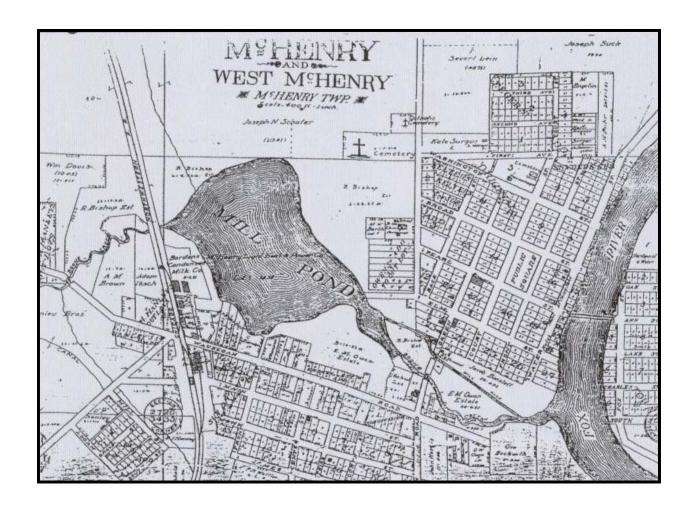
# Core-Downtown Sub-Area Plan

City of McHenry



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Adopted by the McHenry City Council on August 31, 2009



## This document was created by the City of McHenry Community Development Committee and Construction and Neighborhood Services Department

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#### **CITY OF MCHENRY**

#### **Core-Downtown Sub-Area Plan**

#### 2009

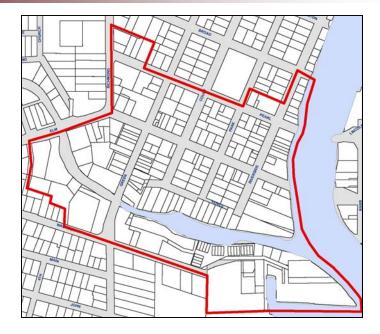
#### **Table of Contents**

Chapter 1 Introduction	. 4
Location Map	4
Chapter 2 Core-Downtown Vision	. 5
Existing Land Use Map	6
Chapter 3 Public Participation and the Planning Process	.7
SWOT analysis	8
Walking Survey Results	
Chapter 4 Evolution of Downtown	. 10
Chapter 5 Land Use and Development Needs	.12
Future Land Use Plan	
Chapter 6 Streetscape Improvements	. 16
Chapter 7 Transportation Circulation and Parking Improvements .	.18
Parking Count Plan	20
Chapter 8 Implementation	. 21

#### Introduction

The core downtown sub-area is encompassed by Green Street, Illinois Route 120, Riverside Drive and extends north and south of Illinois Route 120 and east to the Fox River. The core downtown sub-area is defined by its proximity to the water and capitalizing to the fullest extent on this terrific natural resource. In addition, the core downtown includes many opportunities for investment and redevelopment.

The vision and goals derived from this plan were formulated through a citizens' input process and the basis of the goals are derived from the values expressed by McHenry citizenry through that process. The specific goals of the plan are outlined in Chapter 2, Core Downtown Vision.



It is our challenge as a community then to bring back and reconnect McHenry as one thriving downtown. As explained in Chapter 4, The Evolution of Downtown, the vision to ultimately realize, is one that brings downtown back to what it once was, a bustling center of activity for the community. This would allow the downtown to endure the ups and downs in the market place, as well the different trends that come and go, and to remain the viable self-sustaining central core of the community.

The Core Downtown Sub-Area Plan's vision focuses on the following central concepts: sustainability, walkability, connectivity, livability and establishment of a friendly place for children and families alike. The Plan seeks to find ways of maintaining the area's quaintness and charm, historical character and integrity and pedestrian orientation.

#### **Core-Downtown Vision**

The Core Downtown Sub-Area Plan is a statement of expectations and confidence. It is a realistic assessment of the problems that face McHenry's central community. It also identifies a series of development opportunities which, if pursued, will transform the downtown area into an exciting place for people to live, as well as work, shop and enjoy entertainment. Every downtown plan has a vision and a vision statement which encompasses the primary values of the community for its downtown.

