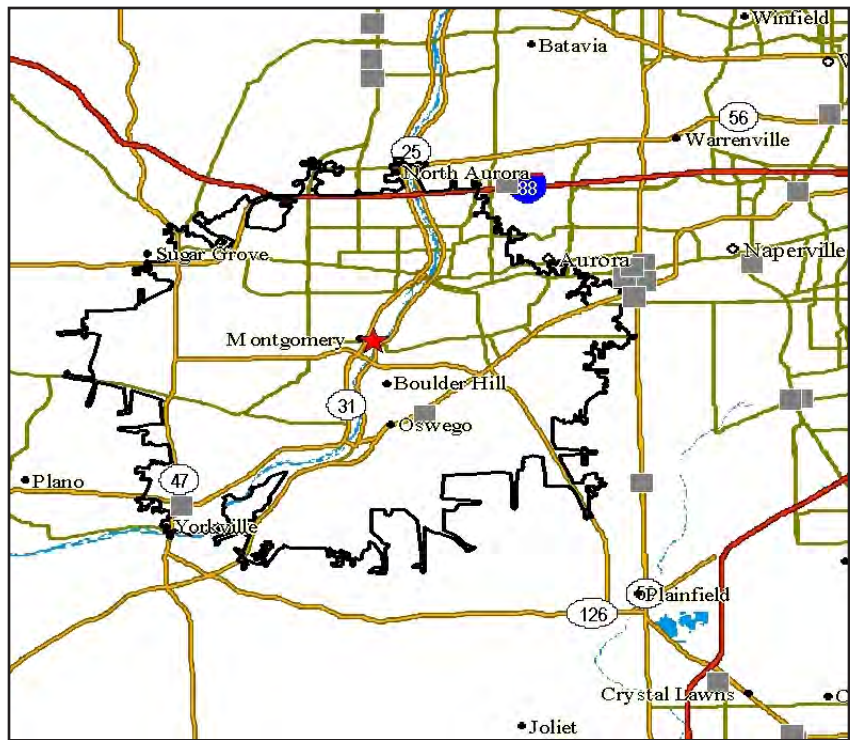
As the map in Figure 5-10 indicates, ADTs on IL Route 31 are approaching 20,000 (currently at 18,700 near downtown) but are significantly less (7,600) on IL Route 25. This lack of visibility for the downtown, combined with difficult access, indicates that downtown's market will require time to build and support business growth and expansion. Although these counts are below the 20,000 ADT sought for format convenience retail, both highways are carrying and will carry increased traffic from ongoing development to the south. Over the next decade, traffic counts on both routes will likely increase, resulting in enhances visibility for Montgomery's downtown. IL Route 25 may not reach the 20,000 ADT threshold, but IL Route 31 should. Additional small-scale retail development near

Figure 5-9
Average Daily Traffic (ADT) Counts for Major Arterials near the Study Area



Source: Illinois Department of Transportation, 2008.

Figure 5-10
15-minute Drive Time from Downtown Montgomery



Source: Experian / Applied Geographic Solutions, 2008.

downtown Montgomery's potential TOD sites would follow nearby residential development and the commencement of rail service.

From a broader retail perspective, Montgomery has a myriad of shopping venues and retail formats within 15 minutes of Mill and Main Streets in downtown Montgomery. The map in Figure 5-10 represents the 15-minute drive time from downtown Montgomery and graphically displays area shopping venues in excess of 250,000 SF. Those centers not included in the 15-minute drive shown are located on the periphery of that drive time, most notably Prime Outlets on I-88 and multiple centers located on Route 59. Supplementing these retail options, two traditional downtowns in Oswego and Aurora are located within the 15-minute drive time, providing access to unique retail and food and beverage options.

While growth has occurred in the corridors noted, the population within ½-mile of Mill and Main Streets remains fairly consistent at 1,028 residents. Despite the presence of large employers within the ½-mile market, this geography represents a thinner market. Such a market clearly presents much longer-term opportunities for denser residential development and a small number of additional destination retailers and restaurants.

Also, gateway and wayfinding improvements are needed to enhance visibility from these high traffic corridors. From the west off IL Route 31,

access to the TOD sites and to downtown is hidden and unwelcoming. From the east off IL Route 25, both the gateway and any potential TOD sites are somewhat hidden.

Summary

This overview of the match to the core principles for TOD and commercial development identifies Montgomery as well suited for long-term transit-oriented commercial and residential development, likely including a convenience and restaurant cluster serving the neighborhood and the Montgomery community. This development will likely occur incrementally and recognize that Montgomery's traditional downtown will evolve into the community's center place. Higher density residential development over time will complement the existing residential neighborhoods proximate to downtown. Physical improvements, such as gateways, are also key to developing downtown's potential. Montgomery's employment base will also be well served by this type of downtown development over time. This study is critical to considering the optimal TOD sites by potential and use and by maximizing the value of the identified transit facilities to the Montgomery community.

Creating gateway features and providing wayfinding signage can both help enhance the visibility of downtown and the potential TOD site.

Section 6

Issues, Challenges & Opportunities

This section provides a summary of location options for the potential transit facility and Park-and-Ride facility (see the Development & Transit Opportunities Map on page 6-7 for reference). The following discussion summarizes current conditions, issues, challenges and opportunities related to the Downtown and Avaya area alternative locations.

Issues & Challenges: Downtown Area

All Sites (general)

- ☐ Illinois Railway ownership of eastern most tracks, south of Clay Street, may impact the location of the potential third track as part of the potential expansion of the Metra/BNSF Line. It is important to note that the potential third BNSF main line track is needed to accommodate the extension of commuter rail service south of Aurora.
- ☐ Some properties may not be feasible for direct conversion to a future transit facility based on their proximity to the potential future location of a third BNSF main line track.
- ☐ The primary commuter station must be located on the east side of the BNSF mainline tracks for inbound service.
- ☐ The waiting area will need to be on the outbound (west) platform for alightings, resulting in the need for a pedestrian grade separation at the station.
- ☐ There are Federal and State obligations that would apply to the construction and operation of a Pace Park-and-Ride facility with Federal and State funds and then closing the facility to build a transit facility at a completely different site. Ideally, the potential Pace Park-and-Ride facility and Metra station should be the same site.

Site: Ozinga Property (general)

- ☐ Viability of the Ozinga property for the station is constrained as it is not adjacent to the inbound (east) side of the tracks. Issues and challenges for different areas of Ozinga are separately noted below.
- ☐ Use of the Ozinga property for commuter parking constrained as pedestrian access via a tunnel would not be practical given length of the tunnel, or potentially feasible given the lack of sufficient grade separation with the existing tracks.

Site: Ozinga Property (area south of Knell Rd)

- Locating the commuter station on the Ozinga property south of Knell Road on the west side of the Sheep Yard raises issues concerning pedestrian access. In particular, a very long pedestrian tunnel to connect riders to both sides of the main BNSF tracks would be needed to cross under the five rail tracks within the Sheep Yard, which is located west of the main BNSF double-track rail line. The long tunnel would be highly expensive and not very user-friendly to riders.

Site: Ozinga Property (area aligned with Mill St)

- Locating the commuter station in the area of the Ozinga property that aligns with Mill Street on the west side of the Sheep Yard raises the same pedestrian access issues as the Knell Road location. In particular, a very long pedestrian tunnel to connect riders to both sides of the main BNSF tracks would be needed to cross under the five rail tracks within the Sheep Yard, which is located west of the main BNSF double-track rail line. The long tunnel would be highly expensive and not very user-friendly to riders.

Site: Ozinga Property (area north of Aucutt Rd/Webster St)

- Locating the commuter station in the area of the Ozinga property located north of Aucutt Road and Webster Street raises issues with parking and grade-separated crossings, which are attributed to a freight rail industry connection separating this section of Ozinga from the rest of the property. In addition to limited parking availability, this separation would also require grade-separated access over/under this freight rail industry connection.
- At-grade railroad crossing at Webster Street east of IL Route 31 constrains access from the west (IL Route 31) when freight trains are crossing. Frequency of train crossings results in excessive congestion. There are no convenient existing grade-separated railroad-crossing alternative routes.

Site: Lyon Workspace Products Property

- The Lyon Workspace Products property is an optimal location for the commuter station, particularly if located at an area aligned with Taylor Street to the east. From an operational standpoint, this location is advantageous since the station would be located on the inbound (east) side of the main BNSF tracks. While a short pedestrian tunnel to the west of the main BNSF tracks would be needed to serve alighting outbound passengers, it would not be as long as the one described for the Ozinga sites.

- Unknown availability for individual parcels in the downtown area, particularly concerning Lyon Workspace Products.
- A future transit facility and parking lot (12.5-acre combined long-term minimum) would likely require the acquisition of multiple downtown parcels or a majority of the Lyon Workspace Products property.
- The potential expansion of Nicholson Elementary School would reduce the potential availability of the existing Lyon Workspace Products parking lot for Park-and-Ride and commuter use.

Issues & Challenges: Avaya Area

Site: North of US Route 30

- The proposed station at the industrial site, south of Watkins Street and east of Railroad Street, would require a trackage rights agreement to operate on the Illinois Railway (owned by the BNSF Railway). If this were to occur, a connecting track from the Illinois Railway back to the BNSF main line would be needed. Locating the station between the BNSF tracks and the Illinois Railway tracks also raises issues with limited space and access (i.e. the need for a connection over/under the Illinois Railway tracks). A short pedestrian tunnel would be needed to the west side of the main BNSF tracks to serve alighting outbound passengers.
- Access via River Street is through a low-speed residential area. Access via Railroad Street would have less impact.
- The existing at-grade railroad crossing on Case Street (or at Watkins Street if relocated) just east of IL Route 31 could negatively impact access via IL Route 31 when freight train traffic closes the crossing.

Site: South of US Route 30

- The split of the BNSF and Illinois Railway railroad tracks physically constrains access to the Avaya site and limits location of the commuter station to a small triangular parcel between both tracks. If this triangular parcel is the chosen site for the station, it is preferred to only have commuter parking on the west side of the BNSF tracks with access via Lake Street. Providing parking east of the tracks raises concerns about building connections over/under the Illinois Railway tracks to the east of the main BNSF tracks. Access to a station would likely require a high-cost underpass located to the east side of the main BNSF tracks to serve boarding inbound passengers.

- ☐ Lack of synergistic benefits to support downtown revitalization.
- ☐ Limited visibility and accessibility to the Avaya site.
- ☐ Existing access to site is limited by grade separation from US Route 30, adjacent railroad tracks limiting direct access to IL Route 31, and the Fox River. Overcoming these barriers would require extensive infrastructure improvements (vehicle/pedestrian underpass, US Route 30 access ramp, etc.).
- ☐ The commuter station must be located on the east side of the tracks for inbound service on land not owned by owners of Avaya site.
- ☐ Brownfield site conditions on the Avaya site limits TOD compatible land use options such as residential development.
- ☐ The Avaya site is located in Kendall County, which is not part of the RTA service area.

Opportunities: Downtown Area

- ☐ The Lyon Workspace Products site is closer to the Aurora Transportation Station (approximately 3.2 miles) than the Avaya site (approximately 4.3 miles), resulting in shorter shuttle trips and lower operating costs for a Park-and-Ride facility.
- ☐ Easily accessible for pedestrians and walkable from downtown businesses and nearby residential neighborhoods.
- ☐ Lower cost infrastructure improvements anticipated in order to provide adequate access and circulation. Existing, underutilized parking lot owned by Lyon Workspace Products, and the vacated parking area on south Railroad Street would require minimal improvement. Also, it would be less costly and easier to construct a commuter station on the inbound (east) side of the BNSF mainline tracks.
- ☐ Infrastructure investments for a Park-and-Ride facility also benefit the surrounding downtown area and the adjacent Nicholson School.
- ☐ Opportunities to phase a Park-and-Ride facility, transit facility, and other development opportunities among multiple parcels.
- ☐ The Lyon Workspace Products parking lot at the northeast corner of the Main Street/Madison Street intersection is an adequate size for a Park-and-Ride facility.
- ☐ Ozinga site provides opportunity for a Park-and-Ride facility, but is separated from the downtown. Pedestrian crossings over/under tracks would be limited and expensive.

- There are Federal and State obligations that would apply to the construction and operation of a Pace Park-and-Ride facility with Federal and State funds and then closing the facility to build a transit facility at a completely different site. Ideally, the potential Pace Park-and-Ride facility and Metra station should be the same site.

Opportunities: Avaya Area

- Easy access to the Fox River Bike Trail via trailhead at the northeast corner of site.
- Good visibility from the elevated US Route 30 on the north and IL Route 31 on the west.
- Potential use of largely vacant “crescent” shaped site east of Route 31 for a Park-and-Ride facility and additional commuter parking.
- Watkins/Railroad Street site has good accessibility and visibility to IL Route 31 and from all other directions.
- More than enough land to provide adequate parking for a Park-and-Ride facility and a potential future transit facility on Avaya site and “crescent” parcel.
- A Park-and-Ride facility on its own is a compatible use for brownfield property with environmental concerns.
- Vacant site, one owner of large parcel with expressed interest.
- There are Federal and State obligations that would apply to the construction and operation of a Pace Park-and-Ride facility with Federal and State funds and then closing the facility to build a transit facility at a completely different site. Ideally, the potential Pace Park-and-Ride facility and Metra station should be the same site.

Development & Transit Opportunities Map

The Development & Transit Opportunities Map from Section 3 is repeated on page 6-7. In addition to development and transit opportunities, this map illustrates other elements such as streetscape enhancements, transportation improvements, trail connections, and gateway opportunities. Please refer to pages 3-3 through 3-5 in Section 3 for a more detailed description of this map.

Potential Redevelopment Sites Map

The Potential Redevelopment Sites Map on page 6-9 illustrates the locations of potential redevelopment opportunities. A site data table lists site uses, ownership, and acreages.

Evaluation Matrix

The evaluation matrix shown in Figure 6-1 below rates certain aspects of each potential site for the transit facility and Park-and-Ride facility. For reference, Figure 3-1 from page 3-4 is repeated below to indicate which facility type could be located on each site.

Figure 6-1

Evaluation Matrix

The evaluation matrix was a convenient method used to compare specific aspects of each potential site for the transit facility and Park-and-Ride facility. Matrix findings helped inform discussion within the Steering Committee to determine the most suitable sites for transit and Park-and-Ride.

Source: Teska Consultant Team Analysis.

Potential Locations for a Transit Facility & Park-and-Ride Facility**Transit Facility***

Lyon Workspace Products property
Ozinga property (3 potential locations)
Industrial property at Railroad St/Watkins St
Property west of Avaya property

Park-and-Ride Facility*

Lyon Workspace Products parking
Property south of Fire Station 1
Avaya property
Lake Street "Crescent"

* Other locations may be considered as additional information is assessed.

Rating scale: 1 : not desirable 2 : more desirable 3 : most desirable

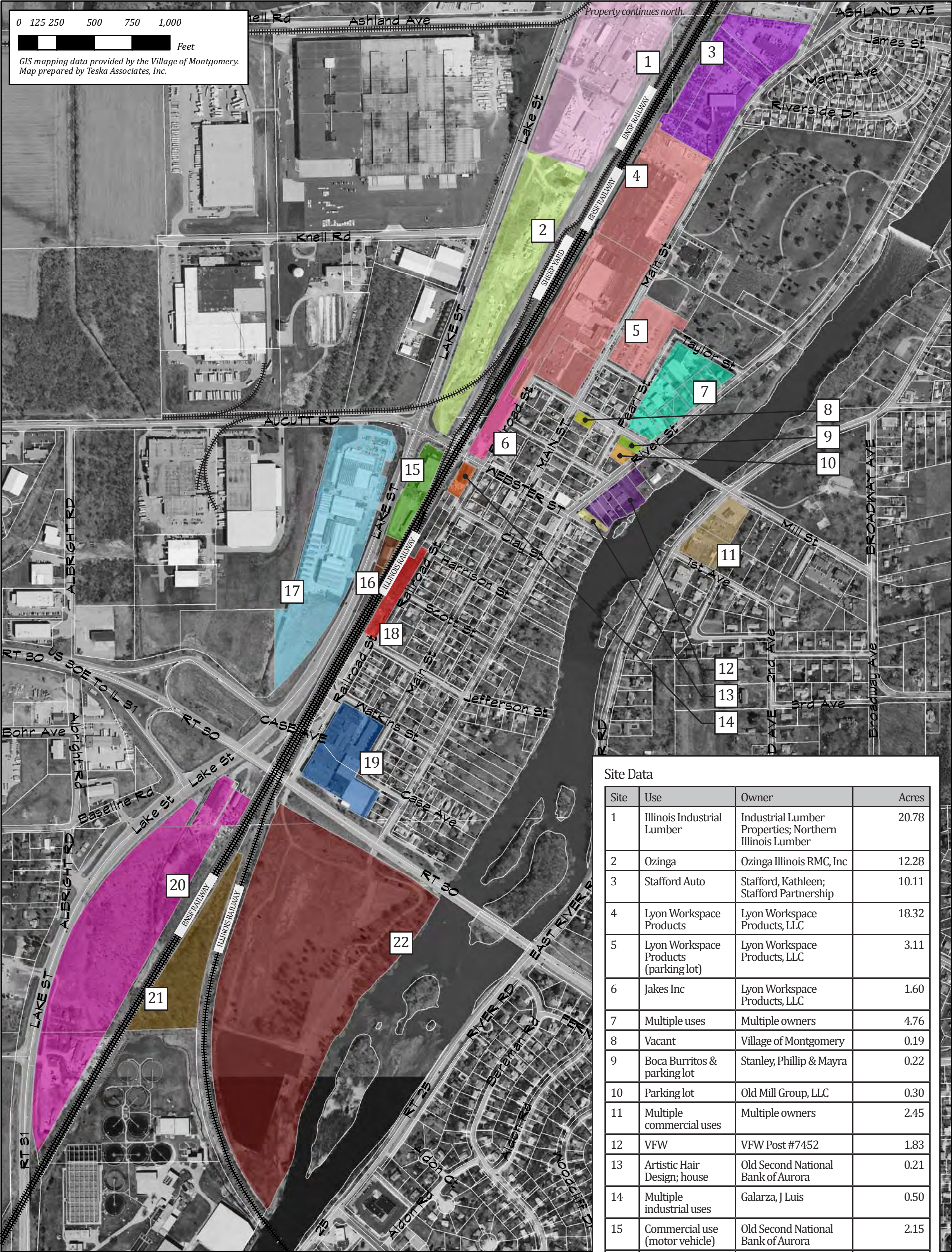
	Lyon Workspace Products	Lyon Workspace Products Parking	Ozinga	Property south of Fire Station 1	Property at Railroad St & Watkins St	Avaya	Triangle Site west of Avaya	Lake St "Crescent"
Potential Site Availability	1	2	3	3	2	3	2	3
Infrastructure Costs	2	3	1	3	2	1	2	3
Acquisition Costs	1	2	2	3	2	3	3	3
Auto Access	3	3	3	3	3	2	1	3
Potential Joint Transit Use	3	3	3	1	3	1	3	1
Economic Benefit	3	3	3	2	1	1	1	2
Pedestrian/Bike Access	3	3	2	3	3	3	2	1
Visibility	3	3	3	3	3	2	1	3
Site Size	3	3	3	2	2	3	2	3
Impact on Residential	3	3	3	3	2	2	3	3
Proximity to Residential Redevelopment Opportunity	3	3	2	2	2	1	1	2
Minimal Environmental Impacts	3	3	3	3	3	1	3	3
County Location	3	3	3	3	3	1	1	1
Potential for Expansion	3	2	3	1	2	1	1	3



Base map provided by the Village of Montgomery. Prepared by the Consultant Team of: ITERRA BROWN & CALDWELL GROUP METRO

	Village Center Redevelopment Opportunity		Gateway Feature		Potential Road Extension		Trails (existing)
	Redevelopment Opportunity		Signature Riverfront Public Space		Potential Road Vacation		Trails (approved but not installed)
	Park/Open Space Opportunity		Traffic Signal (existing & proposed)		Pedestrian Improvements		Trails (proposed)
	Potential Metra Station		Premium Streetscape Enhancements		Potential Riverwalk		Trails (potential island connections)
	Potential Park-and-Ride Facility		Interchange Enhancements		Potential Pedestrian Bridge		





Potential Redevelopment Sites

Site Data			
Site	Use	Owner	Acres
1	Illinois Industrial Lumber	Industrial Lumber Properties; Northern Illinois Lumber	20.78
2	Ozinga	Ozinga Illinois RMC, Inc	12.28
3	Stafford Auto	Stafford, Kathleen; Stafford Partnership	10.11
4	Lyon Workspace Products	Lyon Workspace Products, LLC	18.32
5	Lyon Workspace Products (parking lot)	Lyon Workspace Products, LLC	3.11
6	Jakes Inc	Lyon Workspace Products, LLC	1.60
7	Multiple uses	Multiple owners	4.76
8	Vacant	Village of Montgomery	0.19
9	Boca Burritos & parking lot	Stanley, Phillip & Mayra	0.22
10	Parking lot	Old Mill Group, LLC	0.30
11	Multiple commercial uses	Multiple owners	2.45
12	VFW	VFW Post #7452	1.83
13	Artistic Hair Design; house	Old Second National Bank of Aurora	0.21
14	Multiple industrial uses	Galarza, J Luis	0.50
15	Commercial use (motor vehicle)	Old Second National Bank of Aurora	2.15
16	Barrett's Ecowater	Barrett, Grace	0.58
17	Schaefer's Greenhouse	Chicago Title Land Trust Co	14.11
18	Vacant	Doug-Lan LLC	1.40
19	Multiple industrial uses	Doug-Lan LLC	4.98
20	Commercial uses & natural areas	Multiple owners	23.69
21	Vacant	Fox Metro Wtr Rec Dis	6.15
22	Avaya (vacant)	Avalon Dev/Avaya Inc	45.71



Section 7

Concept Plan Overview

This summary report ties together the concept designs and marketing strategies that prepare the Village to provide potential transit facilities and a mixed use transit oriented development (TOD) district in Downtown Montgomery. Concept designs focus on land use development, transportation factors, architecture, streetscape, and other urban design elements. In particular, the report includes the following elements:

Concept Plan Elements

- ☐ Framework Plan
- ☐ Land Use Development Concept Plan
- ☐ Circulation & Access Plan
- ☐ Design Guidelines
- ☐ Marketing Strategies & Action Plan

- ☐ **Framework Plan.** As the initial visionary element of the TOD Plan and Park-and-Ride Study, the Framework Plan provides the basis for the concept designs, outlining general development and design elements for land use, density, and location of key transit features such as the commuter train facility, Park-and-Ride facility, and commuter parking.
- ☐ **Land Use Development Concept Plan.** The Land Use Development Concept Plan is a conceptual site plan for the study area, providing further detail based on the key elements outlined on the Framework Plan for land use types, lot and road configurations, building forms and placement, parking, public spaces, streetscape elements, and other urban design features.
- ☐ **Circulation & Access Plan.** Building off of the Land Use Development Concept Plan, the Circulation & Access Plan outlines multimodal circulation patterns and access points for buses, trains, automobiles, bicycles, and pedestrians, including their access to transit facilities. Parking, traffic operations control, and connectivity between adjacent areas are also considered.
- ☐ **Design Guidelines.** The Design Guidelines include two parts:
 - (1) **Architectural Design Guidelines** define how the architecture for potential development should reflect Montgomery's past and present vernacular style and relate to the streetscape and surrounding environment (i.e. corridors, downtown, and riverfront).
 - (2) **Urban Design Guidelines** define the desired character for the streetscape and open space areas like the riverfront, particularly noting design elements such as landscaping, signage, and gateway features. LEED design techniques are considered, particularly for stormwater management.
- ☐ **Marketing Strategies & Action Plan.** The Marketing Strategies & Action Plan identifies specific use types and retail/housing potential ap-

appropriate to market conditions; identifies the tools needed to ensure retail, food, and entertainment success; defines goals and objectives for tenant attraction; outlines a feasibility analysis of key redevelopment sites to test market viability; and provides an action plan to implement strategies.

Altogether, these elements provide a conceptual perspective for how the potential transit facilities and TOD could be designed, with careful regard to market realities and the community's vision for the area.

The concepts and strategies were formed by the various planning elements produced thus far in the planning process, including the Existing Conditions Assessment and multiple discussions with local stakeholders, Village staff, and the project's Steering Committee. Public participation has been a very important piece to the development of concepts and strategies, with public input being sought during the Public Design Charrette in December and a Public Open House in March. A second open house is scheduled for June 22, 2009.

Each element outlined above is described in greater detail in the remaining sections of this report.

Section 8

8-1

Section 8: Framework Plan

Framework Plan

The Framework Plan, shown on page 8-3, describes the general land use, design, infrastructure and transportation principles that form the basic organizational structure to guide more detailed plans for the TOD Plan and Park-and-Ride planning study area in Montgomery. The Framework Plan recommendations will help to establish the type, amount and character of the future development potential within Montgomery's Village Center, and its relationship to future transit facilities.

Basis of the Framework Plan

Based on the findings from the Existing Conditions Assessment and outcomes from the Public Design Charrette, which was held on December 9, 2008, the Framework Plan was developed to act as the initial visionary element for the TOD Plan and Park-and-Ride Study.

