



Carol Stream

Village of Carol Stream Comprehensive Plan

June 2016



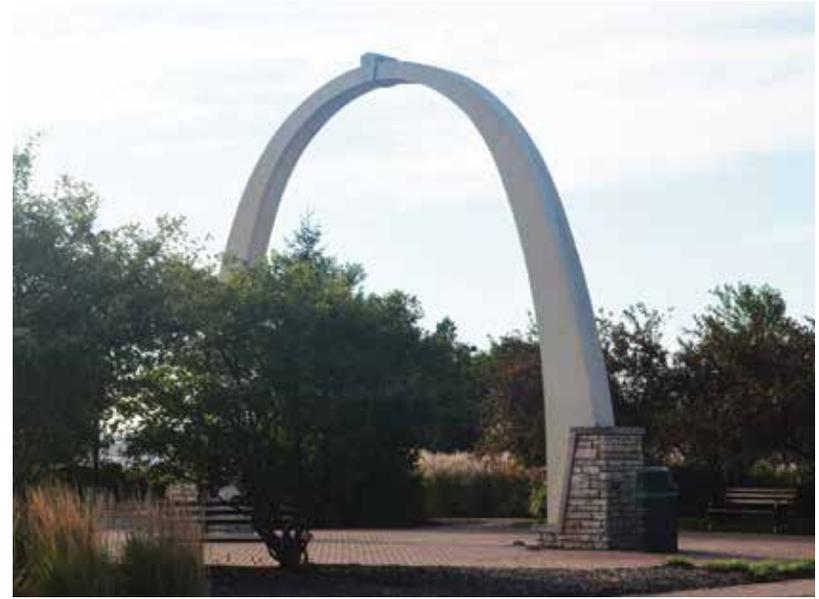


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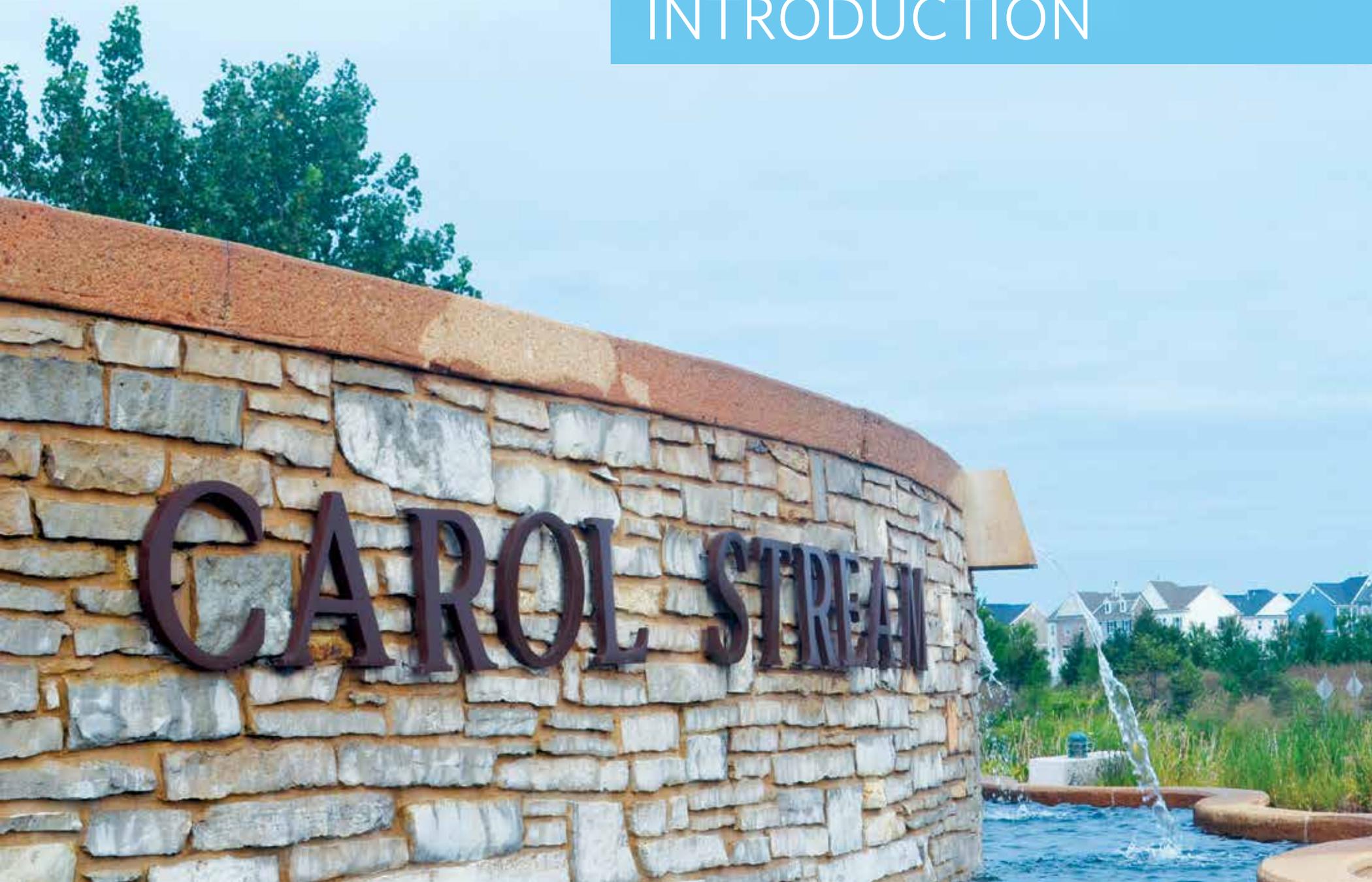
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Chapter 1

INTRODUCTION



Purpose of the Comprehensive Plan

A Comprehensive Plan outlines the vision of the community and the policies and strategies that will allow it to achieve that vision. In addition to providing a well-defined framework for the preservation and enhancement of community assets, the Plan guides development and investment decisions in the best interest of community residents and businesses.

Typically a Comprehensive Plan is written to provide guidance for a community to work toward its vision over the next 10 to 15 years. Although the Plan should be viewed as a long-term document, it should also be used daily by the community to assist in land use and development decisions. The Comprehensive Plan should also be considered flexible and adaptable to changes. At any time, the Village can update its Comprehensive Plan to match local needs, interests, or opportunities. It is typically recommended that a community update its Comprehensive Plan every five years to keep it as accurate as possible.

Land use policies and regulations

Comprehensive plans provide a vision and policy framework to guide decision making for the community. They form the basis for establishing standards and regulations.

Development ordinances (zoning and subdivision) specify the type and intensity of land uses allowed on a given parcel, such as the type, size, and density of residential or commercial development; specify development elements for a parcel: housing footprint minimums, distance from the house to the road, the width of the road, street configuration, open space requirements, and lot size; and specify requirements for public improvements.