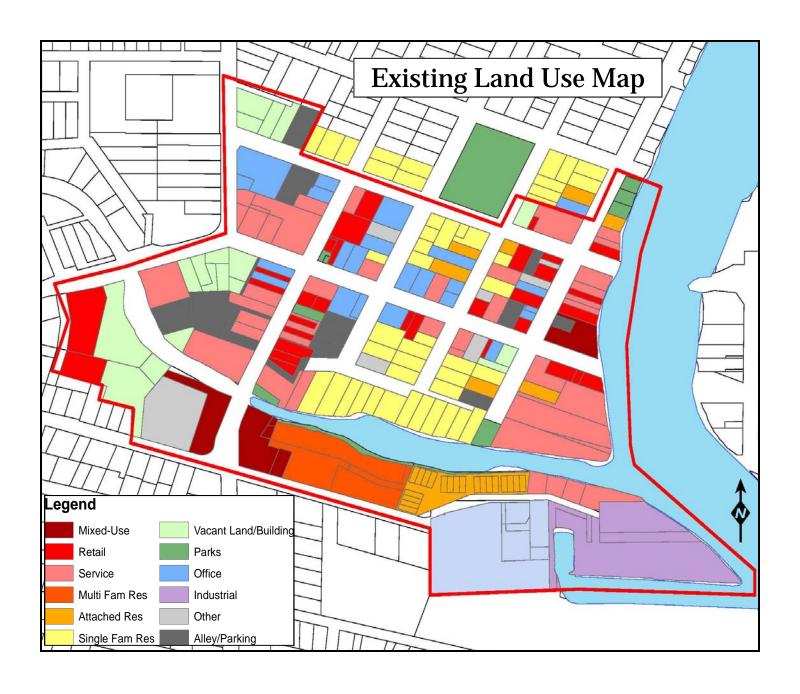


## The vision of the Core Downtown Sub-Area is as follows:

Historic downtown McHenry connects the community to its small town roots. Providing a wide variety of community-oriented businesses downtown blends retail, professional services, civic and residential uses into an unique and dynamic neighborhood that attracts people of all ages.

The following Core Downtown Sub-Area goals will assist in realizing this vision and implementing the major development proposals contained in this Plan:

- Create and develop downtown as a "central place" as the physical and social heart of the community;
- Enhance retail, restaurant and entertainment facilities and build-on and complement what already exists;
- Integrate transportation networks, including: pedestrian, bikes, traffic, parking and transit;
- Enhance and encourage public buildings and cultural facilities in the downtown;
- Encourage additional downtown housing and mixed-use development opportunities;
- Improve the streetscape along Illinois Route 120 to make this stretch of roadway more pedestrian-friendly;
- Consider traffic-calming measures on Green Street to allow people to feel free to utilize the Riverwalk as well as existing businesses;
- Link the core downtown to the Main Street Historic District and Main Street area of downtown;
- Identify opportunities for competitive economic investment-particularly along the Riverwalk;
- Work with the businesses of Green Street to form a common association;
- To identify and recognize sustainable assets in the Core Downtown Sub-Area; recognize how asset-synergy can be maximized, remove barriers that hinder asset-synergy, and institute strategies for sustainability.



## Public Participation & the Planning Process

One of the goals at the outset in creating a plan for the Core Downtown Sub-Area was to engage the local citizenry and gain meaningful public input throughout the entire course of the planning process.

Two community design workshops were held and began with a SWOT (strengths, weaknesses, opportunities and threats) Analysis. Those results are included within the body of this plan. Following, the groups discussed the overall vision for the Core Downtown Sub-Area. In addition, workshop participants provided numerous recommendations for improving downtown through a mapping exercise. Participants mapped-out and provided a visual representation on what improvements/land uses they would like to see and where. From the workshop results, the Committee and Staff were able to refine the comments into goals and objectives.

As part of phase II of the public participation process, in January 2009 staff conducted walking surveys of people using the downtown area, either workers or patrons of one of the many shops or restaurants. The surveys were intended to reflect the views of the people that actually use the area and incorporate the findings into the plan. The purpose here was also to capture people who didn't necessarily attend the workshop meetings and may not live in the area. Those results are also included in the body of this plan. The last step in the public participation process was a public hearing before the Planning and Zoning Commission. The purpose of the public hearing was to give the public a proposed finished product, in the form of a written and visual plan for the Core Downtown Sub-Area.