In particular, the Planning Issues Map and Development & Transit Opportunities Map from the Existing Conditions Assessment outlined the existing transportation issues, environmental factors, physical constraints, and development and transit opportunities for the Study Area. Also, results from visioning exercises from the Public Design Charrette provided public insight into the potential development of the transit facilities and mixed use TOD for Montgomery. Multiple discussions with local stakeholders, Village staff, and the project's Steering Committee also helped mold the Framework Plan.

Elements of the Framework Plan

While two Framework Plan alternatives were considered, a preferred alternative was selected and is presented on page 8-3 (see the Appendix for Alternatives 1 and 2). Below is an overview of the Framework Plan elements.

- **Commuter Rail Strategy.** The preferred site for the commuter rail facilities is located north of Mill Street along the BNSF Railway with an approximate alignment with Madison Street to the east. The main waiting facilities would be located on the inbound (northbound) platform, which would be on the east side of the BNSF mainline tracks. A pedestrian tunnel to access the potential outbound (southbound) platform on the west side of the BNSF mainline tracks would be needed in this scenario (or any of the others). While a pedestrian tunnel would be a major expense and undertaking, this location for the outbound (southbound) platform would allow the commuter parking lots to be concentrated in a single area along the east side of the railroad (primarily within the parcels currently occupied by Lyon Workspace Products). The pedestrian tunnel would be limited to the east side of the tracks, unless funding becomes available to extend to the west. The location of a potential additional (third) mainline BNSF

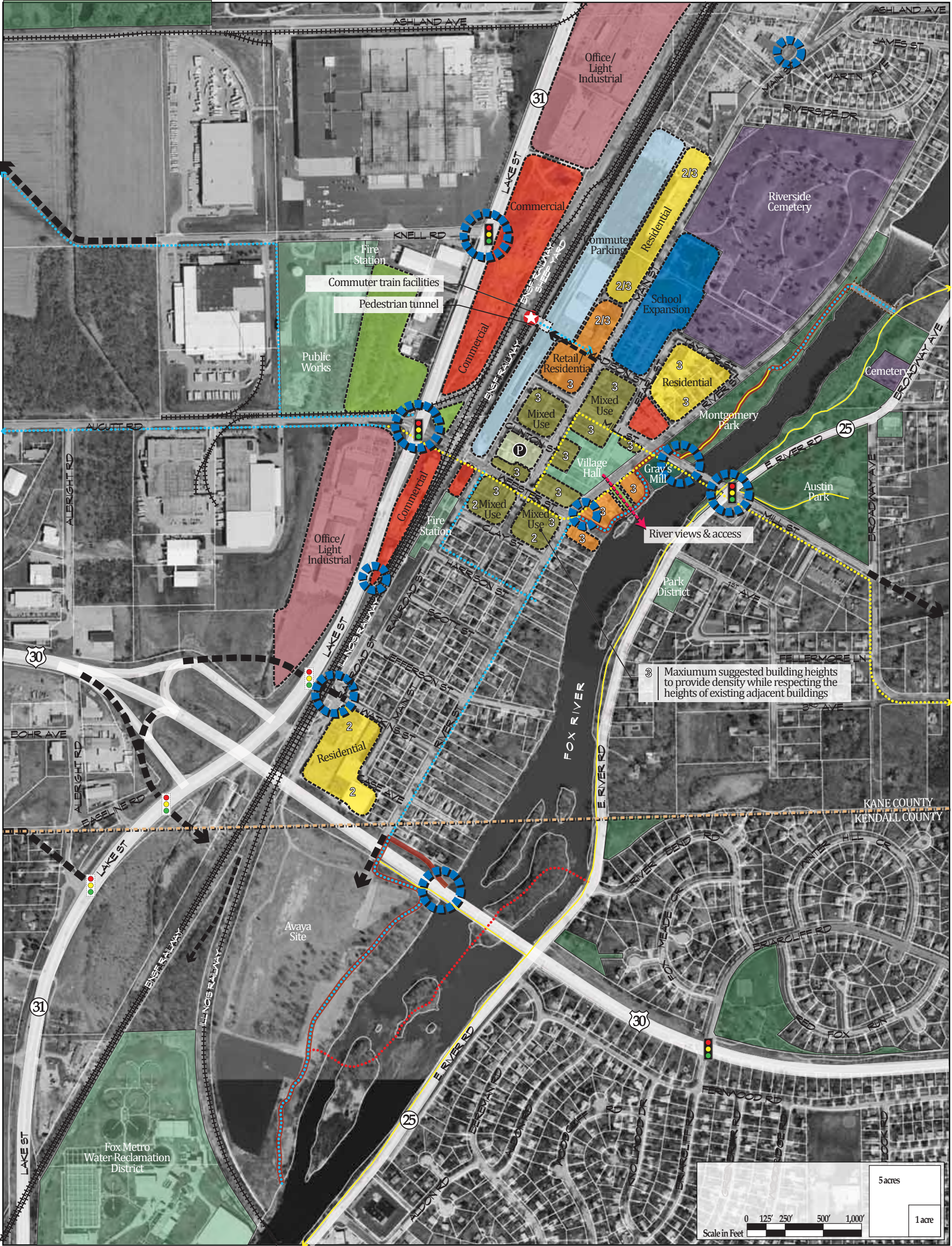


Source: Teska Associates, Inc.

The Public Design Charrette provided a public workshop for community members to participate in interactive activities to help determine a vision and ideas for potential transit and redevelopment opportunities. Charrette results helped inform the creation of the Framework Plan and preferred Concept Plan.

track is unknown at this time until further studies are completed. Furthermore, the proximity of this location to downtown provides significant benefits to both businesses and future residents of the Village Center area.

- **Park-and-Ride Strategy.** The preferred site for the Park-and-Ride facility utilizes a block of parcels bounded by Main Street on the east, Clinton Street on the north, Railroad Street on the west, and parcels along the north side of Webster Street on the south. While this block provides proximity to the rail station, site acquisition from multiple owners would be required to prepare the site for parking and bus access. Approximately 12.5 acres (1,250 parking spaces) would be needed at full build-out. Ridership projections pending further studies would determine the need for commuter parking and potential phasing.
- **Land Use Strategy.** The Framework Plan promotes the expansion of the mixed use character of downtown. Based on input from the Public Design Charrette, several blocks in the downtown are identified for future retail, office and residential uses in buildings of 3-5 stories, with supportive higher density residential uses on the periphery of the core area of the Village Center. Other notable features include:
 - » Mixed residential, retail, and office uses within the core Downtown area.
 - » Removal of industrial and auto-oriented uses from the Village Center.
 - » Building heights that help provide density, but respect existing heights of adjacent buildings and character of the downtown.
 - » Commuter parking primarily located east of the BNSF Railway, with potential to expand west of the tracks as funding becomes available for additional parking and extension of the pedestrian tunnel across the entire width of the tracks.
 - » Potential to support retail/office/light industrial uses on Lake St.
 - » Significant expansion of the pedestrian and bike trail system along the riverfront, including a riverwalk and connections to open space opportunities on the islands within the river, to provide linkages with existing residential neighborhoods.
 - » Premium streetscape enhancements along Lake Street and other major streets.
 - » Potential to provide retail, residential, and a signature public space along the riverfront.



Base map provided by the Village of Montgomery. Prepared by the Consultant Team of:

	Commuter Parking		Mixed Residential, Retail & Office		Trails (existing)		Potential Road Extension
	Park-and-Ride Facility		Office/Light Industrial		Trails (approved but not installed)		Traffic Signal (existing & proposed)
	Residential		School Expansion		Trails (proposed)		Gateway Feature
	Retail/Residential		Open Space/Recreation Area		Trails (potential island connections)	<i>Note: If expansion of the pedestrian tunnel proves feasible, additional commuter parking could be provided west of the railroad tracks.</i>	
	Commercial				Potential Riverwalk		



Section 9

Land Use Development Concept Plan

As a conceptual site plan for the study area, the Land Use Development Concept Plan illustrates key elements such as land use types, lot and road configurations, building forms and placement, parking, public spaces, streetscape elements, and other urban design features. Short-term redevelopment opportunities, which the Village can pursue within the first three years of plan implementation, are illustrated on page 9-7. The long-term vision for the Concept Plan is provided on page 9-9. Both plans are described in more detail below.

Short-term Opportunities

Marketplace economics will likely limit short-term redevelopment opportunities in downtown. The lull in marketplace demand can be utilized to initiate key projects that will attract new downtown visitors, enhance downtown's identity and increase investor confidence in downtown's long-term prospects. Key projects include:

- Property assembly between Railroad Street, Main Street, Clinton Street and Mill Street for a Park-and-Ride facility located just a block from existing businesses along Webster Street.
- Premium streetscape enhancements to Webster Street east of Lake Street, River Street between Webster Street and Mill Street, and Lake Street north and south of Webster Street will significantly improve the Village's image and identity. Improved appearances will also help to attract the attention of private sector investors who understand and appreciate Montgomery's small town, main street charm and character.
- Wayfinding improvements that include an iconic gateway feature at the intersections of Lake Street/Webster Street and River Street/Mill Street will enhance the awareness of downtown for commuters on the Village's busiest thoroughfares.

Support for private sector redevelopment opportunities in the area immediately adjacent to Village Hall and along the waterfront will also provide highly visible evidence that downtown revitalization is underway. The redevelopment of properties at gateway locations is especially critical. Incentives and other strategies that help promote desired patterns of development should be evaluated and utilized as appropriate.

Long-term Vision

The long-term vision for downtown Montgomery features a new commuter railroad station and significant new development that meets the contempo-

rary marketplace needs of retailers and restaurants. Collectively, this new development will transform downtown into a highly desirable place to live, work, play, shop and dine.

New, mixed use retail/office development is focused along Webster Street and River Street, providing a variety of appealing destinations that will attract visitors to the heart of downtown. New townhomes and apartments located just outside the core retail area will be located within a short walking distance of the train station, downtown destinations and the Fox River.

A key aspect of the vision is to provide an abundant supply of convenient parking for transit commuters and downtown visitors. This is especially critical for businesses because the BNSF Railway, the Fox River, and the existing single family residential and industrial uses are barriers that will likely limit the growth of potential customers who live within easy walking distance of downtown. Sufficient parking must therefore be provided that comfortably accommodates customers who commute to downtown destinations in vehicles. Premium streetscape enhancements will help to ensure that downtown remains a safe and comfortable pedestrian environment.

Key features include:

- A new commuter railroad station on the east side of the BNSF Railway mainline tracks that is within easy walking distance of Village Hall and new downtown shops, restaurants, offices and residences. The main waiting facilities would be located on the inbound (northbound) platform on the east side of the BNSF mainline tracks, and a waiting shelter would be provided on the outbound (southbound) platform on the west side of the BNSF mainline tracks. The location of a potential additional (third) mainline BNSF track is unknown at this time until further studies are completed.
- Approximately 12.5 acres (1,250 parking spaces) would be needed at full build-out. Ridership projections pending further studies would determine the need for commuter parking and potential phasing.
- A revitalized, mixed use commercial core that includes approximately 85,000 square feet of new ground-level retail and approximately 86,000 square feet of new office space. New mixed use development on the riverfront includes a plaza that opens up views to the Fox River from River Street and Village Hall. Figure 9-1 provides a conceptual perspective drawing illustrating the potential look and feel for this mixed use core for Downtown Montgomery (the Mill Street area is shown; the market perspective for this site is provided on page 12-6, noted as "Site 3").
- A mix of new multi-family housing that creates nearly 300 residential units in the heart of downtown Montgomery.

- Sufficient on- and off-street parking to support business and residential needs, with a focus on maximizing development potential that minimizes on-site parking through the use of alternative forms of transportation and public parking areas. In addition, increasing the number of on-street spaces in close proximity to retail and offices is also emphasized.
- A riverwalk loop with access to the heart of downtown.

Commercial and light industrial redevelopment is expected to occur between the BNSF Railway and Lake Street and potentially on some of the properties west of Lake Street immediately south of Aucutt Road. However, the BNSF Railway and high traffic volumes along Lake Street will limit the ability of pedestrians to comfortably access downtown. Roadway improvements with features that promote safety, including sidewalks, multi-modal pathways, corner “bump outs” to reduce roadway crossing distances and improved lighting, will help to facilitate pedestrian movement.

Figure 9-2 provides a conceptual perspective drawing of the long-term redevelopment potential of Downtown Montgomery, including the features described above. Figure 9-3 provides a focused plan view of the potential redevelopment opportunity along the waterfront east of River Street.

On-Street Parking Improvements

Long-term redevelopment will provide opportunities to increase the amount of convenient, on-street parking located close to retail businesses. Alternate street cross sections illustrating different parking and right-of-way configurations are provided on page 9-11.



*Figure 9-1
Conceptual Perspective Drawing
of the Mill Street Area*

Figure 9-2

**Opportunity Site 2:
Fox River Waterfront
East of River Street**

The Fox River waterfront east of River Street is one the Village's most attractive downtown redevelopment opportunities. The site presents an ideal location to create a signature public space that opens up views to the river from Village Hall and River Street. The site also presents opportunities for food and beverage uses that leverage the proximity of the river by including outdoor dining facilities. These public and private uses would be linked to other Fox River destinations and pathways via an extension of the riverwalk south of the Mill Street bridge.

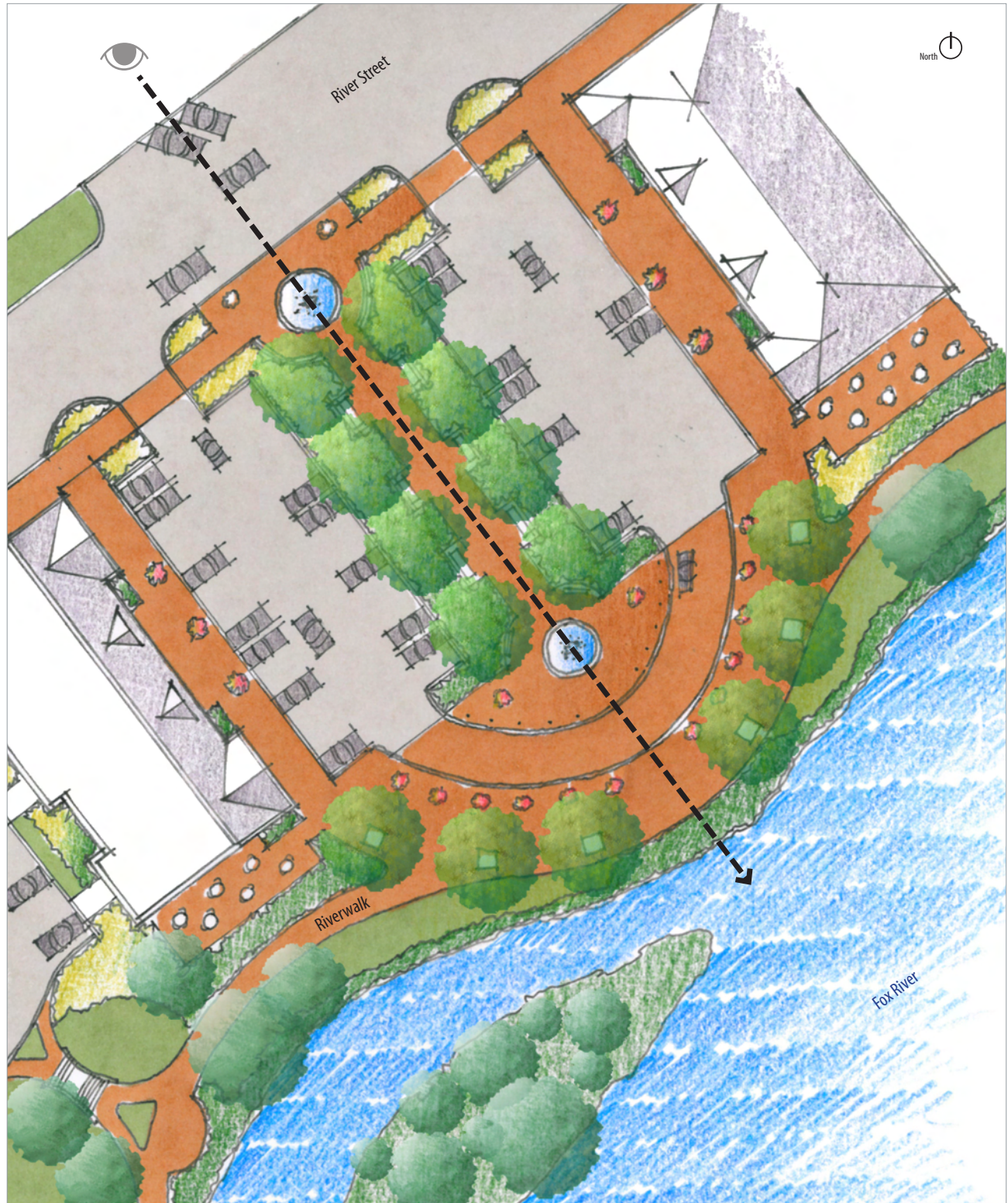
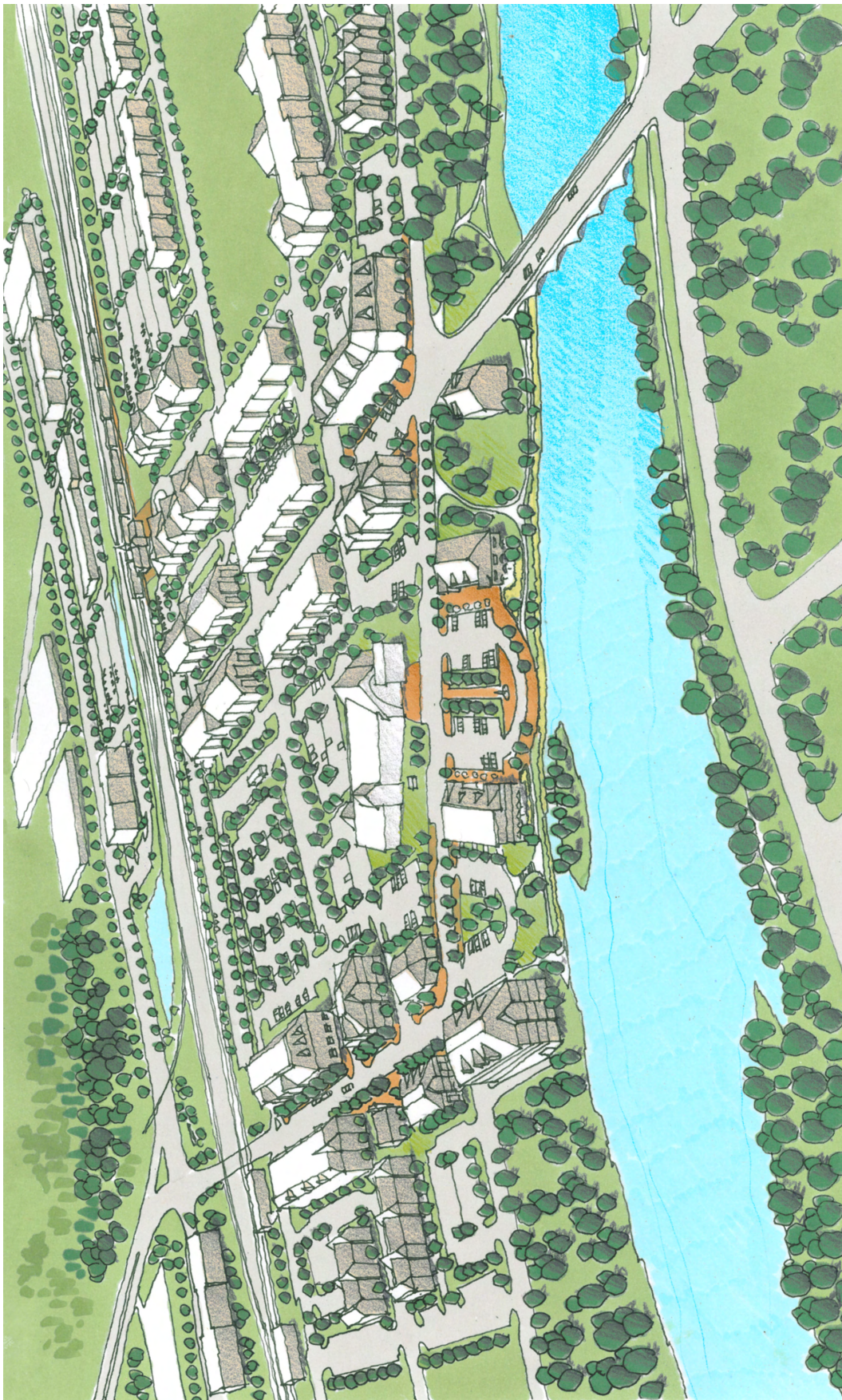


Figure 9-3
Conceptual Perspective Drawing of the Long-Term Vision for Downtown Montgomery



Short-term (0-3 Years) Redevelopment Opportunities

Marketplace economics will likely limit significant redevelopment opportunities in downtown Montgomery in the short term. The lull in the marketplace can be utilized to initiate key projects that establish the foundation for future redevelopment. Key projects include:

- Property assembly between Railroad Street, Main Street, Webster Street and Mill Street for a bus commuter parking lot and drop-off.
- Streetscape enhancements to Webster Street east of Lake Street and River Street between Webster Street and Mill Street.
- Wayfinding improvements that include signature gateway features at the intersection of Lake Street and Webster Street, and the intersection of River Street and Mill Street.

Private sector redevelopment at a highly visible gateway location like the Mill Street / River Street intersection is strongly recommended.

Land Use Summary

Commercial Square Footage			
	1st Floor	All Floors	Total
Retail	7,200	N/A	7,200

Parking

Potential Short-term Redevelopment Sites			
	Off Street	On Street	Total
Mill / River (NW corner)	35	20	55

Commuter

Park-and-Ride facility	150
------------------------	-----

Residential Units

Multi-family residential	14
--------------------------	----

Land Use Key

Retail

Multi Family

Hatched areas are mixed use buildings containing the uses represented by the colors

North

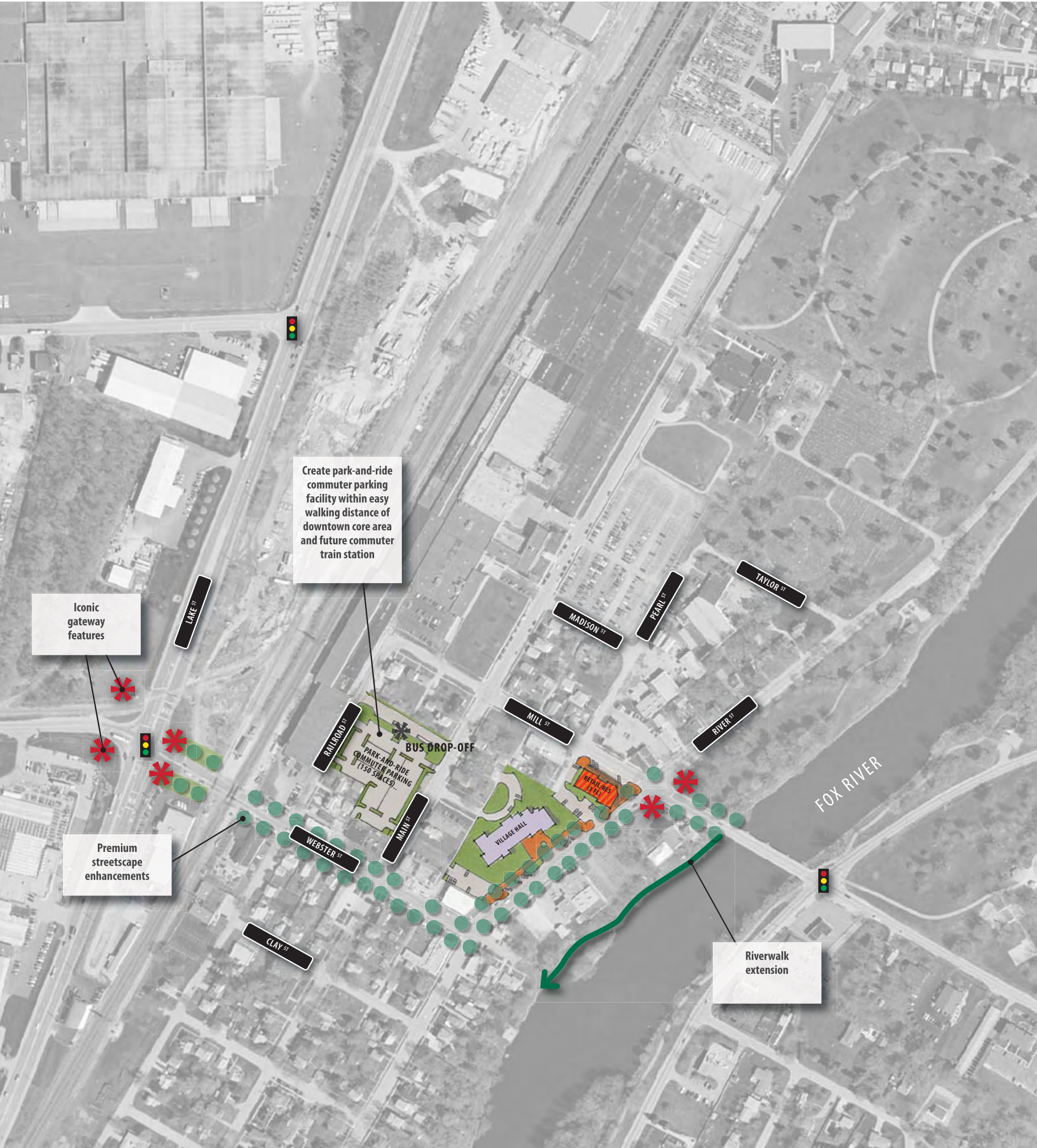
Scale: 1" = 300'

0'

75'

150'

300'



Long-term Vision

The long-term vision for downtown Montgomery includes:

- A new commuter railroad station on the east side of the railroad tracks that is within easy walking distance of Village Hall and new downtown shops, restaurants, offices and residences. Metra has suggested that 1,250 commuter train parking spaces will be required at full build out. Ridership projections based on further studies will determine the need for commuter parking and potential phasing.
- A revitalized, mixed use commercial core that includes approximately 85,000 square feet of new ground-level retail and approximately 125,000 square feet of new office space. New mixed use development on the riverfront includes a plaza that opens up views to the Fox River from River Street and Village Hall.
- A mix of new multi-family residential that creates approximately 325 residential units in the heart of downtown Montgomery.
- Abundant on-street and off-street parking, with an emphasis on maximizing on convenient parking in close proximity to retail and office uses.