Why does Carol Stream need a comprehensive plan?

Original developer Jay Stream envisioned a place where residents could live, work, attend school, eat, and shop. The mix of uses would allow residents to work and live in the same community and also create a broad tax base to help defray the cost of public services. The administration decided not to levy a local property tax except for sewer and bond issues as well as library purposes, and the Village continues to operate with no municipal property tax levy. The 1960s and 1970s were a period of rapid civic development and progress for the community. During the 1960s, the Carol Stream Public Library opened, offices and industrial parks broke ground, and the Village established the Park District. During the 1970s, over 2,600 new homes were added, and the population tripled from 4,400 residents in the 1960s to 14,475 near the end of the 1970s. Industrial uses became part of the lifeblood of Carol Stream, as its proximity to freight rail and location in the O'Hare Manufacturing Corridor have made it an important node in the regional economy for decades.

Development and growth continued in the 1980s and 1990s. The Village experienced a second residential building boom in the 1980s with the addition of 6,800 new homes, bringing the population to 31,716 by 1990. New industrial and commercial development in the 1990s helped the Village become an industrial and commercial center, with a total of 1.34 million square feet of retail space and 15.62 million square feet of industrial space by the close of the decade. The Ross Ferraro Town Center was completed in 2003 and has become a symbolic and cultural focal point for the Village, as the Town Center hosts holiday gatherings, a summer concert series, and community events.

Today, Carol Stream is known as a regional industrial center that is also a tight-knit community of residents. The Village's residents, businesses, and local leaders are committed to protecting and enhancing these assets through further investments, plans, partnerships, and projects.

The Village's existing Comprehensive Plan was created with assistance from the DuPage County Regional Planning Commission in 1980. Because the Village's population has nearly tripled since 1980 and numerous other demographic and economic changes have occurred, the document is outdated and can no longer be expected to serve as a policy guide for the Village's staff and elected and appointed officials. To address contemporary challenges such as providing a high quality of life, sustaining steady local revenue and public service, and attracting and retaining businesses and residents, the Village is looking to enhance its commercial corridors, industrial areas, residential neighborhoods, and transportation network. Without a current Comprehensive Plan to provide direction, the Village sought out technical assistance for this project from the Chicago Metropolitan Agency for Planning (CMAP).

The community's physical, economic, and social character will be determined by decisions made today and in the future. Having a plan that clearly articulates the desired character of the community will help at all levels of the decision-making process. The new Comprehensive Plan will serve as a guide for elected officials, municipal staff, community residents, business owners, and potential investors, allowing them to make informed community development decisions affecting land use, transportation, infrastructure, and capital improvements. By following the plan, those decisions can help achieve the long-term goals and vision of the community.

The Village of Carol Stream Comprehensive Plan serves many purposes. For the Village's elected leadership and various department staff, the Plan serves as a guidebook to help make smart investment choices and prioritize implementation pertaining to land use and development, transportation, parks and open space, infrastructure, and capital improvements throughout the Village.

For residents, the Plan represents their desires for the future of Carol Stream and also provides solutions to address issues important to them. For the business and real estate community, the Plan serves as the Village's official policy document stating the Village's desired development direction, providing a clear understanding of the types of investments that would be preferred.

The Comprehensive Plan is not a regulatory document. The Village's existing and separate zoning ordinance serves that function, governing the size, scale, character, and type of development on individual parcels. The Plan describes the community's future vision and desired development character, which in turn guides the drafting development regulations. Because the Village is committed to being a good steward of available revenue — including revenue from the State of Illinois, which is uncertain at the time of Plan creation — the priorities for implementation that require Village funding will be re-evaluated year-to-year.

Organization and Process

Chapter 1: Introduction describes the purpose of the Comprehensive Plan and the process utilized to create the Plan.

Chapter 2: A Vision for Carol Stream provides a description of the future of the village used as a basis to create land use policies and programs that will help achieve the desired vision.

Chapters 3 through 8 begin with a bulleted list of Existing Conditions Key Findings. These are conclusions from the Existing Conditions Report.

Chapter 3: Land Use and Development contains the future land use map, along with definitions of the various land use classifications.

Chapter 4: Economic Development contains the existing and future areas recommended for commercial (including retail and office) and industrial uses. The chapter includes definitions of the land use classifications proposed and translates the community's vision into physical terms, providing a general pattern for the location, distribution, and characteristics of future land uses with a focus on economic development. This chapter also contains a description of development options for three opportunity areas consisting of multiple parcels.

Chapter 5: Housing contains the existing and future locations recommended for residential units, along with definitions of the various residential classifications proposed. It translates the community's vision into physical terms, providing a general pattern for the location, distribution, and characteristics of housing.

Chapter 6: Transportation Improvements contains roadway, transit, and non-motorized transportation recommendations that would help alleviate traffic congestion and provide transportation options for all users.

Chapter 7: Natural Environment includes recommendations for enhancements to existing recreational amenities, increases in open space, and stormwater management at the local and regional level.

Chapter 8: Image and Identity contains recommendations to assist the Village — and others — in working towards strengthening Carol Stream's reputation, attractiveness, and brand.

Chapter 9: Next Steps includes a description of actions the Village and partner agencies and organizations should take after Plan adoption.

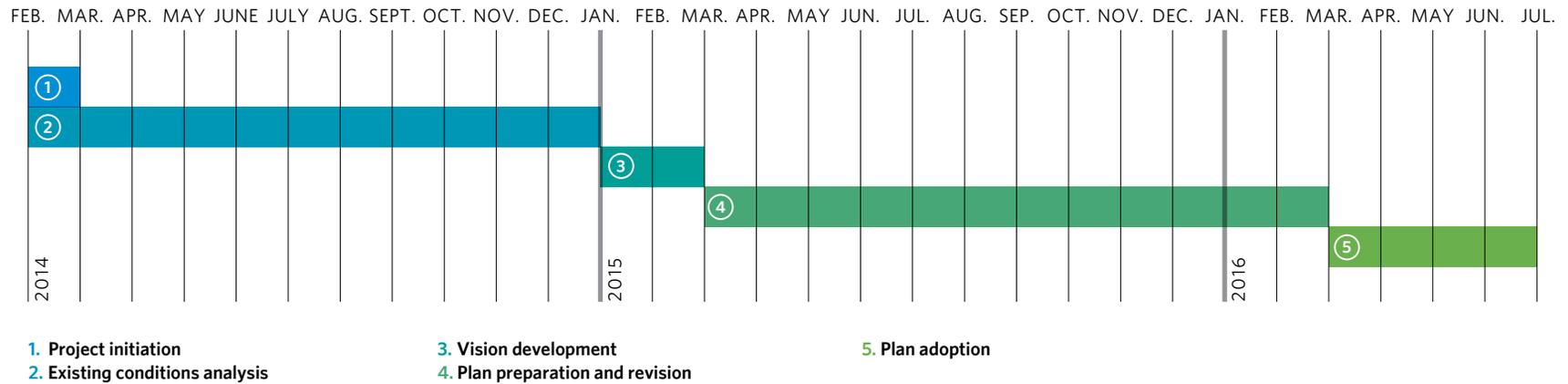
Appendix A and Appendix B are a summary of outreach events and directions for how to access the Existing Conditions Report.