## Strengths

Riverwalk
Fox River/Boone Creek
High Traffic Flow
Restaurants
Theater
Historic Buildings
New Commercial Activity
Small Town Atmosphere
Landscaping/streetscape
2 Banks
Walkability
City Events hosted in the downtown
Parks
Centralized

## Opportunities

Completed Riverwalk

New Businesses
Capitalize on old buildings and Historic Dist
Restaurants
Convenient Store for downtown residents
More Public Piers
Renovate and restore building facades
Public Events hosted Downtown

Center for Arts
Access to Bike Path
Recreation
Public Transportation/Trolley
Enhance Pedestrian Access

## Vision

Increase Density
Connection of Downtown Areas
Entertainment
Clean Air
Transportation System
More public boat parking
Sanitation Department Relocation
Variety of Businesses and Restaurants
More Parks/Green Space/Recreation
In Fill fit in with the area
Cultural Center/Community Theater/Performing Arts

## Weaknesses

Parking
Buildings/facades need restoration
Buildings/facades need restoration
Sanitation Department Location
Traffic on Rt. 120 and Rt. 31
Lack of Parking Enforcement
Lack of attractions/No draw
Need to clean/dredge Boone Creek
Pedestrian crossing of 120
Lack of Metra Service to the area
Lack of Visitors Center
Signage
Retails hours need to be uniform
No Sense of place

## Threats

Vacant Storefronts
Economy
Disconnected Downtown Area
Dilapidated buildings
Resistance to renewal/change
Lack of Metra Service to the area
Unaffordable Rentals
Commercialization over Quaintness
Big Box Businesses
Bikes and skateboards on the Riverwalk

Walkablity/Pedestrian friendly
Government Incentives
Increased Parking
Clean River
Bike Path/link to larger system
Water Taxi
Something to draw people
Water Rental/ Water Recreation
Focus on Children and Families
Government Incentives
Focus on Children and Families

#### Riverside

#### Elm Street/Route 120

#### **Greet Street**

#### What brings you to the downtown?

Dentist II Shopping Shopping
Lunch & Wine store Work IIIII Work IIIII II
Work IIII I Insurance Lunch
Laundry

#### What places/stores do you go to when in the downtown?

Restaurants II
Wind Hill III
Fox Hole
Bimbos II
Little Chef II
After the Fox
Corkscrew Point
Shop-n-go II
Trading Post
Stores/Shops
Tres Belle Boutique
Riverside Bakery III
Church
Barkery III

All of them II None Restaurants Stuc's Benjamin Moore Antique Shops Resale Shops

Bakery

Parking II

Traffic II

Trendsetters II
Some other Nuts III
Bank III
White River Junction III
Resale - Pink Door
Thai Restaurant II
Bookstore IIII
Green Street Cafe
Concerts in the Park
Restaurants
Riverside Bakery

Restaurants
Riverside Bakery
Barkery
McHenry Favorites
Little Chef

Minute Man Press

Parking IIII

Traffic IIII

#### What do you think could be improved in the area?

Parking III
Traffic
Snow removal II
More independent local stores II
Improve Historic Façades II
Better Press coverage
Uniform business hours

Needs a draw

Wonder Bread

Joey T's

1<sup>st</sup> Generation New Clothes

Too much Resale

S. Riverside homes are dilapidated

Connect the 3 downtowns

Riverside drainage

More events

Short & Long term goals for area
The crosswalk button on Riverside
Drive is not working. Add
timers onto crosswalks

Snow removal
Needs an old style Hardware Store
Improve Historic Façades
Better Press coverage
More Ads in the paper
Venice connection to Green Street
or Riverside Drive
Italian Theme on Venice
Sidewalks/Streetscape II
Downtown Newsletter

City Newsletter Online

Snow Removal II
More independent local stores IIII
Improve Historic Façades
Better Signage II
Uniform Business Hours
Needs a draw
Building maintenance
More foot traffic
Outside Seating at restaurants
Better mix/balance of retail

#### Where are you from?

McHenry IIII III
Johnsburg II

like in Chicago

McHenry IIII Woodstock South Elgin Roselle Wauconda

McHenry IIIII I Crystal Lake II Lakemoor Johnsburg

#### **Evolution of Downtown**

The Core Downtown Sub-Area is undergoing a transition, what once was a bustling center of activity has become somewhat of a ghost town. With the development and subsequent success of the north Route 31 (Richmond Road) shopping corridor, downtown has taken a back seat. The Richmond Road Shopping Corridor has pulled some of the life away from downtown. Downtowns across the United States (McHenry included) have experienced or are experiencing a transition, redevelopment, revitalization, to bring back what once was. This chapter will examine the evolution of downtown McHenry, the importance of downtown to the community as a whole and what problems have plagued downtowns across the nation.