Land Use Summary

Commercial Square Footage

	1st Floor	Upper Floors	Total
Retail	85,000	—	
Office	—	125,000	
			210,000

Parking

On-and Off-street Parking

	Parallel	Diagonal	Total
On street	205	225	430
Off street	—	—	600
			1,030

Commuter Parking

Commuter train parking	1,250
------------------------	-------

Residential Units

Multi-family residential	325
--------------------------	-----

Land Use Key

- Retail
- Office
- Municipal
- Institutional
- Multi Family

Hatched areas are mixed use buildings containing the uses represented by the colors



Scale: 1"= 300'



On-street Parking Improvements

Long-term redevelopment will provide opportunities to increase the amount of convenient, on-street parking in close proximity to retail businesses. This can be accomplished by converting existing parallel parking in key locations to diagonal parking.

As shown in the cross sections below, the options may include diagonal parking on one side of the street with parallel parking on the opposite side (Option 1) or diagonal parking on both sides of the street (Option 2).

The diagram below illustrates the locations where on-street improvements are recommended and the corresponding cross section for the improvement.

Street Cross Sections Key

Existing Conditions

Option 1

Option 2

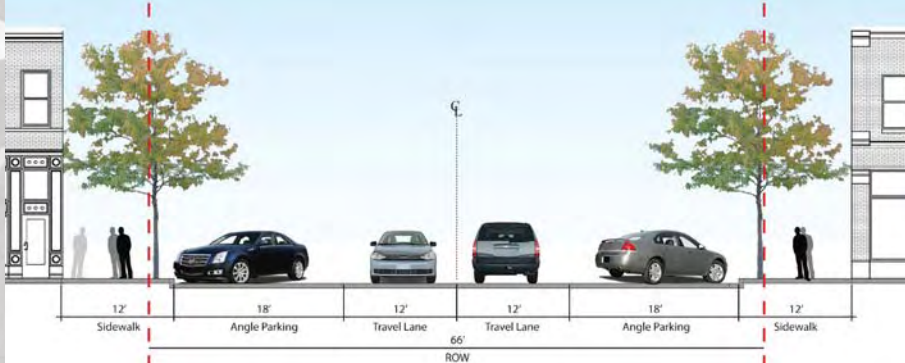
Street Cross Sections
Existing Section



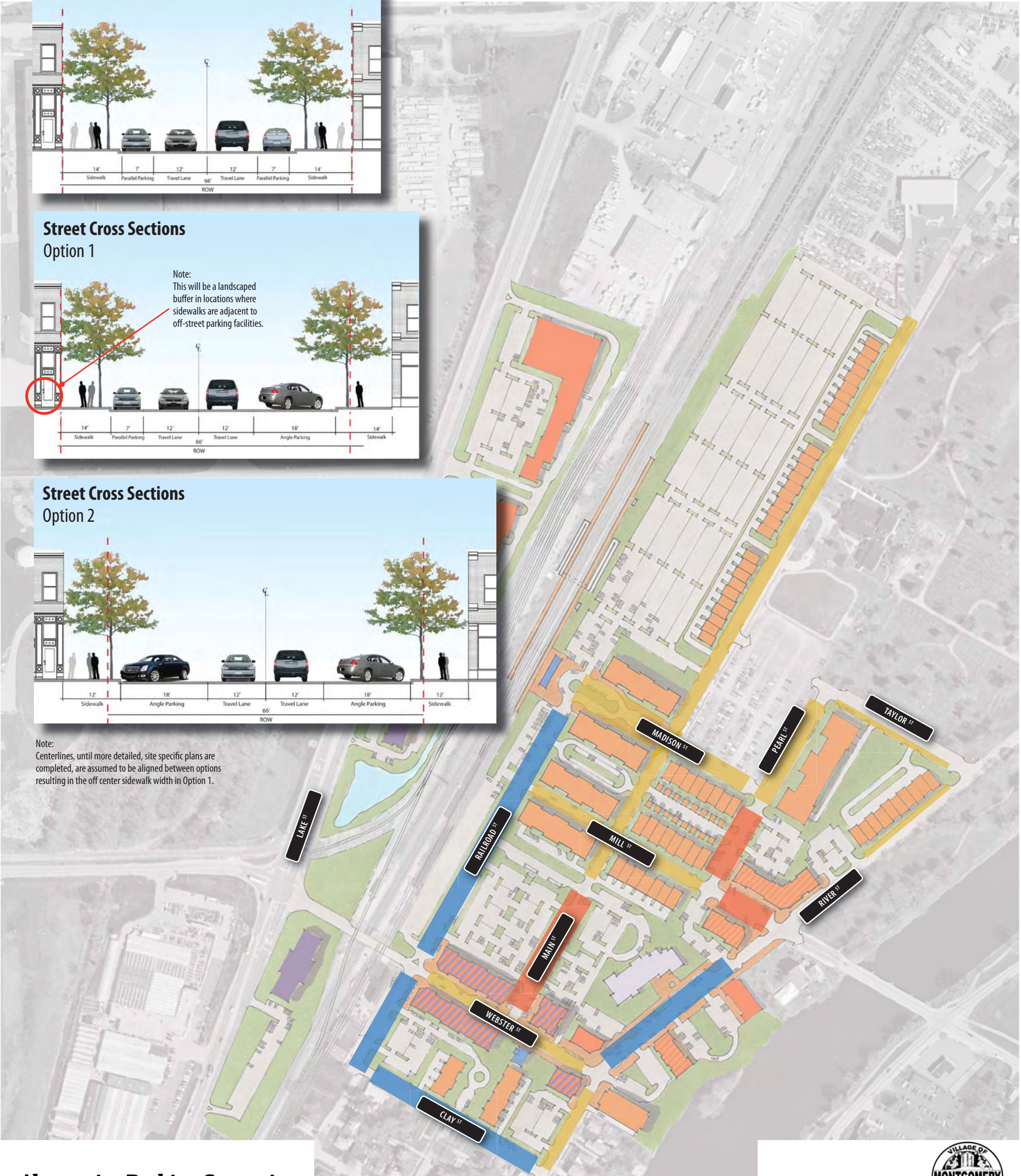
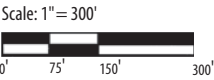
Street Cross Sections
Option 1



Street Cross Sections
Option 2



Note:
Centerlines, until more detailed, site specific plans are completed, are assumed to be aligned between options resulting in the off center sidewalk width in Option 1.



Circulation & Access Plan

Circulation and Access Plans illustrating the multimodal circulation and access routes, commuter parking locations, and transit facilities for the Park-and-Ride (Short-Term) plan and the Metra station (Long-Term) plan are presented on the following pages.

Transportation Review of Preferred Plan

In order to assist the Village of Montgomery in identifying transportation needs associated with the preferred transit oriented development plan, Metro Transportation Group reviewed the key transportation and parking components established for an initial Park-and-Ride facility and ultimately a future Metra commuter rail station.

The transportation component of the transit oriented development plan focuses on a multimodal approach that integrates the access, circulation, and mobility needs for all modes of transportation (i.e., auto, bus, pedestrian, bicycle) and type of user (i.e., resident, commuter, employee, shopper). A multimodal approach fosters sustainable transportation that will effectively serve the transit facility, the downtown residents and businesses, and the surrounding community. Consistent with “complete street” design objectives, the surrounding street system should be designed to safely accommodate pedestrians, bicyclists, motorists, and various public transportation options.

Park-and-Ride Plan

The following highlights the key transportation components of the Park-and-Ride facility plan and presents an overall facility area circulation plan.

Park-and Ride Facility Location

As shown on the map on page 10-13, the location of the Park-and-Ride facility is planned within the block bounded by Main Street on the east, Clinton Street on the south, Railroad Street on the west, and Mill Street on the north. This site is located within the downtown area and is in close proximity to parcels that may accommodate a potential future Metra station. Thus, this Park-and-Ride facility may remain as commuter parking serving Metra riders in downtown Montgomery or be converted into transit oriented development.

It should be noted that an opportunity to establish Park-and-Ride service more immediately is possible, prior to the acquisition of land and development of a formal Park-and-Ride facility. The Village may enter into an operational agreement with Pace and work out a lease agreement with a property owner that has excess daytime parking (i.e., vacant site, church, retail development, etc.) to initiate service until the planned Park-and-Ride lot is developed. This initial service is very flexible and provides the opportunity to initiate and promote the transit service to the community in the more immediate future.

Source: Microsoft Virtual Earth



The potential Park-and-Ride facility for Montgomery would have amenities such as a bus pick-up/drop-off area, bus shelter, and multimodal access, which are present at the existing facility in Bolingbrook (above).

Parking

Based on discussions with Pace Bus, a Park-and-Ride facility in Montgomery should initially target approximately 125 to 150 parking spaces. The Park-and-Ride facility plan includes a total of 172 off-street parking spaces. The primary function of these spaces is to accommodate parking for riders that will ride Metra, via a Pace route, and board/alight at the Aurora Transportation Center. The spaces may also serve as a centralized meeting point within the community for carpool groups. In addition to serving commuter needs, the parking may also serve community-parking demand during nights and weekends when commuter demand is very low and demand for parking generated by various shops, restaurants, and special events typically peaks.

Based on the number of Montgomery residents that currently ride Metra at the Aurora Transportation Center, according to Metra's 2006 Origin-Destination Survey, and the utilization of the Park-and-Ride lot in Oswego, the 172 off-street parking spaces should be more than adequate to satisfy the anticipated demand.

Bus Pick-Up/Drop-Off Area

The bus pick-up/drop-off is shown on the map on page 10-13. In order to maximize the efficiency of the parking lot given the available space, minimize bus turning maneuvers and time at the facility, and to limit the conflicts between auto, bus, and pedestrian traffic, buses serving the Park-and-Ride facility will pick-up/drop-off passenger at the south curb of a dedicated bus lane generally along the current Clinton Street alignment (on the north side of the commuter lot). This on-street bus stop allows buses to easily access the pick-up/drop-off area without driving through a parking lot and mixing or contending with autos to enter and exit the lot.

In addition to using the general alignment of Clinton Street to establish a bus pick-up/drop-off zone, the plan also incorporates the conversion of this roadway segment between Main Street and Railroad Street as a bus-only street. The conversion to a bus-only street further accomplishes the goal of segregating the bus traffic and passenger boarding and alighting from the auto traffic. This roadway segment of Clinton Street currently experiences very little traffic, which may easily divert to Mill Street.

Bus Circulation

Since the buses will operate between the Park-and-Ride lot and the Aurora Transportation Center, the planned bus route is relatively direct. From the Aurora Transportation Center, buses will travel south on IL Route 25 and cross the Fox River at Mill Street, proceed west to Railroad Street, and circulate counter-clockwise around the block along Clinton Street and Main Street. After picking up or dropping off riders at the Park-and-Ride facility, buses will continue east along Mill Street, across the Fox River, and north along IL Route 25 to the Aurora Transportation Center.

Multimodal Access

Although the main purpose of the short-term plan is to increase access to commuter rail service by developing a Park-and-Ride facility, one overall objective of the plan is to incorporate all modes of transportation. Residents in nearby neighborhoods or potential redevelopments in the downtown area should have comfortable and direct access to the facility. A majority of the downtown and adjacent residential properties are within a ¼-mile of the planned Park-and-Ride facility, resulting in an approximately 5 to 7-minute walk.

Consideration should also be made to improve the pedestrian crossings at adjacent intersections. Potential improvements may include installation of differentiating pavement materials or markings at crosswalks to better delineate pedestrian crossing zones and constructing curb extensions at intersection corners to increase visibility of pedestrians waiting to cross the street and reduce the actual crosswalk length.

Any pedestrian facilities, whether they are within the property or along the surrounding streets, should incorporate improved streetscape and urban design features to enhance the character and feel of the pedestrian zone. Many streetscape features, such as trees, landscape planters, benches, lights, and bike racks, can also serve as a buffer between pedestrians and auto traffic. A more comfortable, attractive, and safe pedestrian area will help to encourage walking as an alternative mode of transportation and contribute to the character and feel of the neighborhood.

The “park” in Park-and-Ride should not be limited to only vehicles. Ample bicycle parking should be provided to also allow commuters to ride their bicycles to the Park-and-Ride facility, safely and securely lock their bicycles, and ride the bus to the Aurora Transportation Center. Additional amenities to consider include lockers to store helmets and other gear, and weather-protected bike rack areas, to promote uses of bicycles as a commuting option by enhancing the experience for bicyclists.

Metra Station Plan

The following summarizes the key transportation components of the Metra station plan over the long-term, as it grows from the short-term plan of a Park-and-Ride facility, and a modified overall circulation and access plan.

Station Location

As shown on the map on page 10-15, the design for accommodating a long-term plan of constructing a Metra station in Montgomery includes the location of primary commuter waiting facilities for the inbound (northbound) platform on the east side of the mainline BNSF tracks at Madison Street. Waiting facilities for the outbound (southbound) platforms are to be located along the west side of the mainline BNSF tracks and would be accessible from the east via a pedestrian tunnel. This tunnel could be extended to the west side of the



Source: Hitchcock Design Group

Varied paving materials for a crosswalk can help differentiate it from the road for both pedestrians and motorists. For example, this crosswalk on River Street near Village Hall is marked with colored pavers.



Source: College of DuPage Panoramia.com

Elements such as benches, trash receptacles, and sidewalk space enhance the character of the pedestrian zone of a bus shelter area as well as create a safe environment for people waiting for the bus.



Source: Liron at Flickr.com

A weather-protected bicycle shelter provides overhead cover for bicycles, providing peace of mind to bike-riding Metra riders that their bicycles are protected from rain or other precipitation.

Source: Europe a la Carte Blog



Elements such as murals, wall decorations, architectural accents, and quality lighting can enhance the walking experience within a pedestrian tunnel.

BNSF tracks pending the availability of funding in the future. A potential third BNSF main line track is needed to accommodate the extension of commuter rail service south of Aurora. This location is easily walkable from downtown and the nearby residential neighborhoods.

Station Parking

Metra has indicated that new commuter rail stations are recommended to provide approximately 1,250 commuter parking spaces to accommodate potential full build-out. Pending further study, ridership projections would determine the need for commuter parking and potential phasing. Given the ridership and demand for parking at the existing western stations along the Metra/BNSF Line, a new Metra station may be a popular attraction for some riders who have difficulty finding parking at existing stations.

The Metra station plan provides a total of 1,250 off-street parking spaces to serve commuter-parking demand. The parking lots are located along the east side of the BNSF Railway, both north and south of the station. A majority of the parking is provided on the north side of the station. Parking lot access is provided via Main Street and Webster Street. The Main Street access locations generally blend into the existing traditional grid street network at Mill Street and Madison Street, as well as driveways north of downtown. In order to minimize turning conflicts and eastbound queuing issues along Webster Street in close proximity to the at-grade railroad crossing, access to commuter parking at what is currently Railroad Street will be restricted to right-in/right-out movements. Prohibiting eastbound left-turns from Webster Street to the commuter parking lots will minimize the potential for vehicles to queue to the at-grade railroad crossing.

Similar to how the Park-and-Ride parking lot may be utilized as a public lot on evenings and weekends when commuter parking demand is low, commuter parking will also be available to accommodate parking demand generated by downtown businesses, shops, restaurants, and special events.

Access To/From Platforms

As shown on page 10-15, the design for accommodating a long-term plan of constructing a Metra station in Montgomery includes the inbound (northbound) platform on the east side of the mainline BNSF tracks. The outbound (southbound) platforms are to be located along the west side of the mainline BNSF tracks and would be accessible from the east via a pedestrian tunnel. This tunnel could be extended to the west side of the BNSF tracks pending the availability of funding in the future. A potential third BNSF main line track is needed to accommodate the extension of commuter rail service south of Aurora.

In an effort to maximize safety, railroads generally prohibit additional at-grade railroad crossings without the closure of one or more at-grade railroad crossings. Thus, a grade-separated bridge or tunnel will be necessary to provide safe access between the station platforms across the BNSF Railway when riders are either boarding or alighting.

Due to the height required for a pedestrian bridge to provide adequate clearance for trains and span the multiple tracks (approximate 40-foot clearance), the level-of-comfort for passengers crossing a pedestrian bridge of the required height, and the extensive cost, the plan includes constructing a pedestrian tunnel underneath the BNSF Railway between the inbound and outbound platforms. The pedestrian tunnel ramp system must adhere to ADA requirements associated with acceptable ramp slopes, among other design variables. Although ADA requirements allow ramp slopes up to 8 percent, the ramps leading to and from the pedestrian tunnel are recommended to maintain a 5 percent slope to ease use of the ramps and tunnel.

Bus Pick-Up/Drop-Off Area

Similar to the bus pick-up/drop-off area planned for the Park-and-Ride facility, the Metra station plan includes maintaining the same general bus route to and through the station area. With the station planned where Madison Street meets the BNSF Railway, the planned bus pick-up/drop-off area is a short walk away (approximately 650 feet) from the station and even closer to the southern portion of the inbound (northbound) platform.

Kiss-and-Ride Area

The Metra station plan includes modifying Madison Street west of Main Street to provide an access loop in front of the station with driveways leading to commuter parking along the east side of the BNSF Railway north and south of Madison Street. This access loop west of Main Street will serve as a kiss-and-ride zone where passengers can get picked up/dropped off to ride the train. If demand for kiss-and-ride exceeds the available parking within the access loop and blocks access to the adjacent parking lots, parking spaces within the adjacent parking lot immediately north of the station could be designated as short-term parking during peak hours to accommodate additional pick-up activity. These spaces would be available at non-peak hours midday and weekends for train passengers.

Multimodal Access

As discussed with the Park-and-Ride plan, a potential Metra station must accommodate all users and modes of transportation. Additional bicycle parking, with appropriate amenities to encourage bike use, should be provided at the station. As previously discussed, a pedestrian tunnel is planned to provide grade-separated access across the BNSF Railway. A comfortable and well-lit pedestrian path should be constructed along the east side of the BNSF Railway, but outside of the BNSF right-of-way, to link the station and inbound platform to the commuter parking lots. Other improvements, such as improved crosswalks and curb extensions, should be provided to provide safe and convenient pedestrian routes between the station and downtown businesses and homes.

Closure of Main Street South of Webster Street

The long-term plan includes redevelopment along the south side of Webster Street between Railroad Street and River Street. Due to the relatively short blocks and the impact they have on development potential, an urban design



In addition to providing ease of access for motorists, the angled parking format can typically accommodate more parking spaces than the parallel parking format.

opportunity, and the pedestrian-vehicle conflicts, the plan includes closing the south approach of Main Street at Webster Street to auto traffic. Auto traffic can easily divert to River Street (east) and Railroad Street (west).

The street closure provides flexibility in the development concept for properties along the south side of Webster Street, eliminates an existing pedestrian-vehicle conflict point, and due to the relatively low traffic volumes turning to/from the south leg of Main Street at Webster Street, would have a minimal impact on traffic conditions. This street closure may also limit potential cut-through traffic for westbound vehicles on Webster Street traveling through the adjacent neighborhood to bypass queues resulting from the railroad crossing gates.

Pedestrians would continue to maintain access along the Main Street alignment between Webster Street and the neighborhood to the south. This closure will help to create a continuous pedestrian route along the south side of Webster Street without auto conflicts. Well-marked mid-block pedestrian crosswalks on Webster Street and appropriate regulatory signs should be installed to maintain the north-south pedestrian route along Main Street.

On-Street Parking

The long-term plan includes options to modify current on-street parking configurations. Depending on the desired pedestrian zone width (i.e., sidewalk, streetscape features, etc.) and the ability to acquire additional Right-Of-Way, on-street parking can be converted to a combination of parallel parking on one side and angle parking on the other side or angle parking on both sides of the street. The existing parallel parking configuration maintains 174 public parking spaces. By converting one side of the streets to angle parking, the on-street parking supply may increase up to 350 public parking spaces. A full conversion of on-street parking to angle parking on both sides of the downtown streets would yield up to 495 spaces.

The existing on-street parking within the downtown area is generally underutilized. However, availability of public on-street parking can be used to further accommodate parking demand generated by existing businesses and new commercial retail and office redevelopment in the downtown. Converting portions of the on-street parking to angled spaces would help in minimizing the number of off-street spaces needed and will result in more efficient and productive use of available property downtown.

The redevelopment opportunities included in the plan consist of residential apartments and townhomes, commercial retail, and office uses. In general, off-street parking requirements for transit oriented development districts are lower than for those not conveniently located to transit and mixed-use business districts. For residential uses included in this plan, off-street parking for apartments is provided at a ratio of 1.5 spaces per unit. This is appropriate for apartments in a suburban downtown and transit oriented development area. The townhomes included in the plan provide 2.0 spaces per unit.

With respect to commercial retail and office uses in a transit oriented and downtown area, parking requirements are reduced from typical suburban standards, as they are located near transit and within convenient walking distance of residential neighborhoods and other businesses. Thus, a parking ratio of 3.0 spaces per 1,000 square feet should be adequate to serve retail and office uses in the study area.

With the combination of non-commuter on- and off-street parking and the redevelopment opportunities included in the plan, the resulting parking ratio for commercial retail and office space is approximately 4.7 spaces per 1,000 square feet with the current parallel parking configuration. The parking ratio increases to 5.2 spaces per 1,000 square feet with one side of the streets converted to angle parking and 6.0 spaces per 1,000 square feet with both sides converted. Thus, the downtown parking included in the plan is more than adequate to serve the needs of downtown businesses.

Review of Future Traffic Conditions

The following section summarizes a planning-level review of the future traffic conditions within the study area. The goal of this planning-level review is to establish general transportation guidelines and identify potential improvements and recommendations that may be needed to accommodate the additional traffic within the study area associated with the new transit facilities and redevelopment presented in the two plans.

Trip Generation

The amount of traffic generated by development depends on the type and density of land use being proposed. Based on the land uses and densities included in the Park-and-Ride (Short-Term) and Metra Station (Long-Term) planning scenarios, projections for the peak hour traffic generation were projected.

For commercial and residential uses, Metro referenced data in the Institute of Transportation Engineers publication entitled *Trip Generation*, 8th Edition. Traffic generated by commuter parking, either for a park-and-ride facility or a commuter rail station, was based on the number of commuter spaces and an estimated percentage derived from the current portion of morning and evening Metra riders boarding and alighting during the actual morning and evening peak hour.

Transit oriented development promotes use of public transportation and walking while creating a synergy between multiple land uses. The density and close proximity of the residential uses to the transit station attracts residents who walk to utilize Metra service, via a rail station or Park-and-Ride service. One objective of commercial businesses in the area is to capture customers from the transit riders who daily board buses and trains at the station. Thus, it is reasonable to expect some discount in the trip generation estimates, which are typically based on land uses in an auto-oriented context.

Within the downtown area surrounding the transit facilities, trip generation estimates were reduced to reflect the traffic characteristics of transit oriented and mixed-use development based on Metro's past experience with similar developments. Residential trip generation was reduced by five percent (5%) to account for nearby downtown residents using Metra and walking to/from nearby restaurants, shops, and other commercial uses. Commercial trip generation was reduced by 10% to account for capture from Metra riders as well as residents walking from new residential units and nearby neighborhoods.

Trip generation for commuter parking was reduced by 5% to account for riders living in the surrounding area and walking to the station.

The projected traffic generation associated with both the Park-and-Ride (Short-Term) and Metra Station (Long-Term) scenarios is presented in the table in Figure 10-1.

Figure 10-1

Trip Generation: Park-and-Ride & Metra Station Scenarios

Land Use	Unit	AM Peak Hour			PM Peak Hour		
		In	Out	Total	In	Out	Total
Park-and-Ride Plan (Short-Term)							
Park-and-Ride Lot ¹	150 spaces	90	10	100	5	45	50
Commercial/Retail ²	7,200 sf	-	-	-	10	10	20
	-10% Reduction	-	-	-	-	-	-
Multi-Family Residential	14 units	-	5	5	5	-	5
	-5% Reduction	-	-	-	-	-	-
Sub Total		90	15	105	20	55	75
Metra Station Plan (Long-Term)							
Metra Commuter Lots	1,250 spaces	750	75	825	40	375	415
Multi-Family Residential	296	20	110	130	105	50	155
	-5% Reduction	-	-5	-5	-5	-5	-10
Commercial/Retail ²	85,000 sf	10	15	25	100	130	230
	-10% Reduction	-	-	-	-10	-15	-25
Office	125,000 sf	170	25	195	30	155	185
	-5% Reduction	-10	-	-10	-	-10	-10
Sub Total		940	220	1,160	260	680	940

¹ - Assumes 60% (929 peak hour/1,585 morning boardings at Aurora in 2006) of spaces inbound in the morning and 30% (373 peak hour/1,267 evening alightings at Aurora in 2006) of spaces outbound in the evening with 10% kiss-and-ride.