Process

The planning process included multiple steps that were undertaken over approximately 24 months. The process was crafted with assistance from a steering committee of residents, commissioners, and representatives from taxing districts, agencies, and groups. The process was designed to include resident and business input throughout. At the beginning of February 2014, the committee met with CMAP staff to develop a scope of work. A work plan established program tasks, a timeline for the program, and recommended participation by the committee to assist CMAP staff in developing the plan recommendations. The key steps in the process are illustrated in this flow chart.

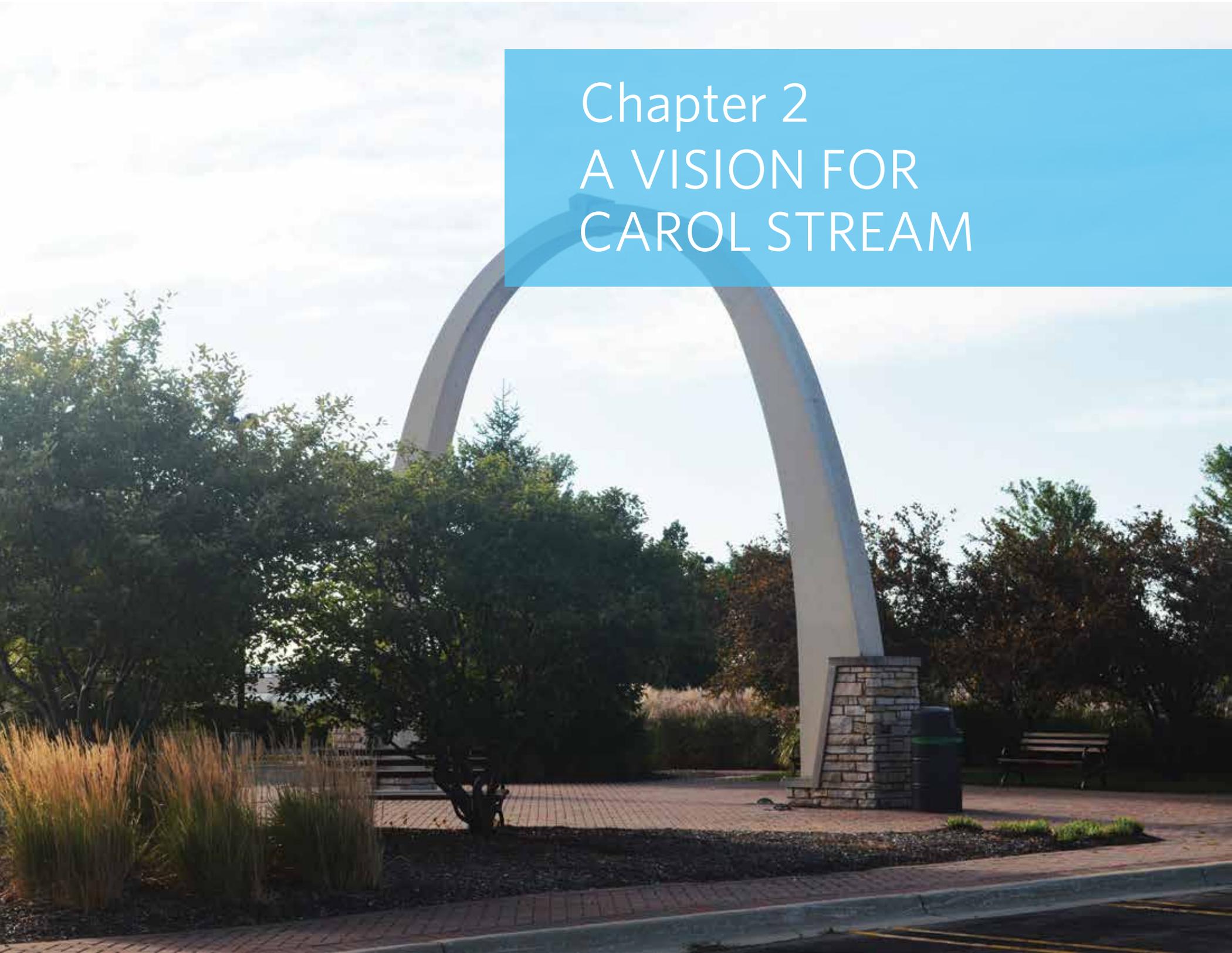


A Comprehensive Plan for Carol Stream



Source: Chicago Metropolitan Agency for Planning.

Chapter 2 A VISION FOR CAROL STREAM



In 2016, Carol Stream residents and businesses already have great pride in their community. Specifically, they think the Village has strong schools, parks, public safety, and access to employment and amenities in the rest of the Chicago region. The vision that follows is designed to preserve and expand upon community assets.

In 2030, the Village of Carol Stream is regarded as a community of high-quality services, businesses, residential neighborhoods, parks, and infrastructure. The Village is recognized as a highly desirable place to live, work, and shop, and its industrial areas continue to thrive. Using a sustainable approach to growth by focusing on infill development, improving existing infrastructure, and attracting new and desirable developments into the community, Carol Stream has seen a tremendous amount of investment since the Plan was adopted.

The Village's industrial areas have experienced infill development on what were once vacant sites, and in addition to attracting new businesses, the Village has also seen some existing businesses expand their operations in the industrial area. Buildings that became obsolete over time have been redeveloped with modern facilities. Infrastructure in the industrial area continues to be well-maintained and is a key attraction for businesses. In addition to high-quality roads that allow easy access for truck traffic, new pedestrian and bicycle infrastructure, and public transit connections, add different modes of transportation choices for employees.