Downtowns are historically located along rail corridors, waterways or other means by which goods and services are produced and transported. The Core Downtown Sub-Area grew along a body of water called the Fox River, while another portion of McHenry's downtown grew along a rail corridor. The first McHenry County seat was located in the Core Downtown Sub-Area on Riverside Drive, formerly Water Street in 1837. Water Street became one segment of downtown McHenry while Centerville, now Green Street, was the second. A 60-acre mill pond created by Daniel Owen, who operated a gristmill and sawmill along Boone Creek, lied between Centerville and West McHenry, formerly Gagetown, or the third component of the City's downtown.

With the arrival of the railroad in 1854 Gagetown grew and expanded with business after business choosing to locate on this stretch of dirt road (Picture-1). This expansion and growth also spread to the Centerville and Water Street areas of downtown, with businesses locating and experiencing a vast amount of public support. Train riders came to McHenry to get away from the urban fast pace and to enjoy all that this river town had to offer.



Picture-1



Picture-2

The mill pond became a recreation destination of sorts, with people boating, fishing and swimming during the summer months (Picture-2). Landmark School, constructed in 1894, was the central gathering place for schoolchildren both primary and secondary in McHenry until McHenry High School on Green Street was constructed in 1924 (Pictures-3 on opposite page).

Downtown brought people together, served as the focal point of the community's identity and espoused the historical and cultural values of the people during that time period. In the early 20<sup>th</sup> century, Water Street now Riverside Drive was a hub of activity with people enjoying the Fox River or having lunch at a local eatery (Picture-4). The Riverside Hotel, circa 1869, featured different forms of entertainment which attracted additional people to this area (Picture-5) and along Green Street people could enjoy various farming equipment on display at the William Stoffel Implement Company (Picture-6) (Machaj, Landen Sandra Images of America McHenry and McCullom Lake).

The following are problems which have afflicted older downtowns across the United States.

- The first is the change in markets, the evolution of the big box retailer and internet sales.
- Downtown has become congested with traffic and parking within the downtown does not meet the demands of our auto-dominant society;
- Obsolescence has taken its toll on older historic structures and the lack of investment in downtown buildings is coming full circle;
- Infrastructure has aged and the mix of land uses has been altered. Office and service uses have overtaken retail as the primary users in the downtown area;
- Aesthetic issues and the lack of a unified marketing effort between businesses to promote the downtown have resulted in a decrease in business for downtown business owners (Pointner, "Pete" N.J. <u>Planning Connections Human, Natural and Man Made</u>).

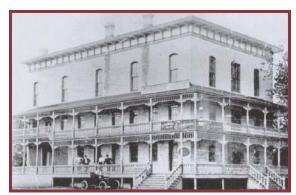
People identify with a downtown and the history associated with it. A downtown is and always will be the heart and soul of the community.



Picture-3



Picture-4



Picture-5



Picture-6

## Land Use Pattern & Development Needs

In order to maintain, as well as increase, its viability and sustainability the Core Downtown Sub-Area Plan needs to adopt a land use pattern which consists of a diversity of land uses and key areas for development and redevelopment. One of the primary land use goals of this plan is to bring people back to the downtown, visiting, shopping, eating, recreating and living. Currently, the Core Downtown sub-area contains a variety of land uses, including: retail, office, residential, restaurant and service uses (see Existing Land Use Map).

For planning purposes, the Core Downtown Sub-Area has been divided into three functional areas:

- West of Green Street and south of Illinois Route 120;
- East of Green Street and south of Illinois Route 120; and
- North of Illinois Route 120.

Each of these areas can be considered separately and then tied together. In addition, another goal of the Core Downtown Sub-Area is to functionally link the core area of downtown (including Green Street and Riverside Drive) to the Main Street area of downtown. This physical separation does present challenges in planning for a unified downtown.