² - ITE Trip Generation does not provide trip rate for specialty retail uses, as they are not typically open during the AM peak hour. Assume 10% of PM peak hour traffic to account for minor levels of trip activity.

Planning-Level Traffic Review

Consistent with a planning-level review, specific traffic engineering studies and capacity analyses were not conducted. As development proposals for projects within the study area are submitted, traffic impact studies should be conducted to determine specific transportation improvements, reflecting the development plans at that time.

The Park-and-Ride plan is not expected to generate a significant volume of traffic during the peak hour. Based on the good levels of service currently experienced at key intersections in the study area and the projected traffic volumes summarized above, the additional peak hour traffic associated with the Park-and-Ride plan should be easily distributed and handled by the intersections in the downtown area without the need for capacity improvements.

As presented above, the Metra Station Plan could potentially generate a significant volume of peak hour traffic with the downtown area. It should be noted that a significant portion of the traffic is associated with Metra commuters and the trip generation estimates reflect full utilization of the 1,250 parking spaces. The at-grade railroad crossing on Webster Street does limit the commuter parking accessibility to/from IL Route 31. However, a great majority of the commuter parking is planned north of the station along Main Street. It is expected that a portion of traffic using the northern commuter lot will access the study area to/from the north along Main Street where additional options are available to cross the BNSF Railway at Rathbone Avenue or the River at Ashland Avenue.

The ultimate distribution of commuter traffic through the downtown area will depend on, among other factors, Metra ridership and utilization of the commuter parking lots, where the commuters live, gate closures at the Webster Street crossing, and levels of congestion at nearby intersections.

Based on the access and circulation options provided by the traditional grid street network and the distribution of the planned commercial retail and office space along Webster Street, River Street, and Mill Street, the associated traffic is not expected to significantly impact the study area intersections.

However, potential improvements to mitigate traffic issues may include:

- ☐ Signal timing adjustments at IL Route 25/Mill Street to provide additional time to/from west
- ☐ Signal timing adjustments at IL Route 31/Webster Street to provide additional time to/from the east
- ☐ Installation of a traffic signal at Mill Street/River Street
- ☐ Installation of a traffic signal at Webster Street/Main Street
- ☐ Coordination with the Illinois Commerce Commission (ICC) regarding coordination of IL Route 31/Webster Street signal with railroad crossing signal

Traffic conditions should be monitored to identify specific issues and evaluate alternative improvement measures as the plan implementation progresses.

In addition to potential roadway and intersection improvements, the following outlines potential strategies or programs that may further address multi-modal transportation and parking issues within the study area.

□ Wayfinding Directional and Information Signage

There are a variety of destinations located within the downtown study area, including the Fox River and Montgomery Park, the new Village Hall, the Fox River Trail, and various retail/restaurant businesses among others. The Park-and-Ride facility and potential future Metra station area will attract and must provide access for vehicles, pedestrians, bicycles, and Pace bus service. In order to safely and efficiently guide visitors to their destinations, directional signage and information kiosks should be provided at key locations throughout the study area.

Information and directional guide signs should be considered as part of a comprehensive wayfinding plan to designate the use of specific locations and to lead visitors as they access the station area to the various connections and destinations. Comprehensive kiosks, displaying station area and parking maps, Pace Bus routes and schedules, and other information on community events occurring in the area should also be provided. The comprehensive wayfinding plan should maintain a uniform signage design and brand for the downtown.

□ Shared Parking Opportunities

As redevelopment proposals are presented, opportunities to integrate shared parking agreements should be pursued. In addition to commuter parking for the Park-and-Ride and Metra, potential shared parking opportunities available within the downtown area include Village Hall and a number of existing/future commercial properties. While the peak parking demand for Metra commuters is generally on weekdays between approximately 6:00 AM and approximately 5:30 PM, the peak parking demand for retail and restaurant uses occur weekday evenings and weekends. By the time the peak parking demand for the retail and restaurant uses occurs, the peak parking demand generated by Metra commuters is generally over. The complimentary offset periods of peak parking demand present the opportunity to share parking spaces and efficiently use the available land within the study area.

Special events at Village Hall, along riverfront parks, and other locations downtown on evenings and weekends are other examples of instances when the Park-and-Ride lot is utilized.

By applying shared parking strategies, valuable land that might otherwise be used to accommodate peak parking demand separately for

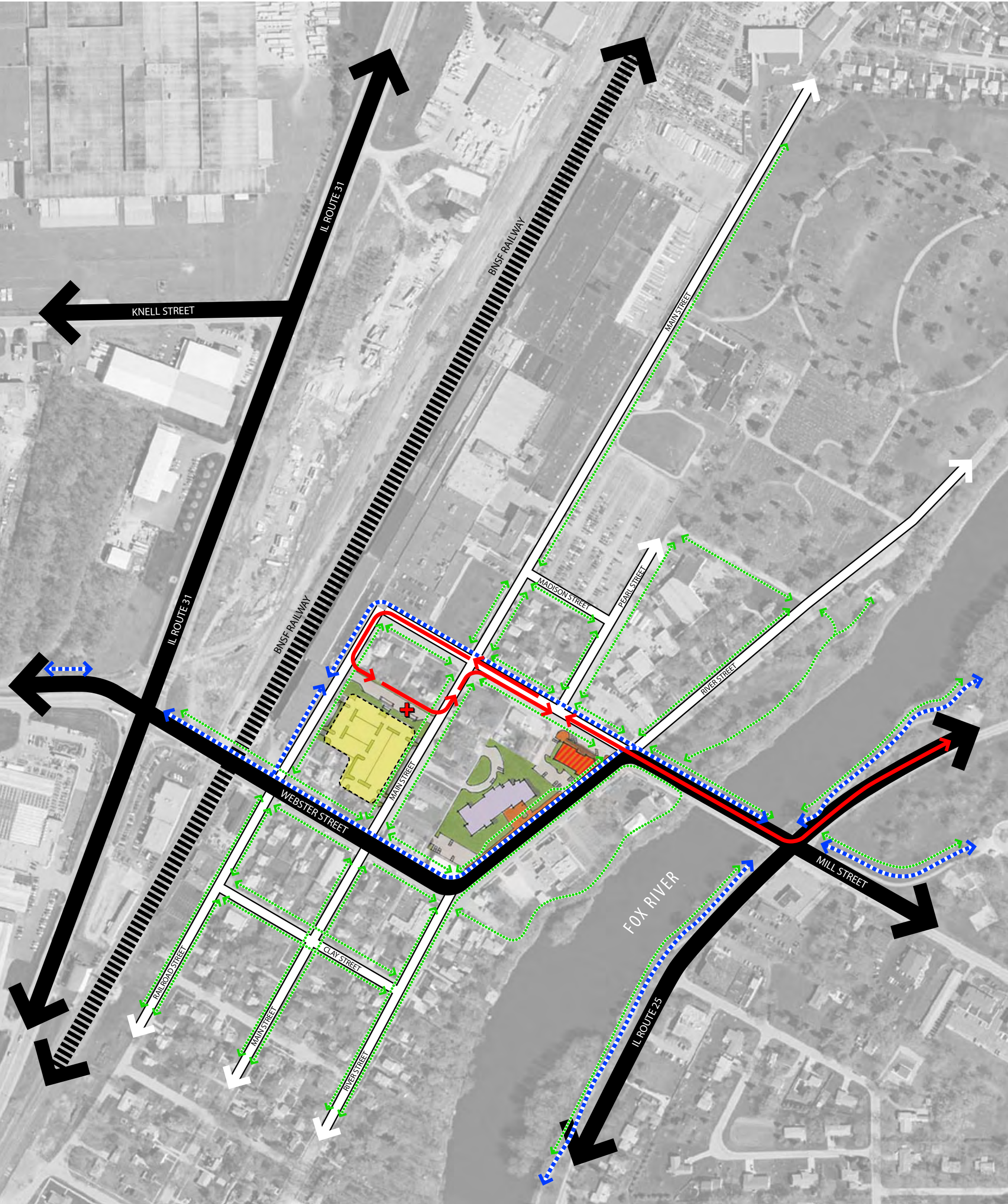
each individual property may be used more efficiently for further development, open space, or other uses. Because peak parking demand characteristics, such as magnitude of peak demand, day of week, and time of day, for a range of land uses can vary, shared parking opportunities should be evaluated on a case-by-case basis depending on the mix and interaction of uses and their respective parking characteristics.

A fee-in-lieu parking contribution program should also be considered to utilize and enhance the plentiful public on-street parking and maximize development efficiency on each site. A developer typically pays a fee, usually equivalent to the cost of constructing parking spaces, into a fund used by the Village to provide needed parking in centralized municipal lots.

□ Employee Shuttle Program

A potential shuttle program should be considered to connect the Metra station to nearby employment centers within the Village, including Caterpillar on IL Route 31 south of US Route 30. A shuttle program, which may be subsidized by various area employers, would provide an important link between the Metra station and places of work that are beyond a 1/4-mile to 1/2-mile walking distance of the station.

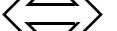
Pace currently facilitates a municipal van-pool program offering vans to the Village to use for \$260 per month and the option to purchase for \$1 after five years. An employee shuttle program enables Metra to be an attractive transportation option for many people who may currently drive to and from work and is an opportunity to increase Metra ridership.



LEGEND

Primary Roadway

Secondary Roadway

Pace Bus Route

Station Access & Circulation

Pedestrian Route

Bicycle Route

Commuter Parking

Kiss & Ride

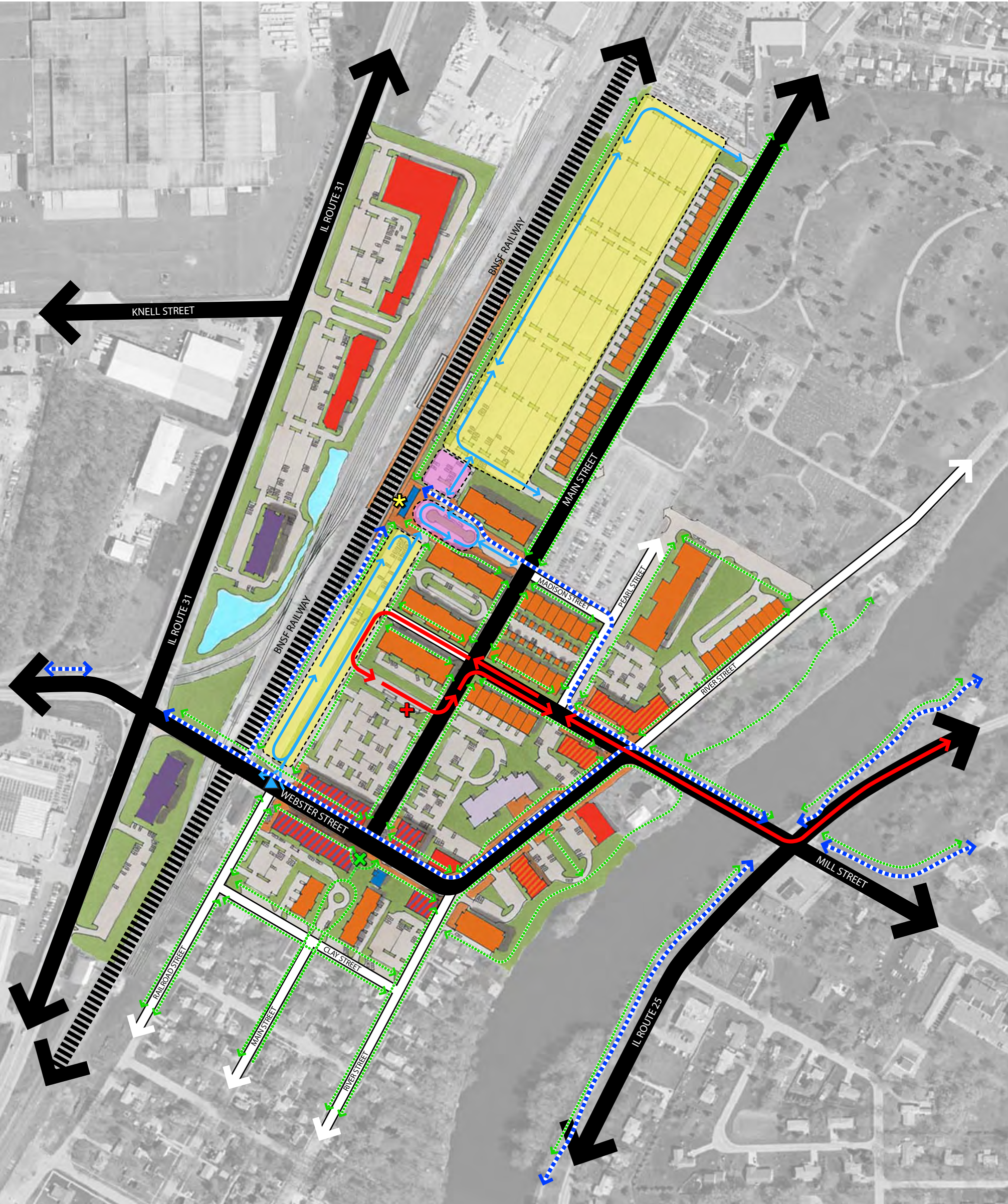
Bus Stop with Shelter

Circulation and Access Plan (Short-Term: Park-and-Ride Facility)

TOD Plan & Park & Ride Location Study | Village of Montgomery, Illinois

Last revised: May 4, 2009





LEGEND					
	Primary Roadway		Station Access & Circulation		Commuter Parking
	Secondary Roadway		Pedestrian Route		Kiss & Ride
	Pace Bus Route		Bicycle Route		Metra Station
					Bus Stop with Shelter
					Roadway Closure
					Right-In/Right-Out Turn Restriction

Circulation and Access Plan (Long-Term: Metra Station)

TOD Plan & Park & Ride Location Study | Village of Montgomery, Illinois

Last revised: May 4, 2009



Section 11

11-1

Section 11: Design Guidelines

Design Guidelines

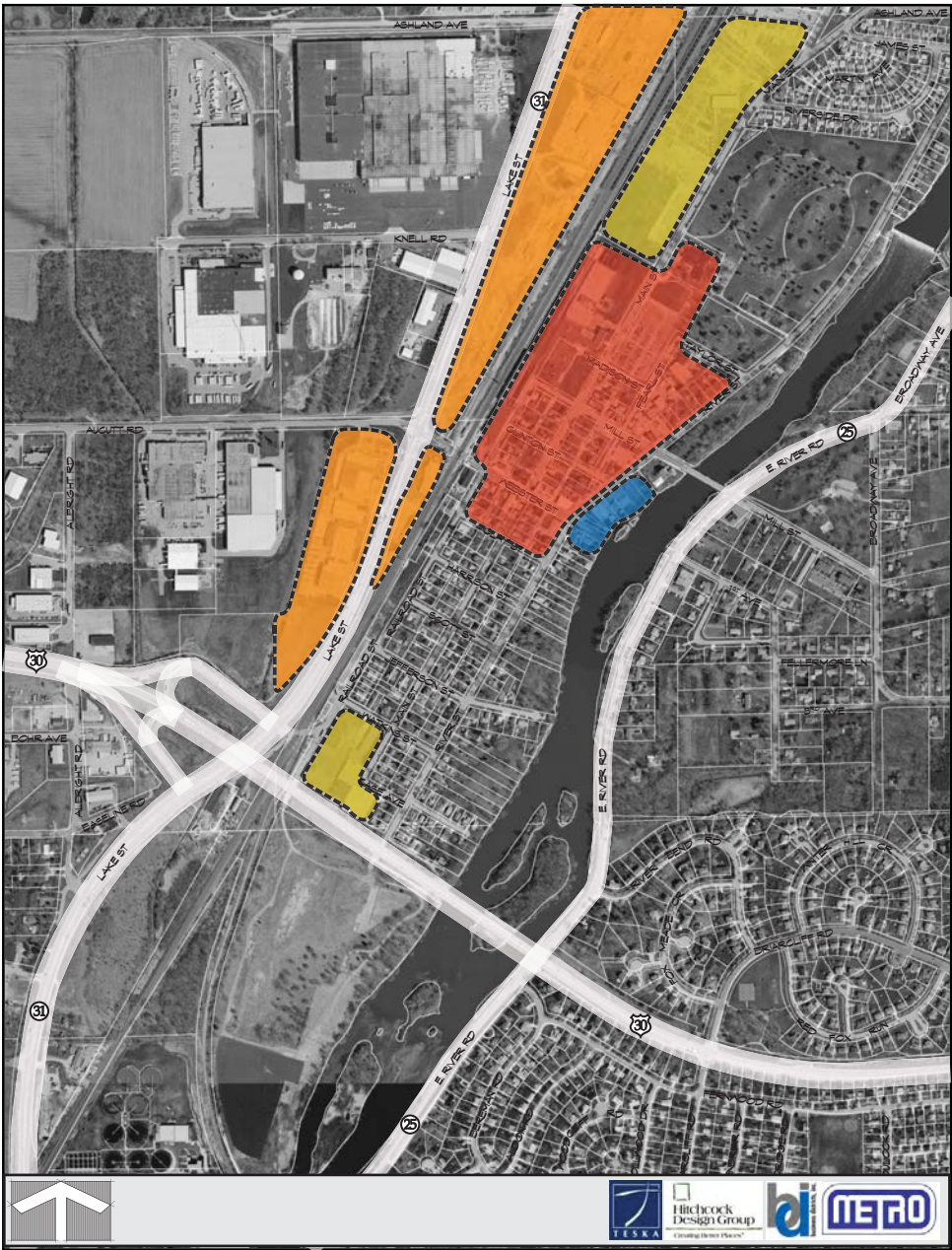
The core area of the Village of Montgomery is distinguished by its quaint “small town” character, riverfront location, stable traditional neighborhood, and access to major transportation routes such as the railroads, Lake Street, and U.S. Route 30. Starting from its earliest settlement, Montgomery’s architectural and urban design forms continually took shape and have evolved into more modern forms, including the architecture of new Village Hall and the adjacent streetscape it inspired. The Design Guidelines for the potential transit facilities and TOD area in Montgomery reflect these vernacular architecture and urban design styles.

Montgomery community members also contributed to the Design Guidelines, providing insight into their design preferences via the Visual Preference Survey conducted at the Public Design Charrette (survey results are provided in the Appendix).

The Design Guidelines are comprised of two parts:

- (1) **Architectural Design Guidelines** define how the architecture for potential development reflect Montgomery’s past and present vernacular style and relate to the streetscape and surrounding environment (i.e. corridors, downtown, and riverfront).
- (2) **Urban Design Guidelines** define the desired character for the “public realm,” including streetscape and open space areas like the riverfront, particularly noting design elements such as landscaping, signage, and gateway features.

Collectively, the Architectural Design and Urban Design Guidelines have been prepared to guide architects, builders and Village staff to maintain and further enhance the architectural and “small town” urban character of Montgomery as they plan for new development. The Design Guidelines were established to be an important means to building the physical appearance and economic prosperity of Montgomery’s potential transit facilities and TOD area. Successful implementation of the guidelines will help create a unified vision that will continue to promote the themes and characteristics unique to Montgomery.



building & streetscape form districts

Early settlement patterns that were once dominant features during the formative years of Montgomery are still evident in the landscape today.

Local buildings were historically located and constructed out of utility. Thus, building orientation and appearance was closely related to prominent Village features, such as the Fox River, the railroad and major roadways.

Building appearance should reference early settlement patterns:

Industrial buildings located along the Fox River were constructed to accommodate machines and were therefore the largest utilitarian structures with the least amount of ornament.

Commercial buildings located along the major roadway & railway corridors were built to meet the needs of businesses, including the transportation of goods, and were therefore long and linear structures with an orientation towards rail & road corridors.

Mixed use commercial buildings located in the Village Center were built to meet the needs of businesses, including local trade, and were therefore smaller structures which often incorporated traditional storefront proportions.

Residential buildings located beyond the commercial core were built to meet the individual needs and tastes of residents, expressing themselves through a variety of building styles.

The architectural Design Guidelines use historic models of building orientation and building aesthetic as a general framework for future development within the Village.

NOTE: Design Guidelines do not reflect proposed land uses. For land use information, refer to the Preferred Framework Plan.