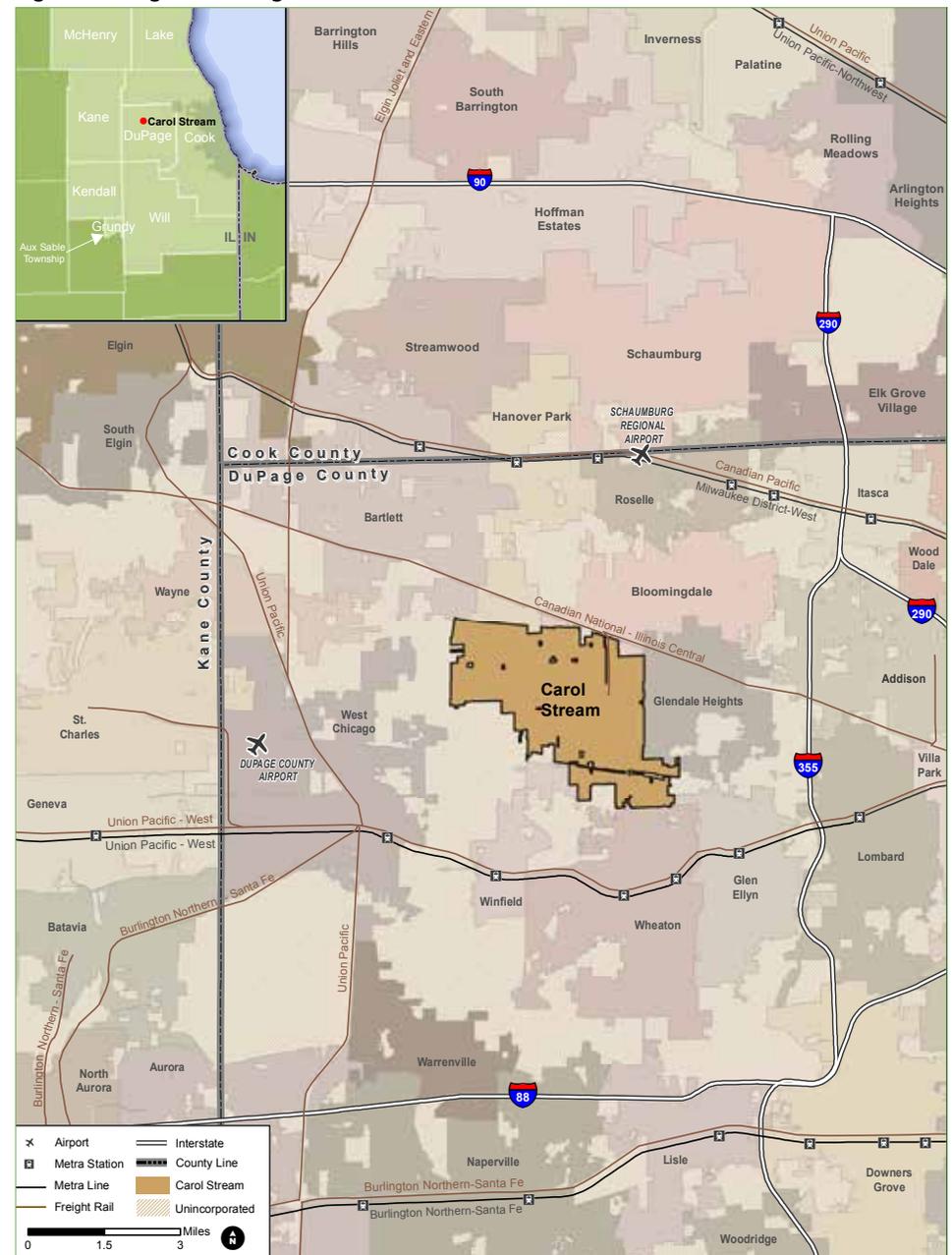
The Village continues to make significant investments in stormwater infrastructure to address flooding issues. Due to a number of major infrastructure improvements — many completed in cooperation with DuPage County — and through the use of best management practices such as native plantings and pervious paver parking lots in new developments, flooding-related negative impacts are minimized.

Carol Stream’s commercial nodes and corridors have grown and experienced significant reinvestment. Key opportunity areas throughout the community have been developed and are thriving. Commercial businesses not only provide services for local residents but also attract shoppers from outside the community. Neighborhood commercial businesses are located within walking distance of most residential neighborhoods, which presents a benefit for those who are able to walk or ride a bike to do their daily shopping. New commercial nodes have been created by annexing what were once previously unincorporated areas. These new nodes are well-designed, attractive, and have been an economic and visual benefit for the community.

The community has established an interconnected open space system. The system is primarily owned and maintained by the Park District and the DuPage County Forest Preserve District; however, the Village of Carol Stream also provides key parks, open space, and bicycle paths. One such example is the highly successful and popular Town Center. The Ross Ferraro Town Center has truly become the community focal point of Carol Stream and draws thousands of residents and visitors each year to partake in the many programs and events that occur there. In addition to new and improved open space, another key recreational component – as well as an important transportation feature – has been the creation of new multi-use trails throughout Carol Stream. These new trails connect numerous community destinations as well as to destinations outside the Village, such as the Great Western Trail.

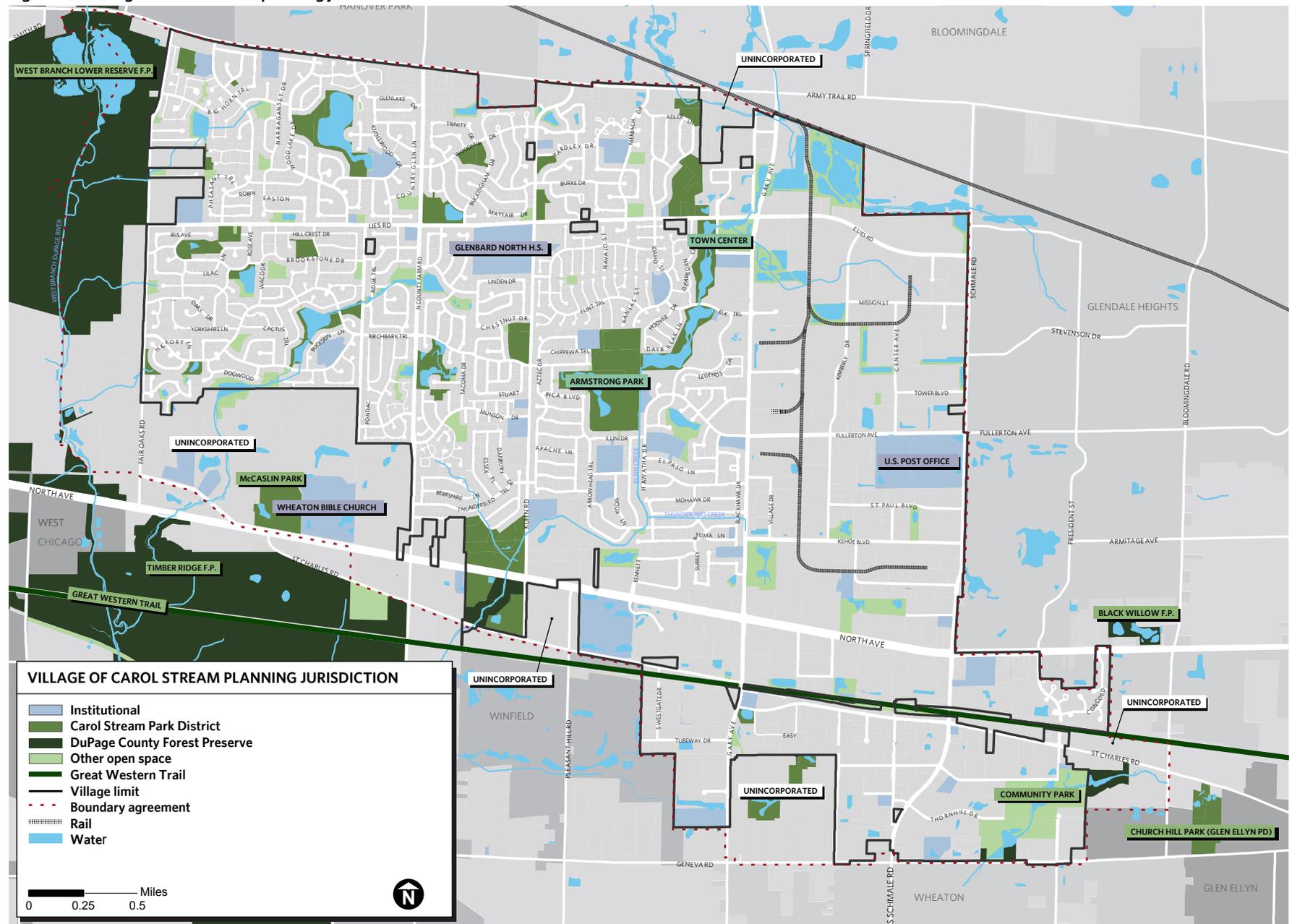
For residents, the Village of Carol Stream continues to offer an excellent quality of life. More abundant bicycle and pedestrian facilities have decreased residents’ dependence on automobiles for local trips, especially for shopping excursions and visits to community destinations such as schools, parks, and the library. Community events and family and youth programs offered by the Village, Park District, and School Districts have helped build Carol Stream’s image, identity, and overall character.