The Fox River and Boone Lagoon connect the Green Street and Riverside Drive areas of the Core Downtown sub-area. In addition the pedestrian bridge provides a physical connection from the Riverwalk along Green Street to south Riverside Drive (Picture-7). This connection point is the key physical link to these two streets but how do Green Street and Riverside Drive relate and how are they connected to the Main Street, old West McHenry area of downtown?



Picture-7

As depicted by the future land use map, the area west of Green Street or the "Historic" section of the Riverwalk contains residential, civic, commercial, as well as public land uses. The key parcels include the McHenry Savings Bank property and the Sullivan/Vazzano Property. Both of these properties will define this area. In addition, the old Pearl Street Bridge will be placed across Boone Lagoon in this section. This will serve as an important physical connection between the McHenry Savings Bank Property and the Sullivan/Vazzano properties.



Picture-8

Landmark School is designated as a future tourism and visitors' bureau (Picture-8). This is an important physical historical structure in the City and will serve as the future gateway and physical link to the City's Historic District and West McHenry.

East of Green Street and south of Boone Lagoon is the "Residential" portion of the Riverwalk. This is evident in all of the proposed future residential land uses in this corridor. In the future, when the central wastewater treatment plan is abandoned, the wastewater property will be the marquee property of this area. Potential redevelopment of this property should include public and private land use types to draw people to this beautiful peninsula.

Like the wastewater treatment plant site the historic Dobyn's property is designated for mixed-uses which include: residential, retail, restaurant and potentially an arts and entertainment center. In addition the historic Dobyn's property will serve as a premier public gathering space. Along with the planned Riverwalk is an area designated for future open space with various amenities to be located on the point of the property. The areas adjacent to the lagoon serve as the primary residential living areas for future downtown residents.

In order to maintain a balance of land uses, a thriving sustainable downtown needs some non-retail users to generate a working population base within the downtown. The two block area between Riverside Drive and Court Street south of Illinois Route 120 has been designated as professional offices. In addition, the recommendations that Park Street south of Illinois Route 120 is vacated and Venice Ave. be extended through to Riverside Drive are included. This allows a potential developer to construct a downtown office park of sorts with on-site parking.

The areas directly adjacent to Green Street east and west are designated for local retail and restaurant users. The existing users can be complemented with new users. It should also be stressed that the McHenry Downtown Theater is a staple in the downtown area and is recommended to stay downtown (Picture-9) to allow day and night traffic to utilize downtown and also spur complimentary businesses to the downtown area.



Picture-9

Planning area three, located north of Illinois Route 120, can best be described as an area in transition. A variety of land uses currently exist including: offices, retail, mixed-uses and service-oriented uses, all interspersed with single-family residential and attached residential. The area north of Illinois Route 120 will most likely not vary much from what it is now to five years

from now. The area along Riverside Drive and to some extent along Pearl Street between Riverside Drive and Park Street should remain local retail and restaurant-type land uses. Currently, there are mixed-uses and service uses along these areas; but in a viable and sustainable economy, these areas should be retail in nature and the non-retail service-based uses and residential should be concentrated along Park Street and Court Street.

In addition, Green Street north of Illinois Route 120 can sustain additional non-service based-uses but these should be limited to a couple of retail businesses, mixed-use or restaurant uses. In order to have a sustainable downtown, a variety of land uses properly located is required. Because the area is in transition the ideal land use pattern is not currently evident and is depicted through the hodge-podge nature of development north of Illinois Route 120.

One of the challenging properties located in this sub-area is the property at the northeast corner of Pearl Street and Richmond Road (Illinois Route 31). The reason this property poses a unique challenge is because of its proximity to downtown, its location along a major roadway and the fact that it lies in the middle of what is an older McHenry neighborhood. The future land use map designates this area as attached residential. The land use on this property needs to dictate the land use pattern traveling north on Richmond Road to Washington Street prior to entering the City's major retail district.