village residential



village center mixed use

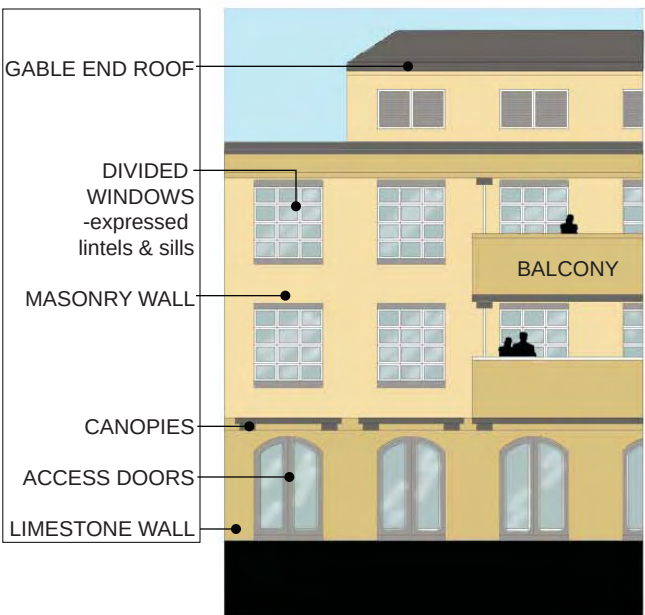


business corridor

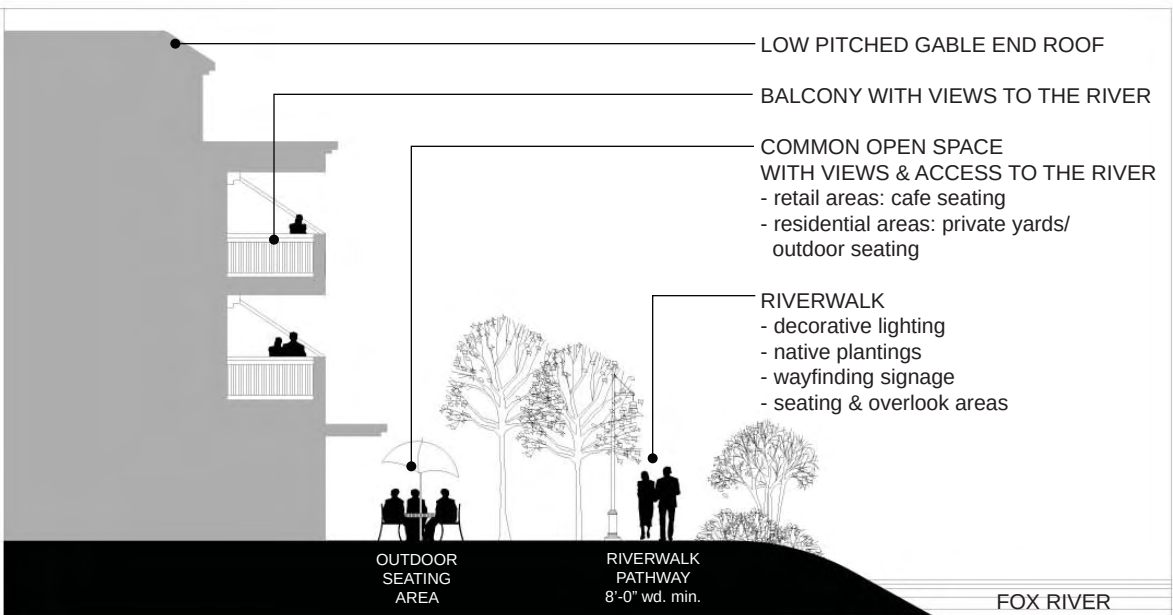


river industrial



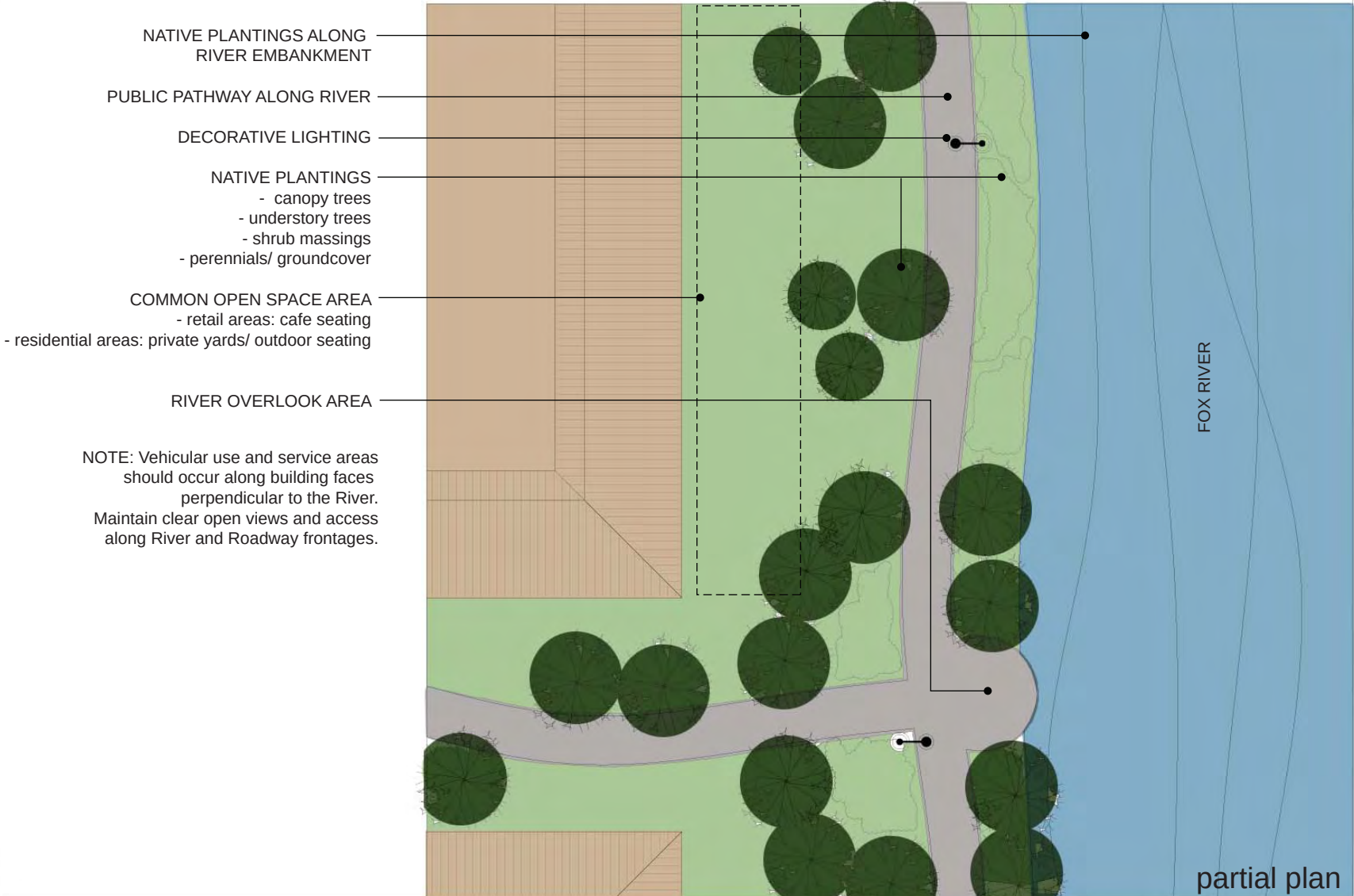


partial elevation



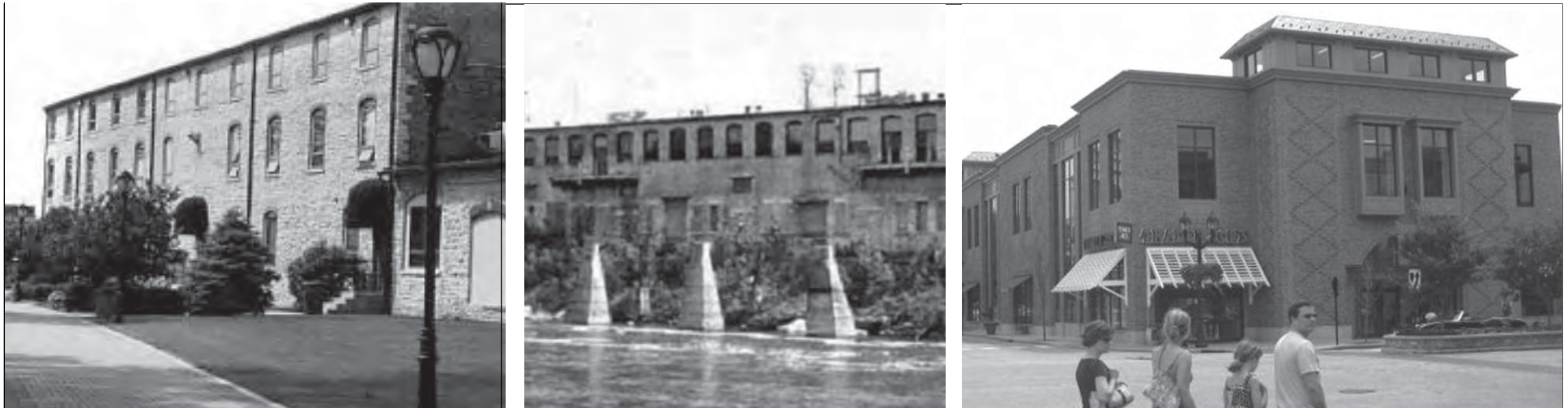
diagrammatic section

river industrial



partial plan

design guidelines



example photographs



HISTORIC INSPIRATIONS
Industrial Building along the Fox River and Millrace
Palmer & Brother Sash and Blind Factory

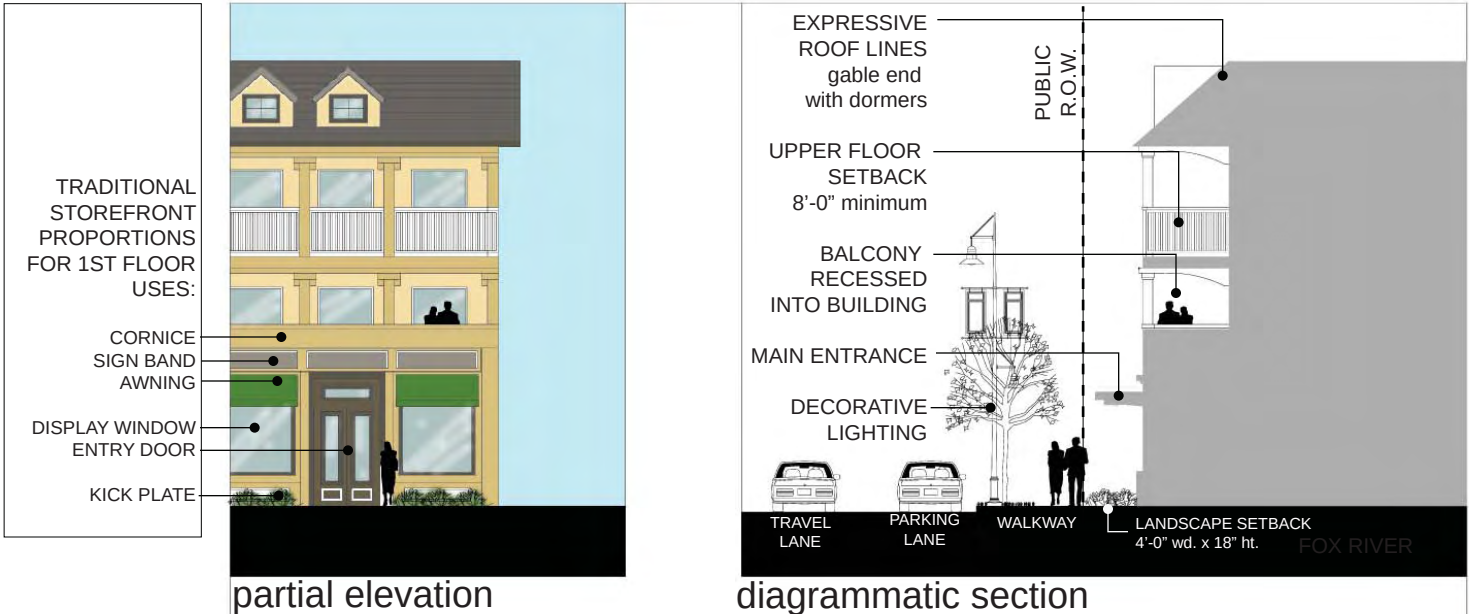
DOMINANT BUILDING FEATURES
building scale: massive, low profile
building orientation: towards the river and millrace
exterior walls: masonry load bearing/
timber frame with stone cladding
roofs: gabled

historic inspirations

image credit: The History of Montgomery Illinois, 1990

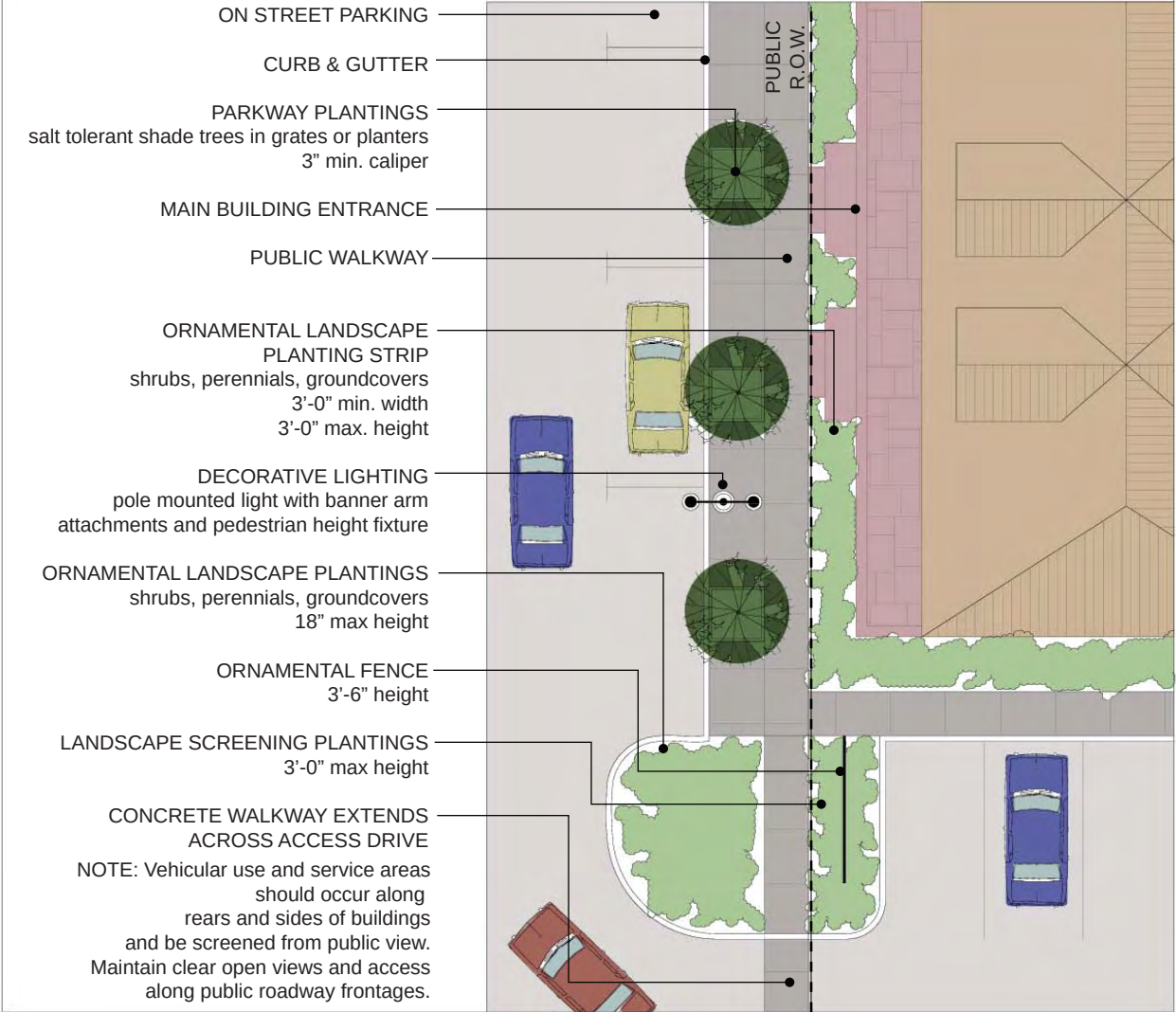
Architectural Design Guidelines





village center

mixed use



partial plan

design guidelines



example photographs



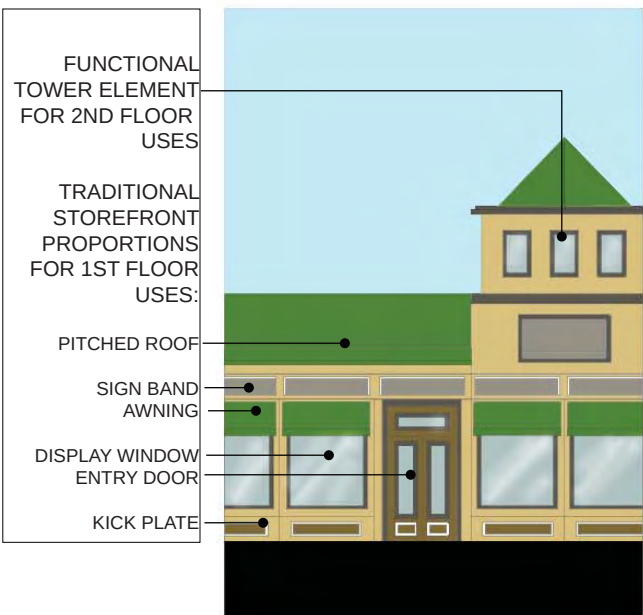
historic inspirations

HISTORIC INSPIRATIONS
Downtown grocery store
Beher's Grocery Store

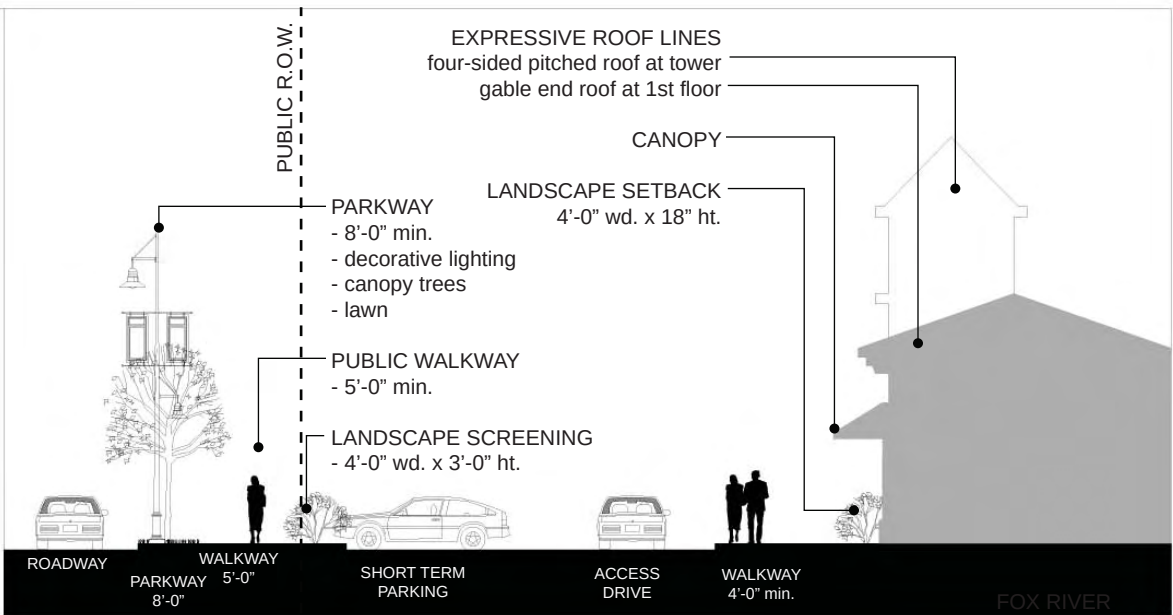
DOMINANT BUILDING FEATURES
building scale: upright and narrow profile
building orientation: towards the public road
exterior walls: timber frame with wood cladding
roofs: gable end/ false front parapet

image credit: The History of Montgomery Illinois, 1990



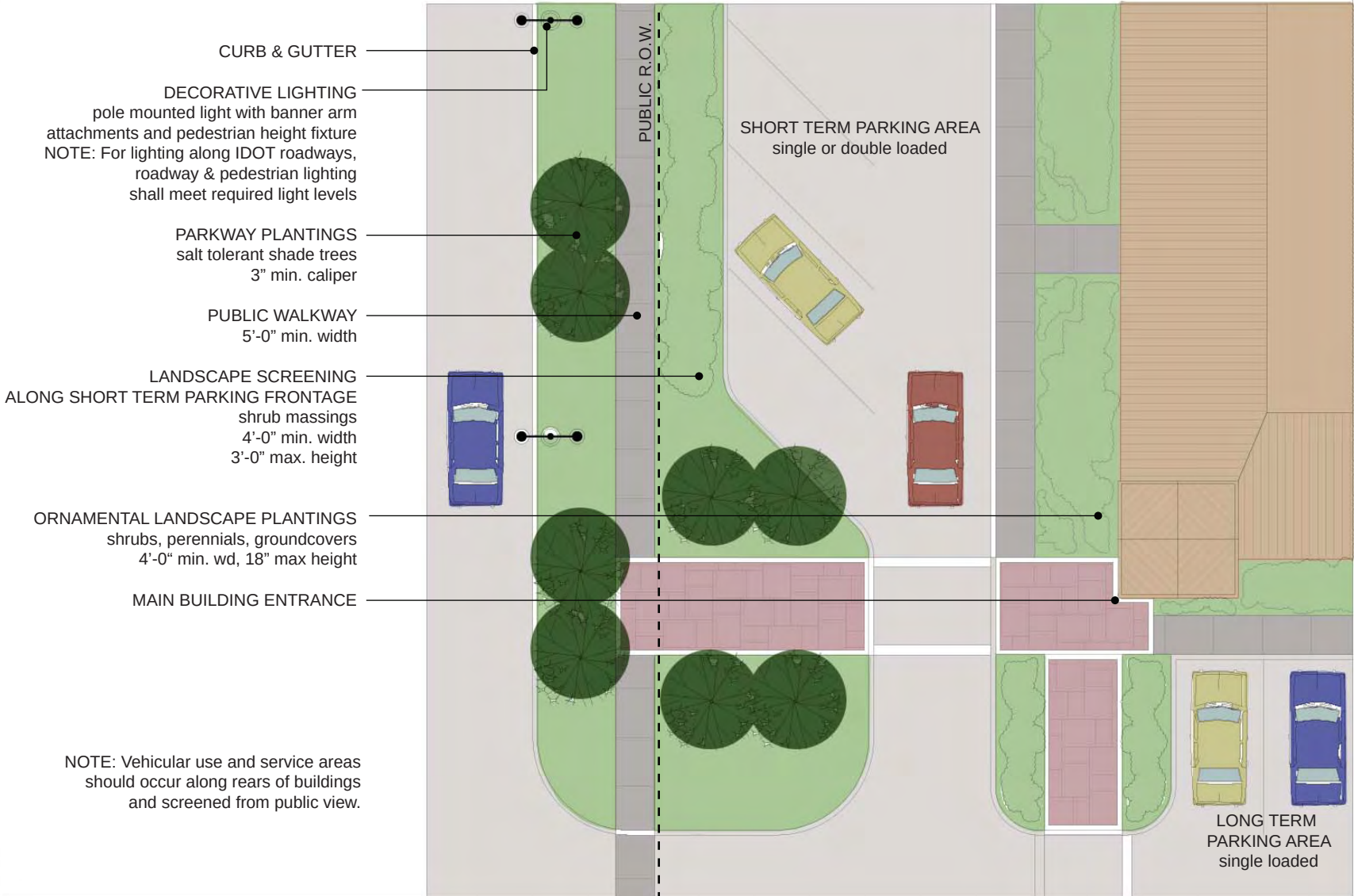


partial elevation



diagrammatic section

business corridor



partial plan

design guidelines



example photographs

HISTORIC INSPIRATIONS
Shaefer's Greenhouse

DOMINANT BUILDING FEATURES
building scale:
massive, low profile
building orientation:
towards the roadway
exterior walls:
masonry load bearing/
timber frame with stone cladding
roofs: gabled



HISTORIC INSPIRATIONS
Railroad watchmen's tower

DOMINANT FEATURES
building scale:
tall, narrow profile
building orientation:
towards the railroad
exterior walls:
timber frame with
wood cladding
roofs: hip

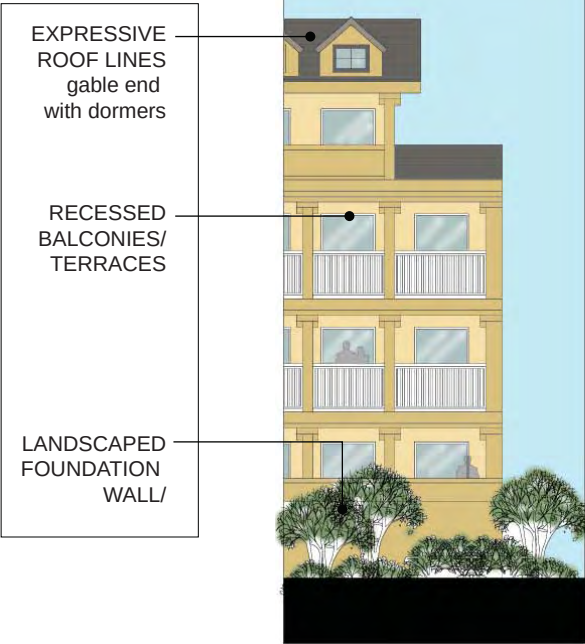
historic inspirations

image credit: The History of Montgomery Illinois, 1990

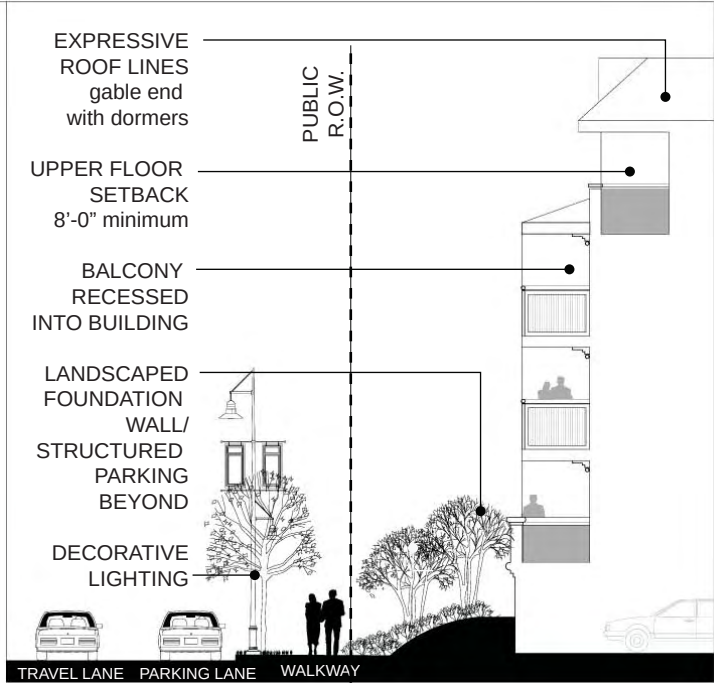
Architectural Design Guidelines



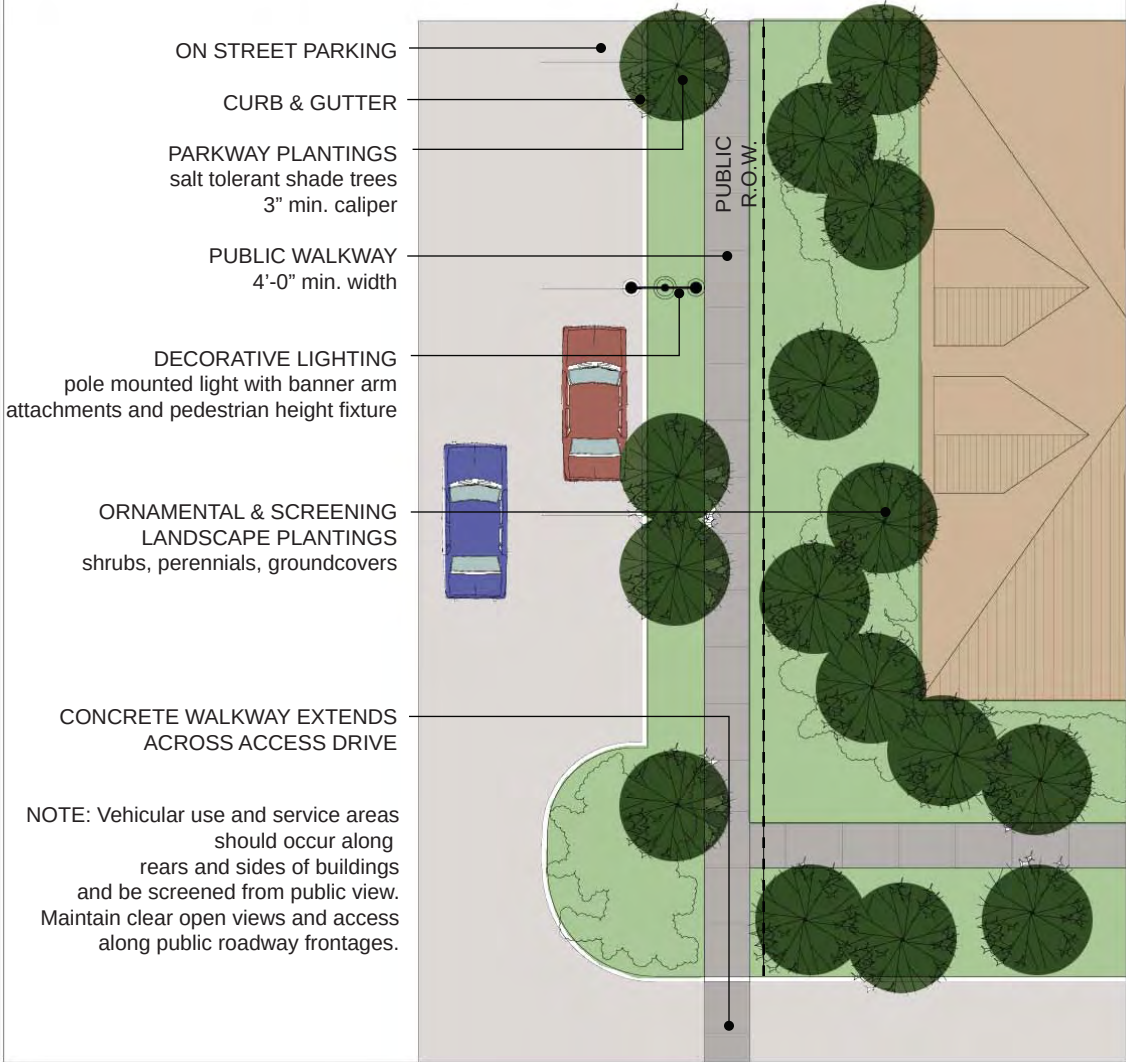
village residential



partial elevation



diagrammatic section



partial plan

design guidelines



example photographs



HISTORIC INSPIRATIONS
Queen Anne Cross Gable Farmhouse

DOMINANT BUILDING FEATURES
building scale: upright and narrow with wing
building orientation: towards the public road
exterior walls: wood cladding
roofs: gable end

historic inspirations

image credit: The History of Montgomery Illinois, 1990

Architectural Design Guidelines

TOD Plan & Park & Ride Location Study | Village of Montgomery, Illinois





A smaller public gathering space along the river provides a focal point for the riverwalk and connection to River Street.