Figure 2.1. Regional setting



Source: Chicago Metropolitan Agency for Planning, 2014.

Figure 2.2. Village of Carol Stream planning jurisdiction



Source: Chicago Metropolitan Agency for Planning, 2016.

Chapter 3

LAND USE AND DEVELOPMENT



The future land use plan serves as the foundation for policies presented in the Comprehensive Plan. This chapter translates the community's vision into physical terms by providing a general pattern for the location, distribution, and characteristics of future land uses. The future land use plan builds upon the existing pattern while proposing a combination of redevelopment and utilization of specific areas to help the Village realize its vision over the next 15 years. It also outlines regulatory and fiscal strategies for sustainable growth.

Existing conditions key findings

- The Village lacks a mixed-use, pedestrian-oriented downtown, which is not uncommon for communities incorporated after World War II. This arose as an issue for residents during outreach activities. Some meeting participants noted they envisioned a downtown or town center that included shopping and entertainment uses that would help strengthen the Village's identity. The Village has worked toward establishing a community gathering area by creating the Ross Ferraro Town Center. The first phase was completed in 1998. Located at the intersection of Gary Avenue and Lies Road, the Town Center consists of public open space, a fountain, the visitors' service center, an arch, gazebo, and parking lot. The Park District's Fountain View Recreation Center is located just south of the Town Center.
- Carol Stream is predominantly a residential community. Approximately 2,107 acres, or 42 percent, of parcel land in the community is residential, and most of the residential properties are single-family homes. Attached townhomes are considered single-family. These homes are located within traditional suburban subdivision developments in the central and western parts of the Village. Multifamily developments are concentrated in the central and southeastern parts of the community.
- Industrial properties are an integral part of Carol Stream. Industrial land uses occupy approximately one quarter of the community's total land and are concentrated in an industrial corridor in the eastern portion of Carol Stream.
- Approximately 1,790 acres of parcel land remain unincorporated within the community's planning jurisdiction. Approximately 80 of these acres are unincorporated parcels completely surrounded by incorporated ones. The unincorporated properties include a variety of existing uses such as utilities, residential areas, vacant land, and recreational space.
- The Village of Carol Stream Zoning Code follows the traditional zoning standard of single-use districts. Single-use zoning districts allow only one type of land use — such as residential, commercial/business, or industrial — per district.

Future Land Use Classifications

As a mostly built-out community, the Village of Carol Stream is not expected to experience significant land use changes even if large annexations of unincorporated parcels occur. The changes proposed in the future land use plan primarily seek to attract infill development on vacant or underutilized properties that fits with past uses and/or adjacent land uses. As discussed in greater detail in Chapter 4, three key opportunity areas were further researched and more detailed land use recommendations have been provided. The development or redevelopment of these three vacant or underutilized areas provides prime opportunities for new investment in the Village.

Residential

Carol Stream has a well-balanced housing supply that includes a variety of housing types, styles, price points, and sizes. The Plan does not recommend any significant changes in the Village's existing housing stock. The Plan recommends maintaining the existing residential types; however, the Plan does recommend that the Village encourage mixed-use developments at appropriate locations as shown in Figure 3.2, discussed in more detail below.

- **Single-family:** these parcels include both single-family detached and single-family attached (townhomes).
- **Multifamily:** these parcels accommodate condominiums, apartments, and senior housing developments containing more than six units.

Commercial

The Village's commercial uses are located along key corridors, and the Plan recommends supporting existing businesses while also encouraging new commercial uses at strategic nodes (key intersections) where larger parcels, or the possibility of parcel consolidation, could allow larger developments. The future land use plan accounts for two categorizations of regional and local commercial uses.

- **Neighborhood Commercial:** This classification contains smaller-scale establishments that serve the day-to-day needs of local residents and employees. Such uses include retail and service-oriented commercial uses.
- **Corridor Commercial:** The parcels in this classification comprise retail, entertainment, hotel, office, and light-industrial establishments that are supported by both local residents and the surrounding communities due to their location along highly travelled arterial roadways.