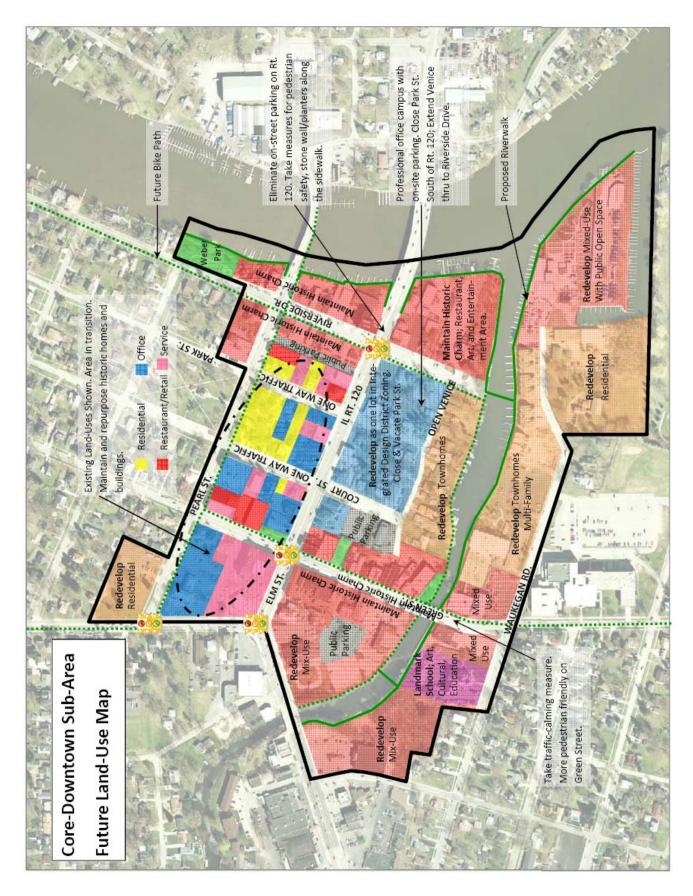
Planning area three is and will continue to be an area in transition, which is in contrast to the area south of Illinois Route 120 which has more opportunities for redevelopment and reinvestment and may spur similar redevelopment north of Route 120 in the future.











### Streetscape Improvements

Appropriate streetscape improvements provide a pleasant and unified pedestrian shopping environment in downtown areas and are another key aspect to maintaining sustainability in the downtown area. Key aspects of a streetscape program include: sidewalks, landscaping, lighting, way-finding signage and street furniture. Building façade improvements are also an integral part of a streetscape planning system. How a building relates to the street is very important to downtown development and redevelopment and encouraging pedestrians to utilize a downtown is vital. Buildings closer to the street with the parking in the rear are considered more pedestrian-friendly than buildings setback from the street with parking in front. This type of development will not facilitate drawing people to a downtown and walking, but encourages people to drive from store to store which does not make for a healthy and sustainable downtown area.

While there are multiple pedestrian crossings on Green Street, due to all the traffic, drivers are not overly willing to stop and allow people to cross. This problem is not uncommon within a downtown as most downtowns have been designed with the automobile and not the pedestrian in mind. This poses an inherent problem in attracting people to the downtown area and making them feel safe within the downtown, and measures should be considered as potential solutions.

One such solution is to improve the streetscape along Green Street to promote a more pedestrian-friendly atmosphere. Potential improvements may include: increasing street plantings, designing building facades with a pedestrian focus, or pushing buildings towards the street. Neumann Park, located on the east side of Green Street south of Illinois Route 120, is currently an underutilized asset which has the potential of becoming a key gathering space along Green Street.

In addition to Green Street, Elm Street (Illinois Route 120), which connects Green Street to Riverside Drive, is also very automobile-dominant. The stores along this stretch suffer heavily because a pedestrian-oriented focus is lost amidst the traffic congestion. Similar streetscape improvements should be considered along this section of Illinois Route 120, with a potential solution being a wall or physical separation between the pedestrian and traffic along Route 120 to create that sense of physical separation between the sidewalk and roadway areas. This physical separation will allow pedestrians to feel more safe and comfortable in shopping along this corridor.

Off-street parking will increase the viability of these businesses because parking on a state highway is not seen as a particularly safe thing to do. If the on-street parking is eliminated, the sidewalk could potentially be expanded which would again give this perception of safety to pedestrians patronizing the businesses along this stretch of roadway. Further, additional street plantings and/or planters should be considered as a means of breaking up the concrete. The same streetscape-type improvements should be considered along Riverside Drive.

In addition to the streetscape improvements suggested, one of the other concerns expressed through the planning process was way finding signage. This includes a signage program that clearly delineates parking areas and different parts of the downtown. By implementing a comprehensive signage program within the downtown, motorists that do travel in automobiles can easily be guided to appropriate parking areas.