The riverwalk for Montgomery should take advantage of the informality of the Fox River and the character of downtown. Small scale details, lush landscaping and high quality river edge plantings would provide the atmosphere within the downtown.



Special events and iconic, meaningful elements can draw people to the river and therefore, downtown.

public space and riverwalk



Screening parking areas with architectural treatments, landscaping, and fencing screens parking areas and adds to the architectural treatment of the buildings themselves.



Providing a minimum 7' sidewalk adjacent to angled parking allows a clear walking path and accounts for car overhang. Coordinating landscaping, lighting, and pavement treatments with downtown standards helps visitors sense their location.



The combination of trees and lower shrubs/perennials allows for a clear view into the parking areas for cars as well as a significant streetscape presence.

corridor commercial



The narrow right of way in downtown will not allow for expansive sidewalk areas, requiring alternative solutions to providing the recommended landscape quality. Elements could include movable planters and taking advantage of bump out areas.



High quality paving materials, where appropriate will add to the informal quality that reinforces the identity created by Village Hall and the proposed riverwalk character.



Building setbacks can create additional room for landscaping along the sidewalk areas. This treatment would be particularly useful in the more residential portions of the long term master plan.



Varying the location of the sidewalk at corners can create additional areas for landscape. Changing the paving materials at intersections and in crosswalks helps motorists and pedestrians identify when they are approaching pedestrian first areas.

mixed use downtown



Permeable paving could be used in parking areas to offset potential stormwater issues. Coordination with the Engineering consultant will be important to understanding the benefits of this type of technology.



Using bioswales and level spreaders, in coordination with permeable paving, can result in a dramatic reduction in the amount of stormwater that eventually makes it to the storm system.



Green roof systems can reduce the ultimate heating and cooling costs of a building while providing a reduction in stormwater quantity at the source, the roof.

environmental elements

Market Strategy & Preliminary Development Economics

Section 12

Overview: Downtown Montgomery

Montgomery's vintage downtown represents a key opportunity to develop not only as a transit locale but to become a central place for the entire community. Downtown's market and economic potential is more modest in scope than Montgomery's other commercial and retail corridors and represents the opportunity to integrate quality redevelopment into its generally established footprint over the long-term. This potential will include the variety of uses that succeed in the traditional downtown environment—service businesses, professional practices, specialized retail, and food and beverage options. This process will be incremental and can be readily enabled and sustained by Village officials.

Again, over the long-term, the integration of higher density residential developments, generally with six (6) units or more per acre, presents another opportunity. This assumes the ability to assemble land parcels of sufficient size to interest residential developers in providing new housing types acceptable to Montgomery's homebuyers. This new residential development would rent at higher rates and sell for higher prices than Montgomery's existing housing stock. It would diversify the community's available housing choices and reinforce the TOD nature of Montgomery's downtown over time.

In considering Montgomery's market potential for certain uses and its related strategic development approach, three potential redevelopment sites were analyzed to consider those market conditions that could be present for success. These three sites are:

1. Northwest Corner of Webster and Main Streets
2. Fox River Waterfront East of River Street
3. Northwest Corner of Mill and River Streets

The analysis of these three sites is intended as indicative only, and it does not assume that either the Village or any interested buyer intends to acquire these sites. The assumptions associated with each site are described below. In the current, uncertain economic environment, it is difficult to estimate the return on projects unlikely to occur soon. These site analyses are "what if" estimates that assume that the relationships between costs, revenues, and developer return on investment will work again, once development resumes in a future, strong economy.

Broader Market Considerations

Today's difficult economy has dramatically slowed development, presenting the opportunity to complete future focused plans and implementation strategies, such as this study. The reduction in new development, the retrenchment in the broader retail sector, and the negative absorption of office space in Montgomery's regional office sub-market (East-West Tollway sub-market as reported by CB Richard Ellis) necessarily dictate an incremental approach to development and redevelopment in the study area. The consumer incomes that support retail and residential sales, and ultimately development, in those two sectors, will likely not rebound until the unemployment rate improves. Depending upon the source, most now seem to agree upon 2013 as the likely timeframe. Related is the consumers' return to their pre-2008 spending behaviors; most retail analysts believe that these behaviors have shifted dramatically and will remain more conservative.

In addition to these market factors, the cost to build a new or infill development for any use in downtown Montgomery is the same throughout the Chicago region. Despite generally lower land costs in the Montgomery area (current range of \$5.75-\$11.00 Per Square Foot, or PSF, according to LoopNet), the commercial rents needed to support Montgomery's new downtown development will need to be more than twice downtown's current commercial rents. The same is true for any residential rents. Until rents are able to support potential development and produce a satisfactory developer return on investment, either projects will not be proposed or a gap requiring some level of local incentive will exist. To build any downtown equity residential units (condominiums and townhomes), estimated sales prices would need to be 10-20% higher than Montgomery's current median residential sales prices.

The Village's work with downtown's businesses and property owners to bring strong tenants to downtown and to create a vision for Montgomery's community place, combined with the initiation of Park-and-Ride service, will serve as important steps in developing downtown's market potential, increasing commercial activity, and engaging the development community over the long-term.

Retail

As markets improve, Montgomery's major retail development will continue to occur on its high traffic corridors. Traffic will likely increase on Route 31 near downtown, but downtown's access, lack of visibility, and low traffic volumes present challenges for typical retail development. Shorter-term development will likely occur along River Street, given the multiple parcels with assembly potential. The replacement of existing businesses with new development on Webster Street will take longer.

Montgomery's current, Village-wide retail situation is noted in the chart in Figure 12-1. This chart compares Montgomery's State of Illinois Sales Tax Data (retail only categories) with Village-wide retail expenditures based upon the 2008 population estimate (17,100). These estimates indicate that the Village of Montgomery is currently capturing 138% of its retail market. Any

Figure 12-1
Retail Estimates for Montgomery

Retail Estimates	2008 Values
Estimated Retail Square Feet - Village	1,500,000 sf
Estimated Retail Square Feet - Downtown	24,000 sf
Estimated Retail Sales - Downtown	\$6,000,000
Estimated Retail Sales Per 208 Village Population	\$124,000,000
Estimated Retail Sales Per 2008 Sales Tax	\$170,000,000
Capture Rate	138%

Source: Montgomery EDC; Illinois Department of Revenue; BDI

rate exceeding 100% indicates that retail expenditures from outside of Montgomery are being captured. This strong capture rate reflects the strength of Montgomery's retail stores and centers on Routes 30, 34, and Douglas Road. (Montgomery also receives significant sales tax revenues from business-to-business sales categories, specifically manufacturing and agricultural.)

Downtown's current commercial (office and retail) square footage is estimated at about 110,000 Square Feet (SF), according to Village-wide square footage data provided by Montgomery's Economic Development Corporation. Of that 110,000 SF, an estimated 63,000 SF is occupied. Most important for downtown, sales tax generating square footage represents about 38% of this 63,000 SF, or about 24,000 SF. Estimating potential retail sales at \$250 PSF for that 24,000 SF yields \$6,000,000. Even if these figures were more significant, downtown will remain, given modest expectations, a minimal sales tax contributor to the Village. The likelihood is that this situation will continue over long-term, and that downtown will never be a significant revenue generator for the Village.

Beyond revenue generation, a modest expansion of downtown retail space, based upon future tenant demand, can occur. Assuming that Montgomery's population nearly doubles to 33,000, as projected, that downtown's business mix improves incrementally over the long-term, and that Montgomery's residents identify more strongly with their downtown, up to 100,000 SF of ground floor space for traditional downtown uses could likely be supported. The numbers and types of businesses potentially occupying this space will reflect their individual ground floor space needs and business operating requirements. It should also be noted that redevelopment will likely replace some existing space, contributing to any net gain of ground floor commercial space.

Residential

The chart in Figure 12-2 provides an estimate of housing units, applying the 2030 population estimate (33,000) for Montgomery compared with existing units and those under construction. The potential for additional housing units exists and was examined in the "Homes for A Changing Region" report

Figure 12-2
Residential Estimates for Montgomery

<i>Residential Estimates</i>	<i>2008</i>	<i>2030</i>
<i>Population</i>	<i>17,000</i>	<i>33,000</i>
<i>Estimated Housing Units</i>	<i>6,800</i>	<i>-</i>
<i>Pipeline</i>	<i>800</i>	<i>-</i>
<i>Projected New Units</i>		
<i>Apartments</i>	<i>-</i>	<i>556</i>
<i>Condos</i>	<i>-</i>	<i>108</i>
<i>Townhomes</i>	<i>-</i>	<i>319</i>
<i>Single Family</i>	<i>-</i>	<i>5,654</i>

Source: "Homes for A Changing Region, 2008"; BDI

released in late 2008. These estimates obviously assume that housing market will rebound in Montgomery and in similar fast growing suburban markets. Most current residential development is single family homes. Key to higher density development in Montgomery's downtown will be market growth in denser housing products.

As the chart in Figure 12-2 notes, the higher density housing units estimated for Montgomery include provisions for those housing types viewed as primarily long-term development opportunities for downtown Montgomery. Depending upon the site size, most of the condominium or apartment units could be built on those sites with residential potential. The long-term nature of these projections again makes any estimate of units slated specifically for downtown to be highly speculative. In addition, the potential price points needed to justify residential developer interest exceed Montgomery's current home and townhome prices.

Office

As noted earlier, potential office growth will be hampered by a glut of prime office space and negative net absorption of office space in Montgomery's East-West Tollway sub-market. As job creation is not expected to catch up to 2007 levels until 2013, the construction of office space in will likely not occur downtown in the short-term. The Village can begin to affect change on existing non-retail commercial space by working with existing office owners to continuously improve their buildings as one step in initiating plan implementation.

Figure 12-3
Office Space Estimates

<i>Office Space Estimates (Within ½-Mile of Downtown)</i>	<i>2008 Current</i>	<i>2030 Projected</i>
<i>Employment</i>	<i>2,400</i>	<i>3,100</i>
<i>Estimated SF</i>	<i>480,000</i>	<i>620,000</i>

The most optimistic scenario for downtown office development is noted in the chart in Figure 12-3.

Downtown's current employment base within its ½-mile market is just over 2,400. Applying the Illinois Department of Employment Security annual growth percentage (about 1% until 2030), employment would increase downtown by about 700. At 200 SF per employee, this results in an additional 140,000 SF. However, given that unemployment is not projected to decline to 5% until 2013, the potential for new downtown office space is likely in the 75,000-100,000 SF range.

Site Analysis & Estimates

Any analysis of investor economics and future development options is highly speculative. Still, it is important to understand whether the development options shown in the three site concepts near Montgomery's proposed Park-and-Ride facility are sufficient to support market rate development. The scenario for the three sites noted should be considered an optimistic application of real project economics. The rents used in these estimates reflect the higher end of Montgomery's retail and office sub-markets as noted in CB Richard Ellis Quarterly Chicago Retail and Suburban Office sector reports. Obviously, larger redevelopment projects could help achieve greater downtown density. Larger projects, given that the market does not yet support the development of smaller projects, are very long-term and even more speculative applying today's economic realities.

It also is important to begin to consider and understand whether reasonable Village incentives could fill any future gap between long-term development concepts when proposed and any potential market rate development. Later implementation of any suitable funding mechanisms to support redevelopment for certain sites means addressing these potential gaps.

Site 1: Northwest Corner of Webster and Main Streets

This site, along downtown's primary traffic route, is considered a prime development opportunity. Currently occupied by a gas and service station, the development scenario for this 28,000 SF site includes a 2-story, 16,000 SF structure with a ground floor retail use and second floor offices. The parking requirement (36 spaces) is met on site. The economics for this site are noted in Figure 12-4.

As noted earlier, the analysis indicates that rents for retail and office uses would need to be at least \$22 PSF net to generate sufficient return. The current downtown net rents are in the \$7-11 PSF range. (In a net rent lease, a tenant pays an agreed rent; in addition, to this net or agreed rent, the tenant also pays certain operating expenses, such as real estate taxes, based upon occupied square footage for the property.) It should also be noted that these estimates reflect the lower range of asking prices for land (PSF prices) in and near Montgomery's downtown. Consequently, to make development work using this optimistic scenario, the market -- meaning increased commercial activity and revenue generation -- needs to identify Montgomery's downtown

Figure 12-4
Site 1 Economics

Use	Retail/Office
SF	27,966 sf
Building SF	24,000 sf
Floors	3
Rent PSF	\$22.00
Value	\$5,280,000
Land Cost	\$401,490

Figure 12-5
Site 2 Economics

Use	Retail (GF- 2 bldgs)
Value	\$2,520,000
Rent PSF	\$22.00
Use	Rental Residential (2 floors)
Value	\$3,168,000
Rent PSF	\$18.00
Land Cost	\$648,000
Site SF	63,000

as a place to make money. This applies to either retail or restaurant pioneers in the short-term and to area developers in the long-term.

Site 2: Fox River Waterfront East of River Street

This site, currently the location of Montgomery's VFW, presents a signature redevelopment opportunity, given its location above the Fox River, across from Village Hall, and near Site 3. The combination of these two potential developments with the new Village Hall, if completed can become the catalyst for larger, future development. The economics for this site are noted in Figure 12-5.

This site is the largest at 63,000 SF. Two structures with the same building footprint (7,200 SF) are envisioned. One is a one-story structure for possible retail use; the second is a three-story building with ground floor retail and 14 apartments on the two upper stories. When compared with a similar hypothetical building on Site 3, the cost of parking on Site 2 is significantly greater due to the physical challenges of its river bluff location. Consequently, the rent PSF estimates must be higher to accommodate this greater cost. (It should be noted that the rental residential rate is actually \$1.50 PSF, using residential leasing terminology.)

Figure 12-6
Site 3 Economics

Use	Retail (GF- 2 bldgs)
Value	\$1,440,000
Rent PSF	\$20.00
Use	Rental Residential (2 floors)
Value	\$1,785,000
Rent PSF	\$15.00
Land Cost	\$260,634
Site SF	24,000

Site 3: Northwest Corner of Mill and River Streets

Of the three sites examined, Site 3, given the minimal land assembly requirement, may offer the best opportunity for a mixed-use development. The economics vary little, but the site has better visibility and access as a potential retail location than Site 2. The development scenario for Site 3 assumes a three-story structure with a 7,200 SF footprint on a 24,000 SF site. Like the additional structure on Site 2, the upper two floors are estimated to include 14 apartments. Parking assumptions include both private and public (off- and on-street) spaces. As noted in Figure 12-6, the site estimates exhibit similar economics to the other sites.

Conclusion

In addition to initiating Park-and-Ride service, these conceptual plan elements serve as a basis for the long-term, ongoing invigoration of Downtown Montgomery. By engaging property owners to continuously improve downtown's physical appearance, the Village has the opportunity to enhance downtown's commercial environment. Long-term, property owners and the Village can work together to identify and recruit experienced area business owners as tenants in those traditional downtown categories identified -- service businesses, professional practices, specialized retail, and restaurants. Increased commercial activity of all types will foster developer interest, and ultimately, the quality development projects that will be successful for downtown Montgomery and the community.

Section 13

Implementation Strategies

The successful implementation of the plans and development policies for the TOD and Park-and-Ride concepts established for Montgomery's Village Center is dependant on moving forward with various implementation actions to be undertaken by the Village, transit agencies and property owners. While some actions are dependent on an improved economy to spur development projects, the Village can make progress in the meantime by taking actions that it has control over, particularly building upon the momentum of the new Village Hall to enhance the downtown streetscape and planning for expansion of the riverwalk. Any work the Village can perform in the near term will set the tone for future implementation steps, particularly as the economy rebounds and results in a more favorable environ for development.

This section identifies recommendations to modify or supplement existing municipal plans and policies to ensure the Village's regulatory tools support the TOD and Park-and-Ride concepts. Other strategies outline site acquisition needs, funding sources and support resources that will prepare the Village as it moves from the planning stage to the implementation stage, particularly as outlined in the Action Plan. The Action Plan summarizes the specific tasks, partnerships, phasing, and potential marketing tools for each strategy.

Village Plans & Policies

With its Comprehensive Plan and Zoning Ordinance already in place, the Village of Montgomery has the necessary tools to regulate redevelopment opportunities within and around the TOD and Park-and-Ride sites, ensuring they meet the Village's standards and reflect the community's character and identity. The Comprehensive Plan and Zoning Ordinance are all generally supportive of the TOD and Park-and-Ride concepts. The recommendations outlined below are intended to help the Village foster consistency between these redevelopment concepts and the Village's existing plans and regulations:

1. Adopt this TOD Plan & Park-and-Ride Location Study by resolution of the Village Board, and provide appropriate references to this document within the existing Montgomery Comprehensive Plan. In particular, this TOD Plan & Park-and-Ride Location Study should be properly referenced in the "Regulating Plans: Planning Sub-Areas" section of the Comprehensive Plan, specifically updating or supplementing the existing reference to the Old Town & Downtown Montgomery Re-investment Study on page 28 of the Comprehensive Plan.
2. Modify the Zoning Ordinance to facilitate a more pedestrian-friendly, mixed use character as envisioned by this TOD Plan & Park-and-Ride Location Study. Particular modifications include the following:

- ☐ Consider modifying Section 13.05-12 to apply the adjusted parking requirements (as currently defined in this section) beyond the Mill District to include lots as far south as Clay Street and as far north as Ashland Avenue, but exclude existing uses such as the residential lots north of Riverside Cemetery.
- ☐ Include on-street parking as part of Sections 14.10-7d-xi-3 and 14.10-7e-xv.
- ☐ Allow multi-family residential uses as free-standing structures, with ground floor units, in the Mill District, as identified on the Concept Plan.
- ☐ Revise the build-to line to reflect the appropriate right-of-way dimensions, depending on parking configurations as indicated on the street cross section illustrations on page 9-11.
- ☐ Provide reference within the Zoning Ordinance to the Design Guidelines established for this Plan. This is particularly significant for Section 9.04 for the Mill District, which takes a form-based approach to its zoning recommendations and would benefit from integrating the design elements outlined in the Design Guidelines.
- ☐ Modify Section 13.04 to require business uses to provide off-street parking at a ratio not to exceed 3.5 spaces per 1,000 square feet of floor area. This ratio may be modified if a capacity utilization study reveals that parking is available on-street or in Village-owned lots.
- ☐ Consider the following optional approach to a planned development (PD) district, which can be added to the PUD section of the Zoning Ordinance, noting special standards for the Mill District:

While PD districts are similar to traditional zoning districts in that they apply to specific geographic areas, the principal difference is that all development within a PD district must undergo review and approval similar to the special use procedure for other types of planned unit developments. This gives a community control over all aspects of a development proposal, expanding the authority the Village currently has over site plan review.

Often a minimum acreage is required to prevent piecemeal development. The current Mill District could be modified to incorporate the PD approach by including the standards tailored specifically to the Village Center and TOD Plan. This technique allows the developer more flexibility in design and provides the Village more control over the outcome of these key development areas to ensure conformance to Village plans.

Site Acquisition

Implementation of the redevelopment concepts established in this Plan will require acquisition of properties to either provide land for redevelopment or accommodate public improvements, particularly for roads and parking. Specific site acquisition needs are described below.

Park-and-Ride Facility

As shown on the short-term Concept Plan on page 9-7 in Section 9, site acquisition would be required in order to construct the Park-and-Ride facility on the block bounded by Main Street on the east, Clinton Street on the north, Railroad Street on the west, and parcels along the north side of Webster Street on the south. This block covers approximately 1 acre and is currently comprised of 4 individual parcels, each owned by a different individual. Since the Park-and-Ride facility is envisioned as a short-term opportunity to be built within three years, it is imperative for the Village to enter into dialogue with current property owners to ensure adequate time is provided to discuss the opportunity with the owners, negotiate terms, and acquire the properties to properly assemble, clear, and prepare the site for construction of the Park-and-Ride facility.

This site is large enough to accommodate all elements of the Park-and-Ride facility, including parking, bus pick-up/drop-off area, bus circulation, and multimodal access and amenities (e.g. bicycle shelter, storage lockers, etc). Over the long-term, the Concept Plan envisions that this site will continue to operate as a parking lot with a bus pick-up/drop-off area.

However, in the more immediate future, the Village does have an opportunity to establish park-and-ride service prior to the acquisition of land and development of a formal Park-and-Ride facility. The Village may enter into an operational agreement with Pace to establish bus service through the use of under-utilized on-street parking, and a short-term lease agreement with a private property owner that has excess daytime parking, such as a church, vacant site, or commercial retail property to initiate park-and-ride service until the planned facility is developed. Two potential sites include the lot located south of the fire station along the west side of Railroad Street and the existing parking lot for Lyon Workspace Products along the east side of Main Street. A park-and-ride service such as this offers flexibility and the opportunity to initiate and promote the transit service to the community in the immediate future.

Commuter Train Facility & Parking

As depicted on the long-term Concept Plan on page 9-9 in Section 9, the potential commuter train facility and its associated parking would be on the properties located along the east side of the BNSF Railway mainline tracks, north of Webster Street and west of Main Street and Railroad Street. Covering approximately 20 acres, these properties are entirely owned by a single owner, Lyon Workspace Products, LLC. The Village continues to maintain a dialogue

with Lyon Workspace Products as redevelopment ideas are considered. Since the potential commuter train facility and its parking would comprise most of the Lyon Workspace Products properties, the desires of the property owner, who has maintained a preference to sell its properties as a whole and not allow piecemeal development or lease to individual users, provides the Village with a unique opportunity to achieve its vision.

It is important to note that Lyon Workspace Products also owns an approximately 3 acre lot east of Main Street that currently provides parking for its employees. However, this lot could also be acquired at the same time as the others owned by Lyon Workspace Products, either retaining the site as additional commuter parking or redeveloping it for a new elementary school. Although the potential commuter train facility hinges upon the potential to extend commuter rail service south into Kendall County, the Village should continue to maintain an open dialogue with Lyon Workspace Products to ensure both parties are prepared to discuss and negotiate site acquisition when the appropriate time arises. Since this site also provides opportunities for additional uses such as apartments or townhouses along Main Street, it is important to keep these potential projects in the dialogue to ensure all potential uses for the Lyon Workspace Products properties are properly considered.

Utilizing Village resources as well as the funding sources and support resources outlined on pages 13-9 through 13-13, the Village of Montgomery will be prepared to fund the construction and land acquisition needed to provide the potential commuter rail station and parking facilities, including the pedestrian tunnel.

Other Redevelopment Sites

In addition to the public transit elements described above, this Plan outlines several redevelopment opportunities that are intended to capitalize on the proximity to future transit facilities, as well as strengthen the vitality of Downtown Montgomery. As highlighted on pages 12-5 and 12-6 of the market strategy section, an economic feasibility analysis for three typical sites was undertaken to test feasibility to redevelopment these sites under normal market conditions. Other potential redevelopment sites are indicated on the Development & Transit Opportunities Map on page 3-11. With the new Village Hall, historic Gray's Mill, and riverfront, Montgomery has key downtown destinations that can be leveraged with the planned transit facilities to help attract private sector redevelopment to Downtown Montgomery.

Although site acquisition generally opens up the availability of land for redevelopment of entire sites, it may also be necessary to purchase space for expanded rights-of-way (ROW's) along the outer edges of properties. As depicted on the street cross sections on page 9-11 in Section 9, expanded ROW's would help accommodate different parking configurations (angle parking vs. parallel parking) and wider sidewalks and parkways to create more inviting and safer pedestrian environments.