Industrial

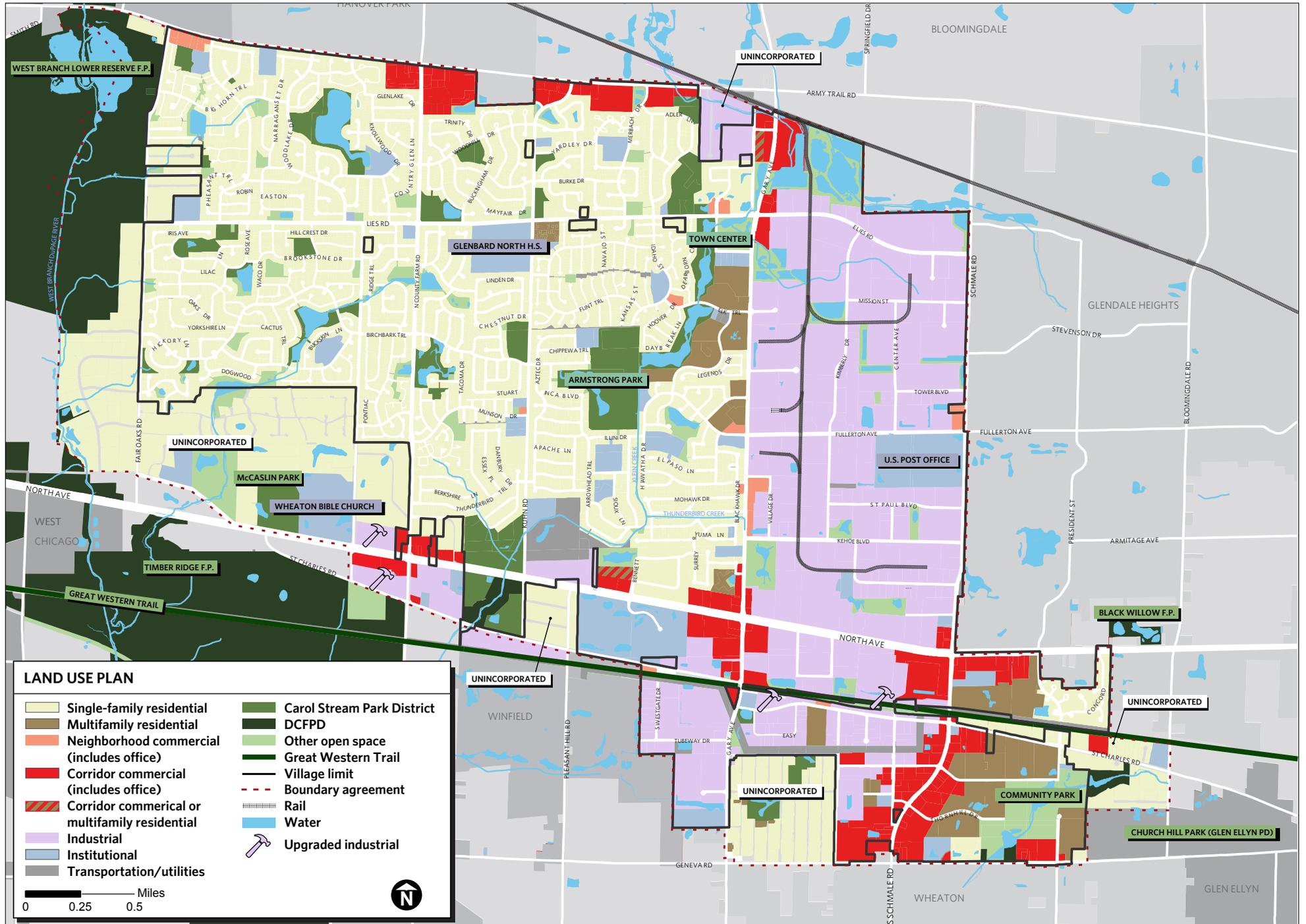
Industrial uses — which include manufacturing, warehousing, distribution, flex (office but convertible to warehousing or manufacturing), and storage — constitute one quarter of the community's total land. The Village should support its stable industrial sector, recognizing its enormous contribution to the local and regional economy in terms of generating revenue and creating jobs that pay at least middle-class wages. Vacant and underutilized parcels east of Gary Avenue in the Village's industrial corridor and along the St. Charles Road corridor between Gary Avenue and Schmale Road are recommended for future industrial use.

Open space

Parcels in the open space classification are divided into three unique types based on ownership:

- **Carol Stream Park District:** includes both open space and park district facilities such as the Fountain View Recreation Center.
- **Forest Preserve District of DuPage County:** includes nearby Forest Preserve properties and the Great Western Trail.
- **Other open space:** includes a combination of either Village-owned open space, such as the Town Center and Community Park, or privately owned open space that in many instances is used for stormwater management.

Figure 3.2. Future land use



Source: Chicago Metropolitan Agency for Planning, 2016.

Institutional

These parcels contain the community's schools, religious organizations, nonprofits, and public facilities. Examples of institutional properties include Glenbard North High School and the Carol Stream Regional Postal Facility.

Transportation/utilities/communication

This classification includes a variety of uses such as rail/road/utility rights-of-way, communication uses, and wastewater treatment facilities. The most significant property within this classification is the Village of Carol Stream Water Reclamation Center, located northeast of Kuhn Road and North Avenue.

Plan for annexation of unincorporated parcels

The State of Illinois allows for municipalities to plan for unincorporated areas within 1.5 miles outside of their current boundary. These areas are called planning jurisdictions. The Village of Carol Stream has worked with its neighbors to create shared annexation boundary agreements, which benefit Carol Stream, adjacent communities, developers, and property owners. A municipality that has entered into boundary agreements with its neighbors has a better opportunity to plan for the public improvements necessary to serve the area of its ultimate corporate boundaries.

A contiguous, cohesive jurisdiction enables better coordination and delivery of services, and creates a greater sense of community among residents and businesses. The Village should continue to be prepared to consider single parcel annexations on a case-by-case basis as they have several times in the past few years. It is important that the Village carefully weigh the costs and benefits it will likely incur from an annexation. When considering an annexation, the Village should conduct a detailed cost-benefit analysis. In addition, the development of unincorporated parcels within the Village's planning jurisdiction should be done, whenever possible, in a way that integrates them into the community. Future developments should not simply be stand-alone projects without integration into adjacent parcels and the larger community. For example, street connections, whenever possible, and sidewalks should be provided between the new and existing adjacent neighborhoods.

Focus on infill development

The Village should focus on redevelopment, reuse of vacant buildings, and infill development. As discussed in more detail in **Chapter 4**, the Village has a few sizeable vacant commercial properties. Since the beginning of this plan process, some of those have begun to be redeveloped. Highly visible vacancies detract from the community's vibrancy and economic health. The future land use plan supports reuse and redevelopment opportunities especially within vacant commercial or undeveloped parcels.

Update key sections of the Village's zoning ordinance

The Village should update its zoning ordinance to better reflect the desired uses, intensity, and character of development. For example, the Village should consider new techniques and requirements, such as creating a mixed-use district. Currently, the Village's zoning code follows the traditional zoning standard of single-use districts and allows mixed-use development through the planned-unit development (PUD) process. Developers in the region generally prefer clearly enumerated standards within an established district as opposed to a PUD, as the PUD process can be more lengthy and costly. PUD should continue to exist, as some projects are sensitive and visible such that PUD negotiations are important to ensure the details of development fit desired character. However, by-right development in either a new mixed-use district or an existing commercial district with mixed use allowed would be more effective at promoting this concept.