## **Transportation Circulation & Parking**

Efficient traffic movement within the downtown is crucial so as not to allow the automobile to be the primary presence. In order for a downtown to remain sustainable efficient transportation, circulation, parking and pedestrian movement is required. Downtown roadways which are characterized as heavily traveled at all times of the day will negate pedestrian traffic particularly in a suburban context. In a major city downtown roadways are expected to be highly utilized but at the same time they are designed to be this way. A suburban downtown setting like McHenry does not have roadways which are designed to accommodate constant traffic flow

The existing Core Downtown sub-area circulation pattern is characterized by two-way downtown streets bisected by a five-lane state east-west highway (Illinois Route 120). Illinois Route 120 is a major east-west state arterial which links McHenry County to Lake County. The average daily traffic along this roadway is approximately 24,000 vehicles (2004 traffic counts). Currently, Green Street is characterized as a major north-south arterial in the City of McHenry which connects the City's two primary east-west arterial roadways, Charles Miller Road and Illinois Route 120. The average daily traffic along Green Street is approximately 8,000 vehicles (2004 traffic counts).

In 2011, the intersection of Richmond Road (Illinois Route 31) and Elm Street (Illinois Route 120) will be improved, with lane widening and multiple turn lanes. In addition, the City is planning an eastern by-pass which includes improving the intersection of Bull Valley Road and Front Street (Illinois Route 31) east to Illinois Route 120. With these two traffic improvements, the congestion on Green Street will most likely be reduced. This is a result of vehicles not choosing Green Street, from Charles Miller Road on the south to Illinois Route 120 on the north as somewhat of a cut-through to avoid the Charles Miller Road Bridge over the Fox River. In addition once Illinois Route 120 is improved drivers will not as frequently cut-through from Front Street to Green Street to avoid the long delays now associated with the intersection of Illinois Route 120 and Illinois Route 31 (Richmond Road).

The Core Downtown Sub-Area is serviced by two Pace bus routes, Routes 806 and 807, in addition to Dial-A-Ride service. The Metra commuter rail station is located outside of the Core Downtown sub-area, in the Main Street sub-area which is an additional reason why linkages to all portions of McHenry's downtown areas are so important.

Regardless of future policies relating to auto access and parking, the importance of maintaining an efficient public transportation system cannot be overstated. If the downtown is to grow professionally and residentially, commuter bus service is a necessity, particularly service to the Metra commuter rail station on Main Street.

In addition to transit non-vehicular circulation is another important element of the Core Downtown sub-area's development and future sustainability. In 2004, the City of McHenry adopted a bike and pedestrian pathway system plan. Included as a recommendation within the plan is a bike and pedestrian pathway along Green Street, Pearl Street and Riverside Drive in the downtown area. In addition, a path on the south side of Millstream Drive ending at Illinois Route 120 is planned. A potential future link to the downtown is along the north side of Boone Lagoon, extending from Illinois Route 120 and Millstream Drive to Riverside Drive.

While the McHenry Riverwalk is planned along the south side of Boone Lagoon, a bike path only on the north side of the lagoon would serve as a functional link from the City's master

planned pathway system to the Core Downtown sub-area. Further, a bike path link should also be provided from Green Street to the central wastewater treatment plant once it is redeveloped. This would be constructed along Waukegan Road, which will require widening and future improvements, and provide a functional link to a future area with public open space and access to the Fox River.