Implementation Action Plan

The Implementation Action Plan is anchored by a series of objectives that need to be met in order to ensure the concepts and recommendations detailed in this Plan are achieved to bring transit and redevelopment opportunities to life in Downtown Montgomery. The six core strategies are:

1. Build local and regional awareness of redevelopment opportunities.
2. Utilize the RFQ/RFP process to attract redevelopment.
3. Construct the Park-and-Ride facility and promote usage.
4. Maximize the return on previous and continued Village investment.
5. Secure the resources needed to provide a commuter rail station with adequate parking facilities.
6. Create a strong sense of place in the study area through streetscape enhancements, gateways elements, and transportation improvements.

The strategies are plugged into a matrix that also includes tasks for each strategy, potential partnerships, and phasing. The Village of Montgomery will assume primary responsibility for each task, with the potential to partner with other organizations or agencies, such as RTA, Metra, Pace, BNSF Railway, and property owners, among others. Many of the tasks can be supported by the funding sources and support resources described later in this section on pages 13-9 through 13-13.

With a Concept Plan and redevelopment strategies in place, numerous activities need to be accomplished to achieve the transit and redevelopment opportunities outlined in this plan. While the present economy suggests that development will not be immediate, there are still many steps that can be accomplished in the near-term. The phasing component of the Implementation Action Plan matrix utilizes the following timeframes:

- ☐ Short-Term Tasks (0-3 years)
- ☐ Intermediate-Term Tasks (3-5 years)
- ☐ Long-Term Tasks (5+ years)

The Implementation Action Plan matrix is provided in Figure 13-1.

Figure 13-1

Implementation Action Plan Matrix**Strategy 1** | Objective: Build local and regional awareness of redevelopment opportunities.

Task	Potential Partnerships	Phasing
1. Meet with individual property owners to assess their future plans for their properties and discuss partnerships to implement this plan.	Property owners	Short-Term
2. Maintain regular contact with individual property owners of sites that have longer-term redevelopment prospects.	Property owners	Intermediate- to Long-Term
3. Reach out to local newspapers and real estate trade journals to submit press releases or articles relating to the redevelopment opportunities in Montgomery.	Local newspapers; real estate trade journals	Short-Term
4. Create promotional materials, such as brochures, newsletter, or website, to circulate around the region and among development companies and professional organizations to help attract redevelopment.	Real estate trade journals; real estate brokerages	Short-Term

Strategy 2 | Objective: Utilize the RFQ/RFP process to attract redevelopment.

Task	Potential Partnerships	Phasing
1. Assess each redevelopment site to determine whether they are "shovel ready" or require any remediation that should be noted in the RFQ/RFP process.	Village Engineer; property owners	Intermediate-Term
2. Commence with an RFQ/RFP process to accept and review redevelopment proposals for each site, ensuring they uphold the principles of the Framework and Concept Plans.	N/A	Intermediate- to Long-Term
3. Secure property options and purchase or create public/private partnership agreements for key target redevelopment sites.	Property owners	Intermediate- to Long-Term

Continued on next page.

Figure 13-1

Implementation Action Plan Matrix (continued from previous page)**Strategy 3** | Objective: Construct the Park-and-Ride facility and promote usage.

Task	Potential Partnerships	Phasing
1. Continue to maintain dialogue between the Village and Pace throughout the planning, design, and construction phases of a Park-and-Ride facility.	Pace	Short-Term
2. Collaborate with Pace and property owners with sites that have existing parking facilities to explore the potential to create temporary Park-and-Ride options until an actual facility is constructed.	Pace; property owners of sites that have existing parking facilities	Short-Term
3. Meet with businesses located within the study area to determine destination trip possibilities for a Park-and-Ride facility.	Local businesses	Short-Term
4. Use the Village website and other public/business polling methods to create a list of residents or employees that have interest in commuting to work via transit.	Local businesses	Short-Term
5. Monitor usage of the Park-and-Ride facility to gauge interest in larger capacity transit.	Pace	Intermediate-Term
6. Encourage shared parking as a means to maximize parking availability with parking demand.	Pace; property owners of existing and future uses	Intermediate- to Long-Term
7. Promote usage of an employee shuttle program to connect the Park-and-Ride facility (and potential commuter rail station) to nearby employment centers.	Pace; local businesses; shuttle services	Intermediate- to Long-Term
8. Pursue Federal and State grants and other funding sources (see pages 13-9 through 13-13) for acquisition and construction of a Park-and-Ride facility.	RTA; Metra; Pace	Long-Term

Strategy 4 | Objective: Maximize the return on previous and continued Village investment.

Task	Potential Partnerships	Phasing
1. Use the entitlement associated with redevelopment projects in the study area to increase the value of Village-owned land.	Property owners of redevelopment projects	Intermediate- to Long-Term
2. Encourage improvements to Village-owned properties that raise their values through the support of government grants and lower interest rate investments.	Property owners	Intermediate- to Long-Term

Continued on next page.

Figure 13-1

Implementation Action Plan Matrix (continued from previous page)**Strategy 5** | Objective: Secure the resources needed to provide a commuter rail station with adequate parking facilities.

Task	Potential Partnerships	Phasing
1. Continue to collaborate with elected officials at all levels of government to support the construction of a commuter rail station in Montgomery.	Local townships; Kane and Kendall Counties; State of Illinois; RTA; Metra; BNSF Railway	Long-Term
2. Reserve funds to cover the Village's anticipated costs for land acquisition and construction of a commuter rail station and parking facilities, including the proposed pedestrian tunnel.	RTA; Metra; BNSF Railway	Long-Term
3. Continue to maintain dialogue between the Village, RTA, Metra, and BNSF Railway throughout the planning, design, and construction phases of a commuter rail station and parking facilities.	RTA; Metra; BNSF Railway	Long-Term
4. Meet with property owners of the current Ozinga and Illinois Industrial Lumber properties west of the BNSF Railway to assess their potential to provide additional commuter parking (pending parking needs and availability of funding for potential extension of the pedestrian tunnel).	Property owners of Ozinga and Illinois Industrial Lumber properties	Long-Term
5. Pursue Federal and State grants and other funding sources (see pages 13-9 through 13-13) for acquisition and construction of a commuter rail station and commuter parking.	RTA; Metra; Pace	Long-Term

Strategy 6 | Objective: Create a strong sense of place in the study area through streetscape enhancements, gateways elements, and transportation improvements.

Task	Potential Partnerships	Phasing
1. Design a unified wayfinding and information signage program to establish an identity for the transit facilities and TOD.	Village Engineer; IDOT; Fox Valley Park District	Intermediate-Term
2. Integrate streetscape enhancements and gateway elements as detailed in the Framework and Concept Plans.	Village Engineer; IDOT	Short- to Intermediate-Term
3. Provide transportation improvements as detailed in the Framework and Circulation & Access Plans.	Village Engineer; RTA; Metra; Pace; IDOT; BNSF Railway; Fox Valley Park District	Intermediate- to Long-Term
4. Ensure proposed streetscape enhancements and redevelopment plans adhere to the Design Guidelines established in this plan.	N/A	Intermediate- to Long-Term

Funding Sources & Support Resources

Multiple funding opportunities are available to support implementation of the transit opportunities and redevelopment concepts outlined in this Plan. Since many elements of the Concept Plan are considered long-term opportunities, funding sources and support resources will be accessible and available throughout the implementation process. The funding sources noted below are primarily administered by state agencies. Any program listed is subject to change or elimination.

Local Municipal Funding Sources

Municipal funding mechanisms can supplement Montgomery's ability to use local revenues for potential transit and TOD opportunities. These funding mechanisms can supplement Montgomery's general revenues, capital improvement plans, and other revenue sources, such as Motor Fuel Taxes, that can be partially allocated to TOD implementation over the long-term.

- A Tax Increment Financing (TIF) District is a special area designated by the Village to make public improvements within the district that will help generate private-sector development. Taxes derived from increases in assessed property values (i.e. the tax increment) resulting from new development would either go into a special fund created to retire bonds issued to originate the development or leverage future growth in the TIF district.
- A Special Service Area (SSA) can be used for infrastructure, maintenance, or area management purposes in a geography defined by Montgomery. Such revenues can support bonding or generate a revenue stream for specific projects for the defined geography.
- A Business District (BD) can generate additional sales tax revenue for certain purposes, similar to the eligible uses for Tax Increment Financing (TIF). This approach may be appropriate for commercial and mixed use areas that redevelop for retail uses.
- Other tools, such as tax abatements that support capital projects or sales tax rebates could be applicable.

Transportation Funding Sources

Funding for transportation related implementation work is available from federal, state, and regional sources.

- The Illinois Transportation Enhancement Program (ITEP), administered by the Illinois Department of Transportation's (IDOT), is a reimbursement program for local governments applying for federal transportation funding. ITEP provides assistance to support local communities achieve their transportation initiatives and expand travel choices. The program also supports broader aesthetic, cultural, and environmental aspects of transportation infrastructure. ITEP

is comprised of 12 categories of eligible funding, including mitigation for roadway run-off and pedestrian and bicycle facilities.

- Congestion, Mitigation and Air Quality (CMAQ) Improvement funding is available via the Federal Highway Administration (FHA) and IDOT. This program is intended to reduce traffic congestion, improve air quality, improve intersections, and increase and enhance multiple travel options, such as biking and walking. These funds are available locally through the Chicago Metropolitan Agency for Planning (CMAP). More information can be found at http://www.cmap.illinois.gov/policy/transportation.aspx?ekmsel=c580fa7b_8_18_396_2
- The Regional Transportation Authority (RTA) administers the Job Access Reverse Commuter (JARC) program, a federally funded program that provides operating and capital funding for transportation services planned, designed and carried out to meet the transportation needs of eligible low-income individuals and of reverse commuters regardless of income. The RTA also administers the New Freedom program, which provides operating and capital funding for new public transportation services and public transportation alternatives beyond those required by the Americans with Disabilities Act (ADA). More information can be found at: www.rtachicago.org/jarcnf
- Through the Innovation, Coordination and Enhancement (ICE) program, the RTA provides operating and capital funding for projects that enhance the coordination and integration of public transportation and develop and implement innovations to improve the quality and delivery of public transportation. More information can be found at: www.rtachicago.org/ice
- Formerly the Chicagoland Bicycle Federation, the Active Transportation Alliance provides support services for local governments on bicycle and pedestrian programs and issues.

Community & Economic Development Support

Illinois' Department of Commerce and Economic Opportunity (DCEO) provides multiple grants and loans to local government for economic and community development purposes. Other state agencies and authorities have certain programs that could support implementation of Montgomery's plan.

- DCEO's Business Development Public Infrastructure Program provides a grant to local governments to improve infrastructure related to projects that directly create jobs. This program is applicable provided that light industrial uses are provided west of the BNSF Railway along Lake Street.
- Other DCEO programs provide affordable, low interest financing for public infrastructure improvements for economic development purposes.

- DCEO assistance in the form of participation loans is available to community and economic development corporations to serve small businesses within their defined areas.
- The Illinois Finance Authority (IFA) is a self-financed, state authority with multiple programs for local governments (among other entities). IFA can assist with bond issuance, provide low cost loans, facilitate tax credits, and supply investment capital to encourage economic growth statewide.
- The Illinois Housing Development Authority (IHDA) offers certain similarly structured programs for multi-family housing development. With different multi-family residential options outlined in the Concept Plan, IHDA programs could be partnered with private developers.
- As plan implementation proceeds, DCEO, through its Illinois Bureau of Tourism, provides grants to municipal and county governments and local non-profits to market local attractions to increase hotel/motel tax revenues.
- DCEO tourism grants are also available to private sector applicants, working with local government, to attract and host events in Illinois that provide direct and indirect economic impact.

Specific Purpose

Two state departments, the Illinois Department of Natural Resources (DNR) and the Illinois Environmental Protection Agency (IEPA), provide multiple programs for specific purposes to local governments.

- IEPA provides technical assistance and funding support, depending upon the issue. IEPA has programs intended to protect watersheds and water quality near developments and roadways utilizing federal Clean Water funds. Municipal governments can also apply for revolving low interest loans for new wastewater facilities, collection systems, and sewers. Upgrades are eligible, too.
- Just like DCEO, IEPA offers programs to improve energy efficiency.
- DNR has two programs for bike and recreational path development or renovation.
 - » The Illinois Bicycle Path Grant is a reimbursement program for multiple bike path development activities, including land acquisition, path development and renovation, and the development of support facilities for the path. This grant would be an appropriate funding source for trails along the Fox River as well as for trails leading into and through the TOD area.

- » The Recreational Trails program funds land acquisition, trail construction, and trail renovation for recreational paths/trails that can be used by multiple users.

- ☐ DNR has additional programs dedicated to open space preservation and land and water conservation.

Private & Foundation Support

Certain regional and community foundations, private sector entities, and individuals may provide grant funding to support economic development, environmental, and land use activities or study.

- ☐ The Grand Victoria Foundation (GVF) includes land use as a general field of interest to prepare grants. Taxing bodies are eligible to apply for funding, assuming any proposed program is outside of their normal scope of services. Only proposals invited by GVF are considered.
- ☐ Other potential grantors may be identified through the Donors Forum of Chicago.
- ☐ Local citizens or businesses may also provide a donation or series of donations to fund a specific local public improvement project. These projects can include funding for subsequent studies, or physical improvements and their maintenance. These activities are usually conducted under the auspices of a local public charity and may be subject to written commitment.

Intergovernmental Coordination

The complexity of coordinating multiple modes of transportation, the expense of required improvements, and the need to wisely allocate government resources all suggest the need for the Village of Montgomery to work closely with multiple local, regional, and state governments and agencies. This effort includes:

- ☐ Agreements with both Pace and Metra to address provisions for station parking, area maintenance, lighting, and other issues related to operating transit service (including a potential immediate-term park-and-ride service prior to developing the planned facility).
- ☐ Extensive coordination and cooperation with the BNSF Railway to provide for pedestrian access via the proposed tunnel and coordinate placements of train platforms and potential third mainline track.
- ☐ Continued cooperation with the Fox Valley Park District to collaborate on riverfront and open space projects as well as potential plazas and recreational space within the TOD.

- Permits required from the Illinois Commerce Commission (ICC) for a potential pedestrian tunnel and any pedestrian or roadway improvements to the at-grade railroad crossing on Webster Street.
- IDOT approvals for and review of access issues, particularly related to IL Route 31.
- Coordination with the Army Corps of Engineers and likely permitting for floodplain and potential wetlands issues within and near the TOD area.
- Coordination with the Montgomery-Countryside Fire Protection District to ensure adequate fire and safety vehicle access and arrange other fire protection related elements.
- Open lines of communications with other utilities serving the community such as Nicor and AT&T to ensure appropriate service to new development and coordination with existing service lines.

Appendix

Framework Plan Alternatives	A2
» Alternative 1	A5
» Alternative 2	A7
Visual Preference Survey Results	A9

Overview of Concept Framework Plan Alternatives

The Conceptual Framework Plan describes the general land use, design, infrastructure and transportation principles that form the basic organization structure to guide more detailed plans for the TOD Plan and Park-and-Ride planning study area in Montgomery. The preferred Framework Plan recommendations will help to establish the type, amount and character of the future development potential within Montgomery's Village Center, and its relationship to future transit facilities.

Two Framework Plan alternatives are presented, providing concepts for both the Downtown area and the Avaya site area. Below is a summary overview of both alternatives.

Alternative 1

As the study area holds the potential to be a viable location for a commuter rail station and Park-and-Ride facility, it also has the potential to evolve into a site suitable for mixed use transit-oriented development.

Commuter Rail Strategy

In Alternative 1, two options are presented for the potential commuter rail station:

- **Option A:** Is located just north of the Webster Street rail crossing along the BNSF Railway. The advantage of this location would be to allow at-grade pedestrian access to train platforms via the Webster Street crossing, which would preclude the need to build a costly pedestrian tunnel to access the platforms. Furthermore, this location has significantly better transit-oriented benefits to both businesses and future residents of the Village Center area.
- **Option B:** Is located south of U.S. Route 30 and west of the Avaya site along the BNSF Railway. This site provides no transit-oriented benefit to the Village's downtown area, and is isolated from nearby neighborhoods and future residential areas in the Village Center. Expanded opportunities for transit-oriented development in this area are limited due to environmental contamination issues associated with the Avaya site, and the cost associated with constructing a tunnel under two separate railroad tracks.

Park-and-Ride Strategy

In addition to the commuter rail station, the Framework Plan also identifies three potential options for the Park-and-Ride facility; different sites are shown to address variables such as site size, location, acquisition, and access.

- **Option A:** Reserves approximately 1 acre of the current Lyon parking site, with the remainder of the lot dedicated for potential school expansion. The location of a Park-and-Ride lot at this site provides good access and use as a future commuter lot if the train station is located

north of Webster Street as illustrated in Alternative 2. Acquisition of this site in the near term may not be feasible given the desires of the current land owner.

- **Option B:** Utilizes a vacant parking lot along the west side of Railroad Street, and possible joint use of parking for the Fire District's training facility, and possible reuse of the commercial lot immediately north of the Fire Station for additional parking. The limited widths of these sites pose design problems in establishing parking lots that can be easily accessed. Bus access to these sites would also require circulation through the adjacent neighborhood to reconnect to the existing bus route. Conversion of the lot for future commuter train users is desirable if the station is located closer to Webster Street as shown in Alternative 1.
- **Option C:** Utilizes block of parcels bounded by Mill Street, Main Street, Clinton Street, and Railroad Street. While this block provides proximity to the rail station, site acquisition from multiple owners would be required to prepare the site for parking.

Land Use Strategy

The conceptual plan promotes the expansion of the mixed use character of downtown. Based on input from the public design charrette, several blocks in the downtown are identified for future retail, office and residential uses in buildings ranging from 3-5 stories, with supportive higher density residential uses on the periphery of the core area of the Village Center. Uses along Lake Street (IL Route 31) are limited to non-residential commercial, and light industrial. As shown in Option B, there may be limited residential opportunities west of the railroad within the Lake Street "crescent" parcel, particularly given the visibility from Lake Street and proximate access to the potential commuter rail station in this area. Other notable features include:

- Mixed residential, retail, and office uses within the core Downtown area.
- Removal of industrial and auto-oriented uses from the Village Center.
- Building heights that help provide density to support transit, but respect existing heights of adjacent buildings.
- Expansion of commuter parking west of the railroad tracks near the Webster intersection.
- Potential to support retail/office/light industrial uses along Lake Street.
- Non-residential uses within the Avaya site (unless residential uses are deemed feasible).

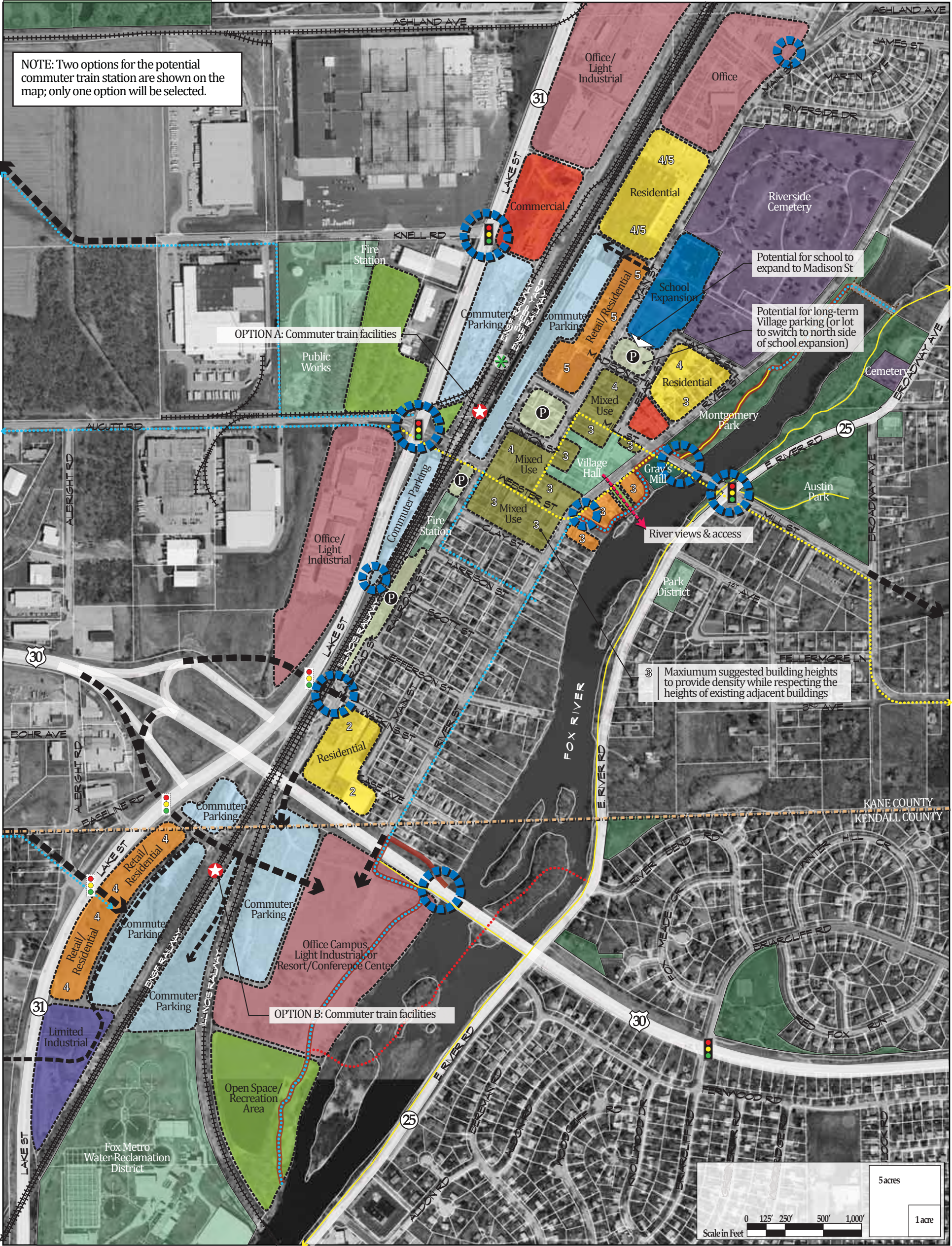
- ☐ Creation of a public open space/recreational area over the brown-field site capped at the southern end of the Avaya property.
- ☐ Significant expansion of the pedestrian and bike trail system along the riverfront, including a riverwalk and connections to river island open spaces and linkages with existing residential neighborhoods.
- ☐ Premium streetscape enhancements along Lake Street and other major streets.
- ☐ Reuse of the VFW site for a signature riverfront public space.

Alternative 2

Alternative 2 is similar to the first alternative except for a few key elements. The most significant difference is the location of the train platforms in Option A, which shifts them further north along the BNSF Railway with an approximate alignment with Taylor Street to the east. This location would require the need to construct a pedestrian tunnel to access the platforms. While a pedestrian tunnel would be a major expense and undertaking, this location for the train platforms would allow the commuter parking lots to be concentrated in a single area along the east side of the railroad (primarily within the parcels currently occupied by Lyon Workspace Products and Stafford Auto).

Land use, transportation, and urban design elements immediately adjacent to the train platform area are also modified but generally maintain a mixed use character as described in Alternative 1. Other notable features include:

- ☐ Elimination of the Park-and-Ride lot on the Lyon parking lot, providing for additional expansion of potential school site.
- ☐ Expansion of higher density residential use along Main Street.
- ☐ Additional commercial retail development along Lake Street.
- ☐ Elimination of residential uses along south Lake Street on the “crescent” parcel.



Base map provided by the Village of Montgomery.