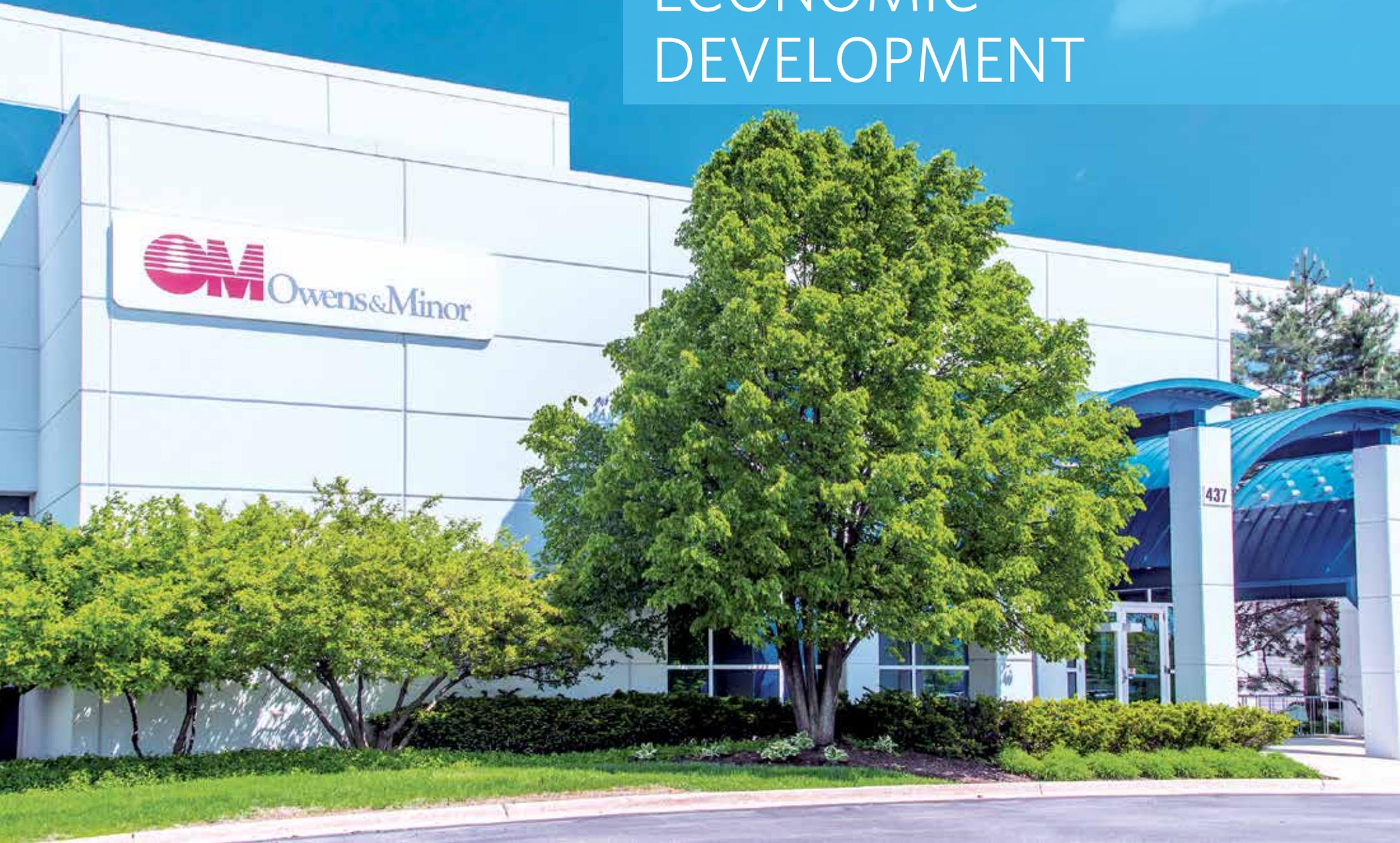
In addition, the Village should also modify its zoning code to better reflect current and desired development patterns including updated parking requirements so that an adequate but not excessive amount of parking is required for future projects. CMAP released a study in 2012 titled "Parking Strategies to Support Livable Communities" that should be used by the Village and/or those updating the ordinance to update the parking requirements. Another source is the "Reduced parking minimums and maximums - Massachusetts Smart Parking Model Bylaws."

The purpose of the bylaw is to provide an example for municipalities to review and update their parking requirements. The bylaw provisions for implementing smart parking strategies are designed to address three distinct issues relative to off-street parking: 1) Reducing the standards for required parking; 2) Providing innovative solutions for shared and off-site parking; and 3) Parking lot design. The language for reducing parking requirements relies on two strategies. The first is to establish maximum parking requirements that closely mirror or are slightly less than what many communities use as their minimum parking requirements. The second strategy is to provide a minimum parking requirement that is anywhere from 20 to 80 percent of the maximum depending on the associated use. Using a minimum and maximum effectively creates a range of acceptable parking requirements thereby providing the development community a chance to be more flexible and efficient in their design.¹

Finally, the updated Ordinance should explore a new general development standard stating that proposed projects should align with the Comprehensive Plan. In the current Ordinance, alignment with the Comprehensive Plan is suggested only for PUD projects and in the Gary Avenue and North Avenue Corridor Overlay Districts. Consistency with the Comprehensive Plan is not listed as a general standard for approval for the Plan Commission and Board of Trustees.

¹ Smart Growth Toolkit, State of Massachusetts Parking Model Bylaw, http://www.mass.gov/envir/smart_growth_toolkit/bylaws/SP-Bylaw.pdf.

Chapter 4 ECONOMIC DEVELOPMENT



This chapter examines economic and market dynamics in Carol Stream such as dominating industries, commercial property trends, the local tax structure, and economic development incentives. The chapter also provides recommendations to help bolster the Village's economy with a focus on improving key opportunity areas.

CMAP contracted with two private consulting firms to assist with the creation of this chapter. The first consultant was Valerie S. Kretchmer Associates, Inc. (VSKA) who was retained to prepare a market analysis for the three key opportunity areas discussed in this chapter. The market analysis is a stand-alone document that was prepared for staff and the CMAP team as part of the planning process with the intent of using it as a basis for the economic development recommendations in this chapter. VSKA analyzed the market for retail, office, and industrial development, as well as for single-family attached and multifamily housing including market rate apartments and senior housing. VSKA recognized that the Village's priority is for retail uses, which will generate sales tax revenue, which is important in light of the Village not levying a local property tax.

In addition, developing multifamily housing and industrial space also generates additional local sales tax, as additional residents bring new spending power to the local market and industry brings employees who are likely to purchase retail items in the Village. VSKA conducted field inspections of the sites and surrounding areas, identified and visited competitive locations in and near Carol Stream, and gathered and analyzed data specific to trends in each of the property sectors. VSKA also contacted real estate brokers and property owners to learn more about market conditions and to gauge interest in the various land uses at the specific sites.