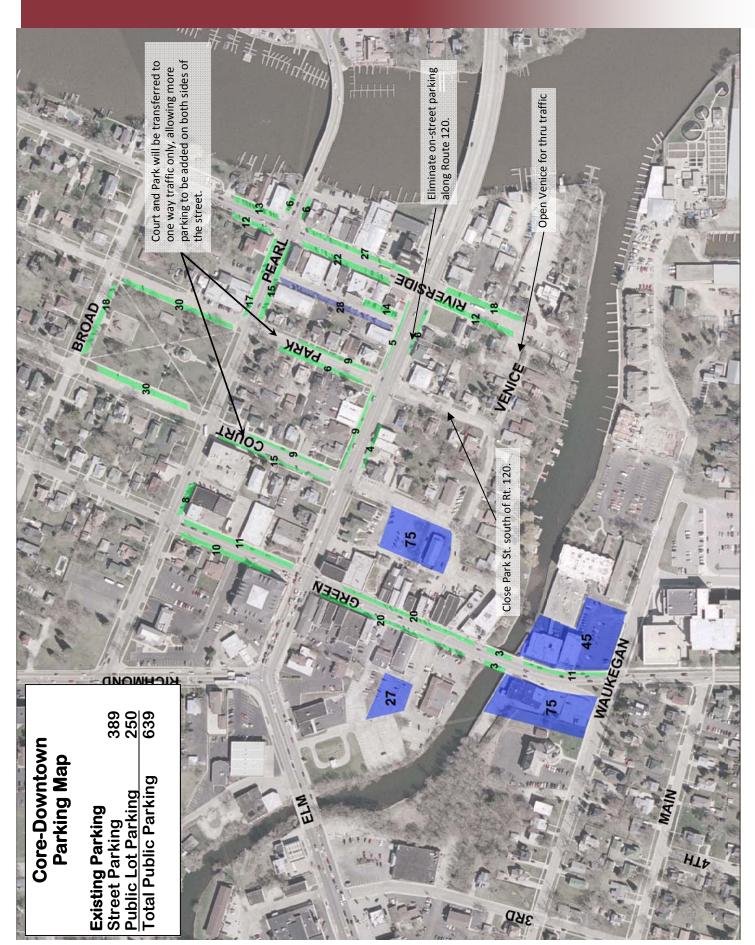
There needs to be some attention paid to pedestrian crossings at major intersections, particularly Illinois Route 120 and Richmond Road (Illinois Route 31), Illinois Route 120 and Green Street, as well as Illinois Route 120 and Riverside Drive. This was one of the major comments during the public hearing for the Bicycle and Pedestrian Pathway Plan in 2004. If pedestrians and bicyclists do not feel a sense of security while crossing major downtown intersections, this will greatly inhibit that type of traffic flow to the Core Downtown sub-area.

Attached is an existing public parking map for the Core Downtown sub-area. The map indicates the future availability of public parking on the Riverwalk Center and City Center properties. While public parking currently exists on the City and McHenry Savings Bank properties, this area will most likely redevelop in the future causing the need for this parking to be relocated. The City purchased the old Wahl Appliance building property off of Court Street for a future parking area. This parking will be crucial if and when the downtown theater expands.

Parking on Riverside Drive south of Illinois Route 120 will become a bigger issue as that area redevelops. Consideration should be given to a surface parking area or parking deck, on the west side of Riverside Drive at Venice Avenue. North of Illinois Route 120 in the Riverside Drive area poses a challenge for locating a segregated parking area. While there is a City lot behind the businesses on the west side of Riverside Drive, additional parking will be required if this area is to remain viable in the future.

In order to eliminate on-street parking on Illinois Route 120 additional parking in close proximity to that area must be provided for these businesses to remain successful. One way to provide additional parking in the area north of Route 120 is to convert Court Street and Park Street into one-way streets. This would allow additional parking in close proximity to the businesses along Illinois Route 120, as well as to the area close to Veterans Memorial Park and the businesses along Court Street and Park Street.

The conversion of Park Street and Court Street to one-way streets may not eliminate the need for an additional surface lot in this area; however, it will go a long way in delaying that prospect. Additional surface parking north of Illinois Route 120 should be considered as part of a redevelopment; otherwise the only other alternative is to purchase a property outright.



## **Implementation**

An effective implementation program is required in order for any plan to be successful. The Core Downtown Sub-Area Plan is no different. Any successful implementation program includes the following:

- Public participation and support of the plan;
- Plan review authority and sound planning process;
- Defensible and sound comprehensive plan and municipal zoning ordinance;
- A planning and zoning commission which understands their role and responsibilities;
- Political fairness of planning and zoning commission recommendations by elected officials:
- Professional staff to interpret goals and objectives; and
- A process to monitor, evaluate and amend plan elements based upon future development and input from all parties involved, elected and appointed officials, staff and the general public (Pointner).

Another important element of a successful implementation program is maintaining the integrity of a plan. A plan is only as good as its users, interpretation and how well its contents are followed and adhered to. If a plan is to work, multiple actions and responsibilities are required from many different parties. If all falls into place the Core Downtown Sub-Area Plan, its goals, objectives and vision can be realized.