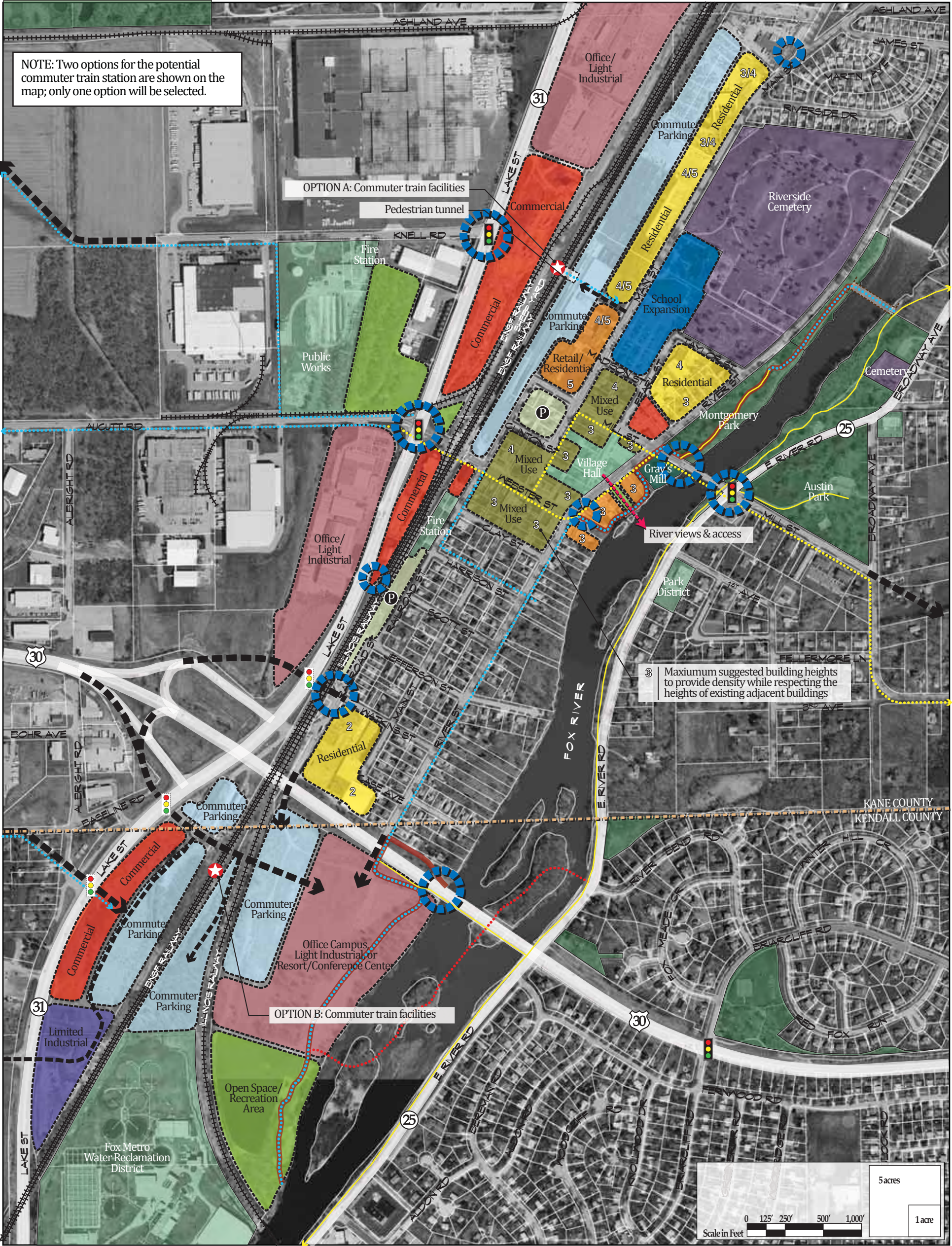
Prepared by the Consultant Team of:

	Commuter Parking		Mixed Residential, Retail & Office		Trails (existing)		Potential Road Extension
	Park-and-Ride Facility		Office/Light Industrial		Trails (approved but not installed)		Traffic Signal (existing & proposed)
	Residential		Limited Industrial		Trails (proposed)		Gateway Feature
	Retail/Residential		School Expansion		Trails (potential island connections)		Potential Riverwalk
	Commercial		Open Space/Recreation Area				

Framework Plan - Alternative 1

TOD Plan & Park & Ride Location Study | Village of Montgomery, Illinois





Base map provided by the Village of Montgomery.

Prepared by the Consultant Team of:

ITRCA

URS

MTRO

	Commuter Parking		Mixed Residential, Retail & Office		Trails (existing)		Potential Road Extension
	Park-and-Ride Facility		Office/Light Industrial		Trails (approved but not installed)		Traffic Signal (existing & proposed)
	Residential		Limited Industrial		Trails (proposed)		Gateway Feature
	Retail/Residential		School Expansion		Trails (potential island connections)		
	Commercial		Open Space/Recreation Area		Potential Riverwalk		

Framework Plan - Alternative 2

TOD Plan & Park & Ride Location Study | Village of Montgomery, Illinois

Last revised: March 3, 2009





RESULTS

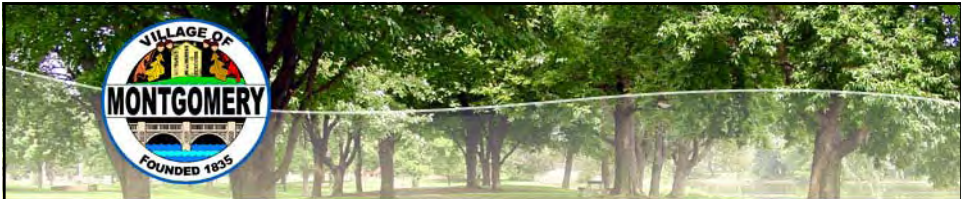
Park & Ride/TOD Plan Visual Preference Survey

December 9, 2008
Presented by the Consultant Team of:



Goals

- Stimulate discussion regarding design
- Establish an “image consensus”
- Provide direction for future development



Voting Tips

- Disregard variations in images, such as;
 - Picture quality
 - Distance/framing of picture
 - Changes in seasons
- Primary focus is **architecture - building design, streetscape, and signs**



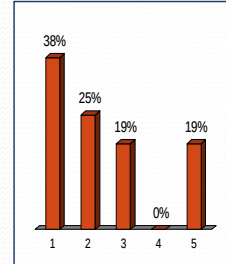
Voting Process

- Voting will be on a scale of 1 to 5



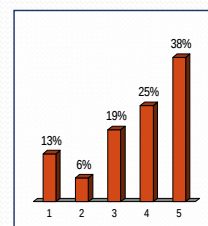
- Keypad Instructions
 - Firmly press the button (1-5) that corresponds with your choice on the screen
 - Votes are anonymous
 - If you make a mistake or change your mind, vote again, as long as the polling is open. Your last vote is the vote that is counted.

Test Slide: How do you rate this image?



Avg. = 2.38

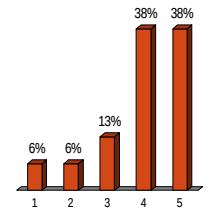
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Avg. = 3.69

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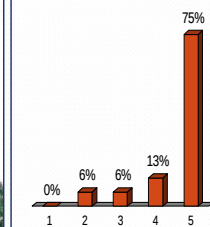
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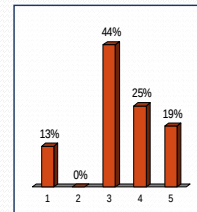
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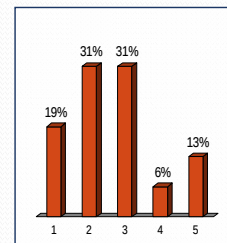
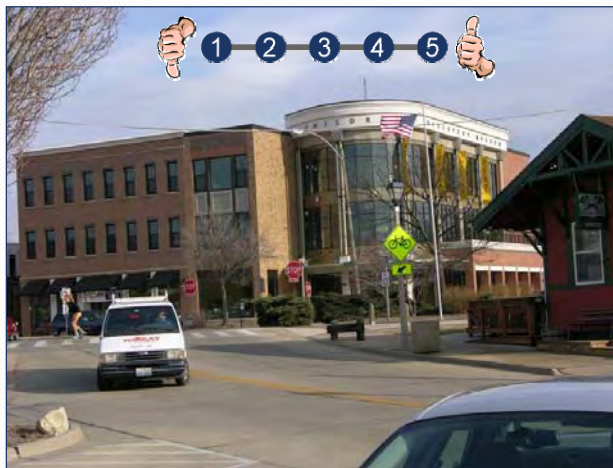
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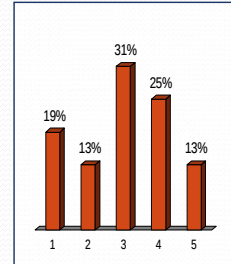
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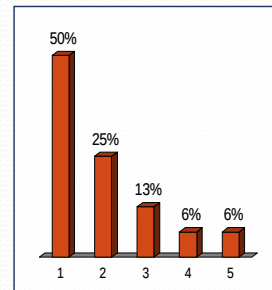
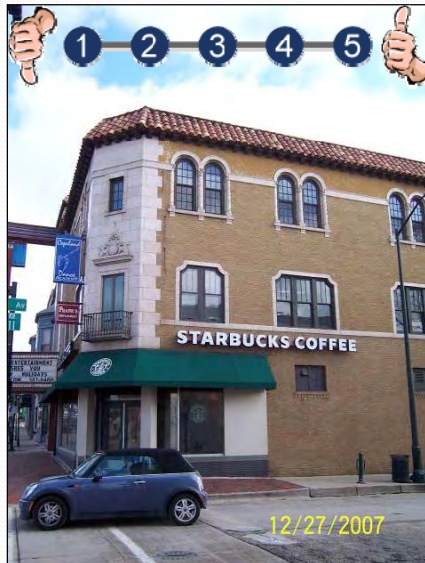
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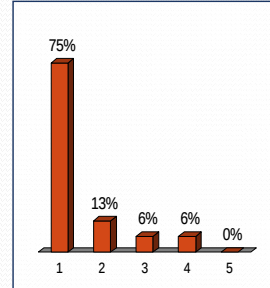
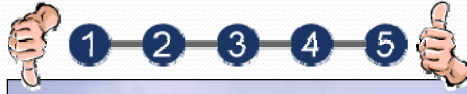
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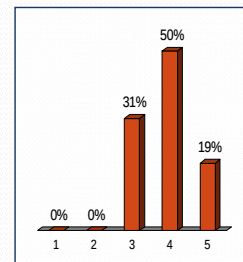
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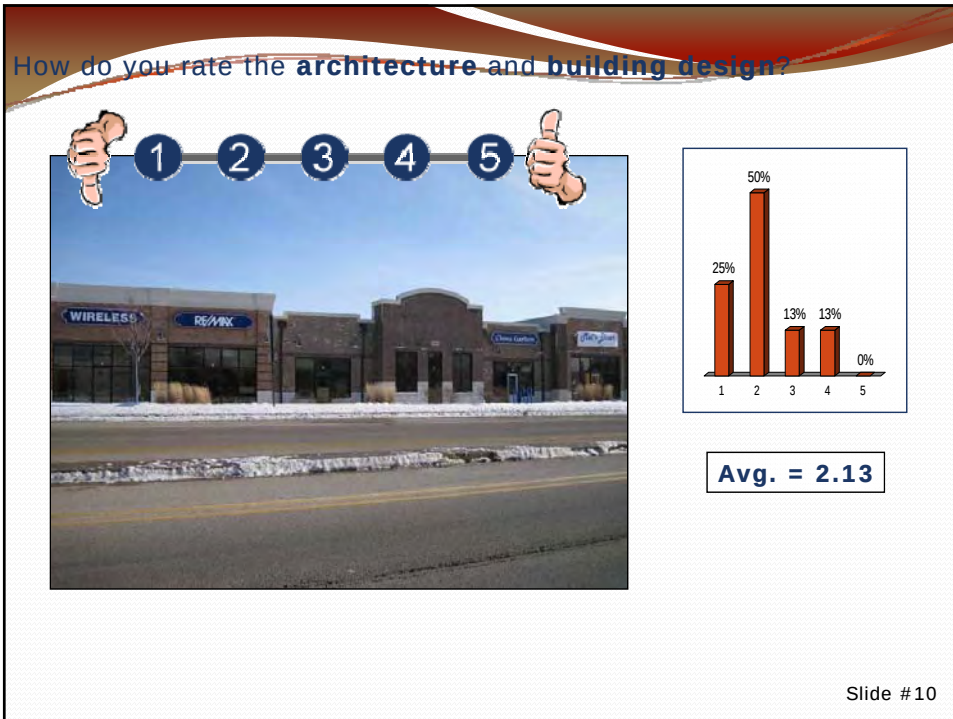
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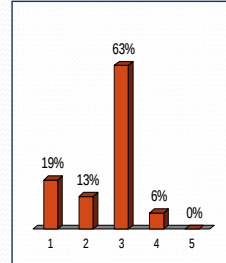


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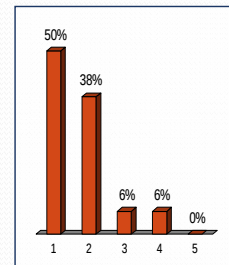
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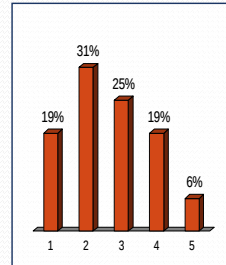
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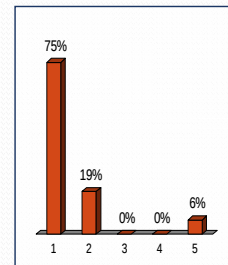
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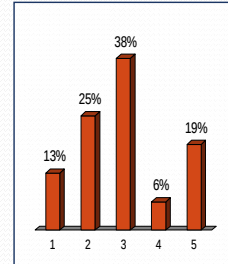
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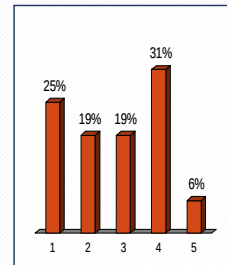
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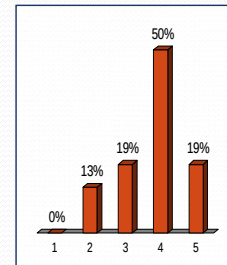
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Avg. = 2.75

Slide #17

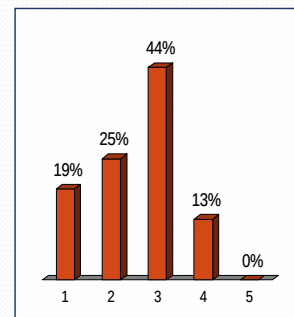
How do you rate the **architecture** and **building design**?



Avg. = 3.75

Slide #18

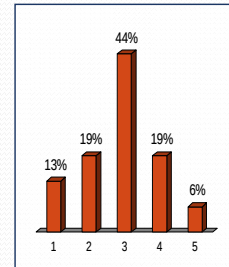
How do you rate the **architecture** and **building design**?



Avg. = 2.50

Slide #19

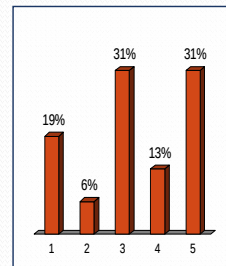
How do you rate the **architecture** and **building design**?



Avg. = 2.88

Slide #20

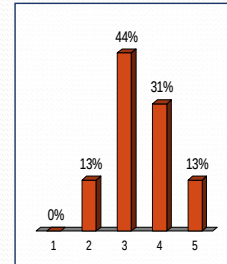
How do you rate the **architecture** and **building design**?



Avg. = 3.31

Slide #21

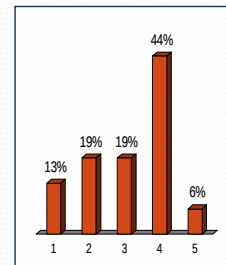
How do you rate the **architecture** and **building design**?



Avg. = 3.44

Slide #22

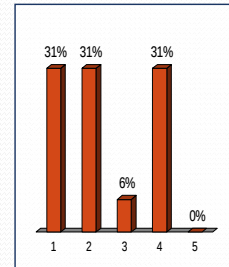
How do you rate the **architecture** and **building design**?



Avg. = 3.13

Slide #23

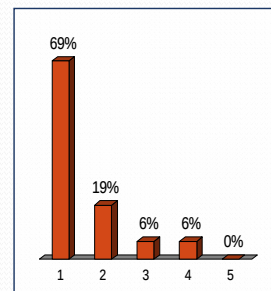
How do you rate the **architecture** and **building design**?



Avg. = 2.38

Slide #24

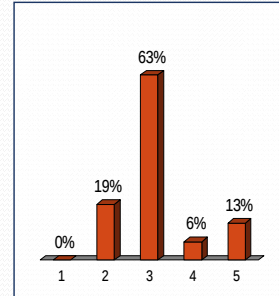
How do you rate the **architecture** and **building design**?



Avg. = 1.50

Slide #25

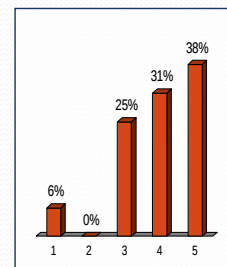
How do you rate the **architecture and building design**?



Avg. = 3.13

Slide #26

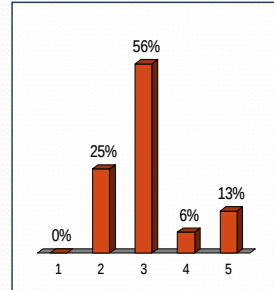
How do you rate the **streetscape**?



Avg. = 3.94

Slide #27

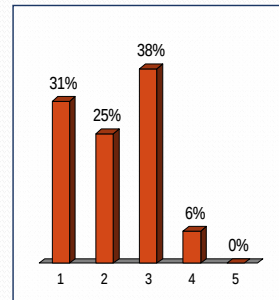
How do you rate the **streetscape**?



Avg. = 3.06

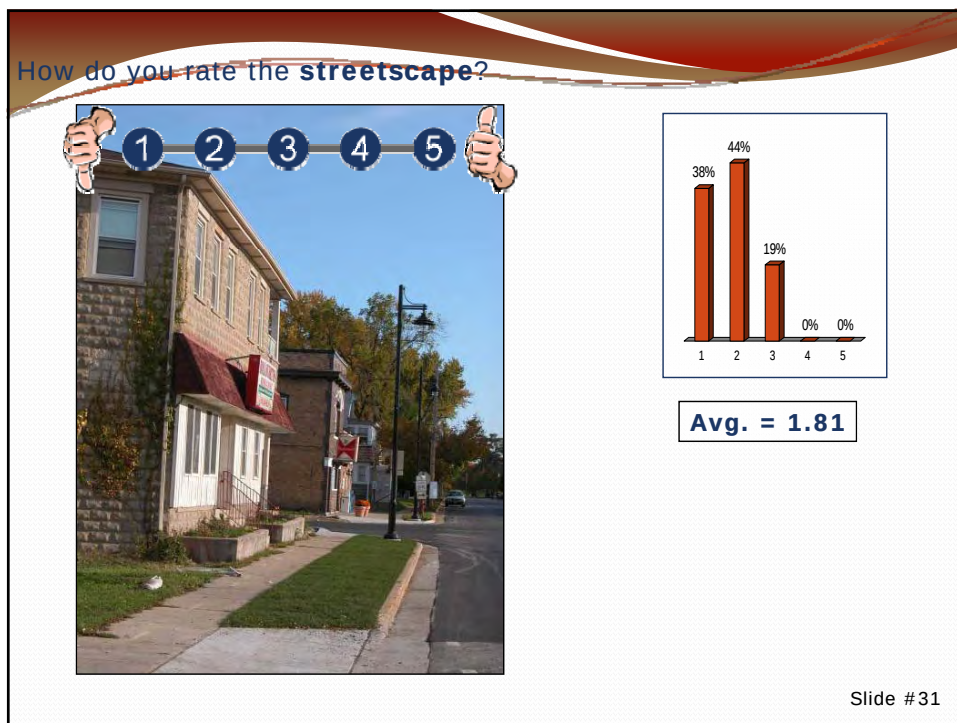
Slide #28

How do you rate the **streetscape**?

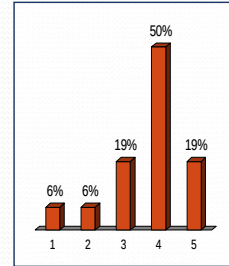


Avg. = 2.19

Slide #29



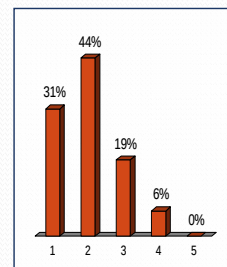
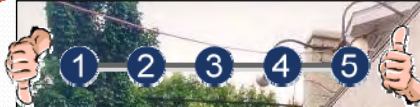
How do you rate the **streetscape**?



Avg. = 3.69

Slide #32

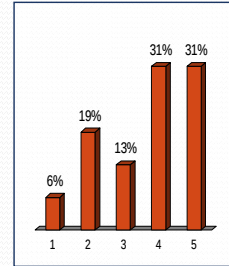
How do you rate the **streetscape**?



Avg. = 2.00

Slide #33

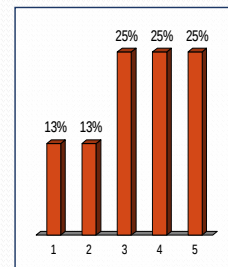
How do you rate the **streetscape**?



Avg. = 3.63

Slide #34

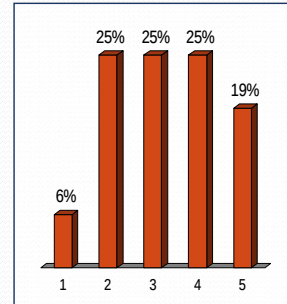
How do you rate the **architecture and building design**?



Avg. = 3.38

Slide #35

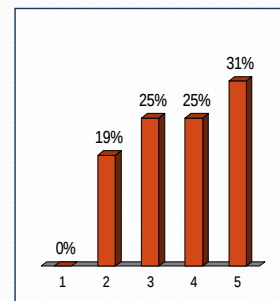
How do you rate the **architecture** and **building design**?



Avg. = 3.25

Slide #36

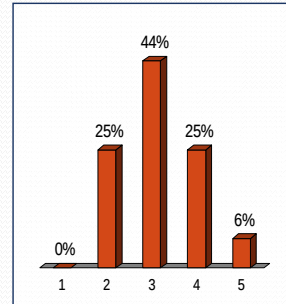
How do you rate the **architecture** and **building design**?



Avg. = 3.69

Slide #37

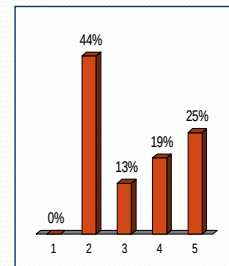
How do you rate the **architecture** and **building design**?



Avg. = 3.13

Slide #38

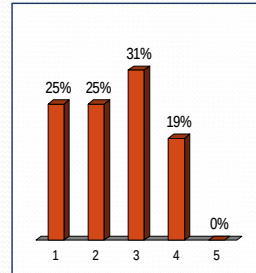
How do you rate the **architecture** and **building design**?



Avg. = 3.25

Slide #39

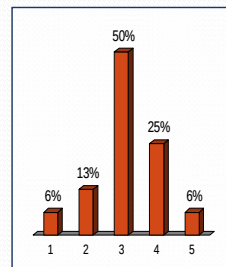
How do you rate the **architecture** and **building design**?



Avg. = 2.44

Slide #40

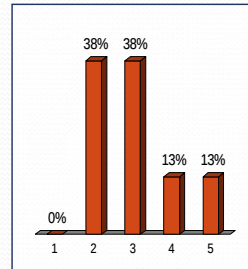
How do you rate the **architecture** and **building design**?



Avg. = 3.13

Slide #41

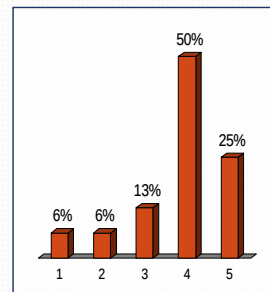
How do you rate the **architecture** and **building design**?



Avg. = 3.00

Slide #42

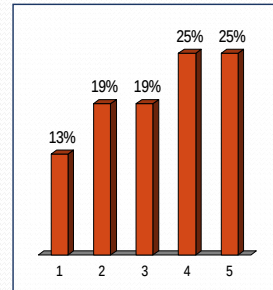
How do you rate the **architecture** and **building design**?



Avg. = 3.81

Slide #43

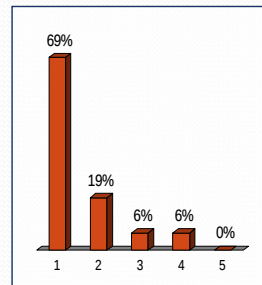
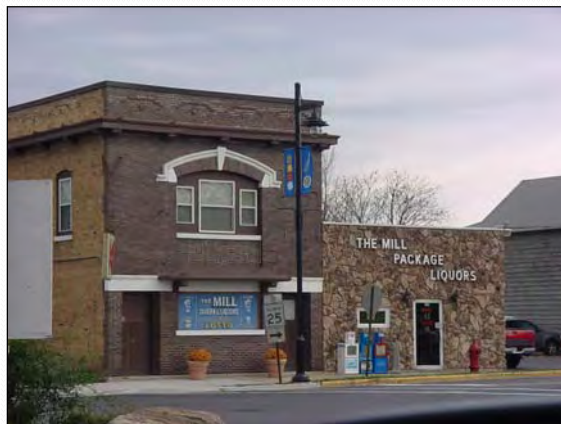
How do you rate the **architecture and building design**?



Avg. = 3.31

Slide #44

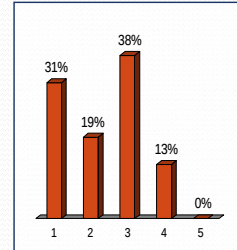
How do you rate the **signs**?



Avg. = 1.50

Slide #45

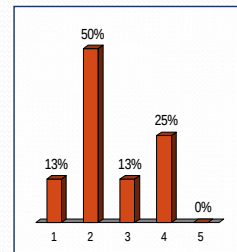
How do you rate the **signs**?



Avg. = 2.31

Slide #46

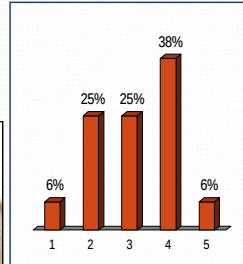
How do you rate the **signs**?



Avg. = 2.50

Slide #47

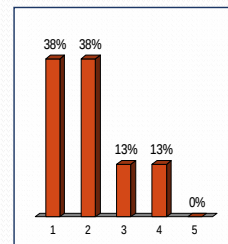
How do you rate the **signs**?



Avg. = 3.13

Slide #48

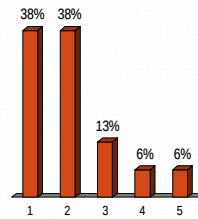
How do you rate the **signs**?



Avg. = 2.00

Slide #49

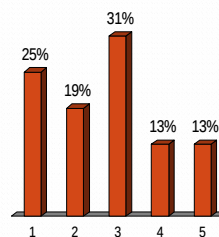
How do you rate the **signs**?



Avg. = 2.06

Slide #50

How do you rate the **signs**?



Avg. = 2.69

Slide #51