The second private consulting firm contracted was the design firm of Solomon Cordwell Buenz (SCB). SCB created the rendering images for the key opportunity area referred to as the Town Center Redevelopment Node. The renderings are for illustrative purposes only and are intended to establish a potential vision for future real estate development concepts.

Market Analysis

Existing conditions key findings

- The Village’s economic engine is its industrial sector. The industrial sector is comprised of manufacturing, wholesale trade, transportation, and warehousing industries, and is responsible for more than half of all jobs at Village firms. Carol Stream is at the western edge of the O’Hare Subregion, a cluster of communities around O’Hare International Airport with high concentrations of manufacturing and freight industries that have been and continue to be important to the regional economy. Other key local industries include the health care and social assistance industries.
- Industrial real estate in Carol Stream is competitive in the market. Almost all (89 percent) of the commercial real estate (industrial, office, and retail properties) in the Village is dedicated to industrial facilities and warehouses. The majority of this industrial real estate was built between the late 1970s and early 1990s and is considered Class B, or mid-grade within the industrial real estate market. Currently, the local industrial vacancy rate is 5.4 percent, which is slightly less than DuPage County (6.6) and significantly less than the region (8.7).
- Carol Stream is one of the very few communities in the region that does not levy a local municipal property tax. Consequently, the Village relies upon state and local sales taxes, which for FY 2014 account for approximately 40 percent of its total collected revenues.
- The Village uses tax increment financing (TIF) and sales tax rebates to help spur economic development. The Village currently has two TIF districts: Geneva Crossing and North Avenue-Schmale Road, both of which have helped spur commercial developments such as the Geneva Crossing Shopping Center and the Angelo Caputo’s Fresh Markets grocery, distribution, and office complex. The bonds for the Geneva Crossing TIF have been paid off, and this TIF will be sunsetting in the near future, so potential developers should consider the North-Schmale TIF as the only active district in the Village (Figure 4.1). Carol Stream also uses sales tax rebates to attract retailers to the community. Sales tax rebates have been offered to various retailers including Caputo’s, Home Depot, Lowe’s, and Zones.

Retail market

Regional market conditions

Carol Stream is part of the Far West Suburbs submarket as delineated by commercial realtor CB Richard Ellis (CBRE) in its retail market reports. As of year-end 2014, this submarket had 21.6 million square feet (“SF” in Tables) with 2.4 million square feet vacant for a vacancy rate of 11.2 percent. This is considerably higher than the vacancy rate for the Chicago metro area overall, which was 9.5 percent. However, the average asking lease rate per square foot in the Far West Suburbs is slightly higher than that of the metro area as a whole, ranging from \$16.55-\$19.94 per square foot. Table 4.1 shows the trends from 2012-2014 for the submarket and Chicago metro area.

Table 4.1. Far west suburbs and Chicago metro area retail market, 2012-14

LOCATION	YEAR-END	NUMBER OF PROPERTIES	GROSS BUILDING AREA (SF)	VACANCY RATE	AVG. ASKING LEASE RANGE/SF
Far West Suburbs	2012	139	21,724,807	10.0%	\$16.03 to \$20.24
	2013	139	22,031,280	11.3%	\$15.36 to \$19.37
	2014	139	21,595,716	11.2%	\$16.55 to \$19.94
Chicago Metro	2012	758	126,978,820	8.7%	\$15.14 to 19.43
	2013	738	125,101,268	8.9%	\$14.72 to 19.23
	2014	749	125,633,566	9.5%	\$16.18 to 19.52

Note: Data from 2012 and 2014 are from Q4. Data for 2013 are from Q3.
Source: CB Richard Ellis.

Figure 4.1. Tax increment financing district

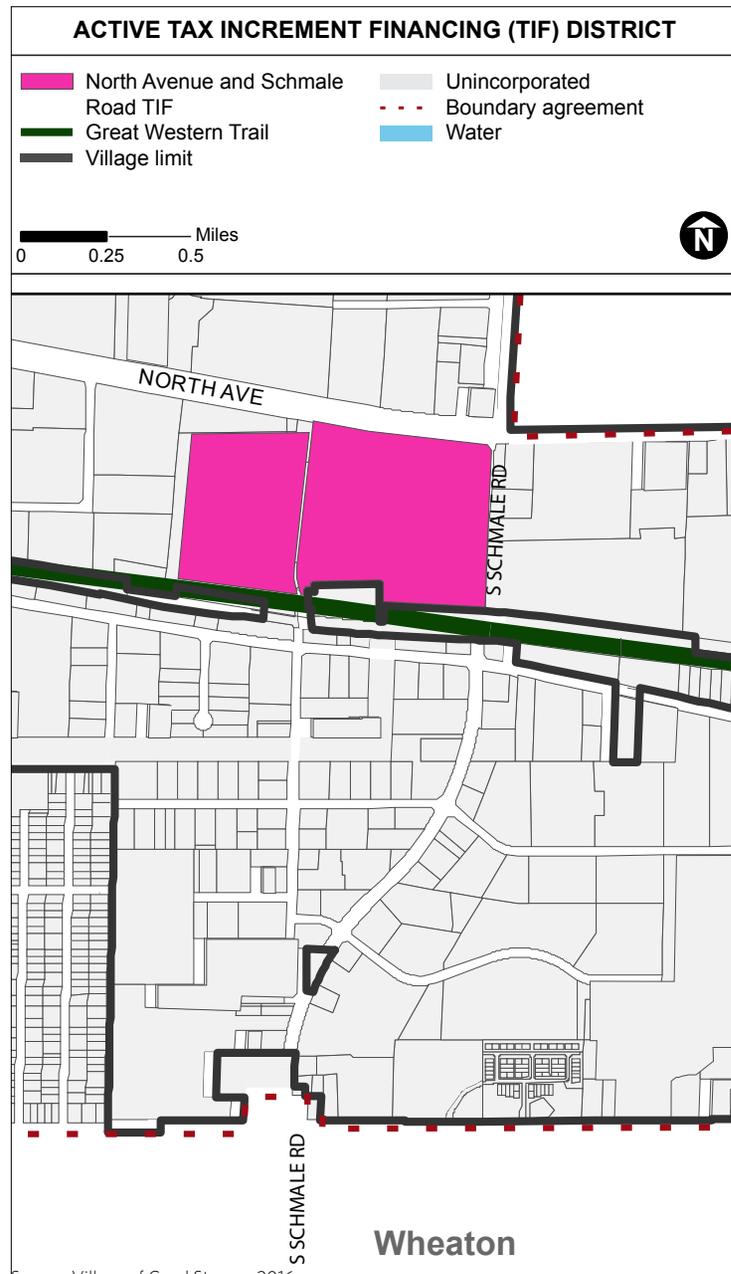
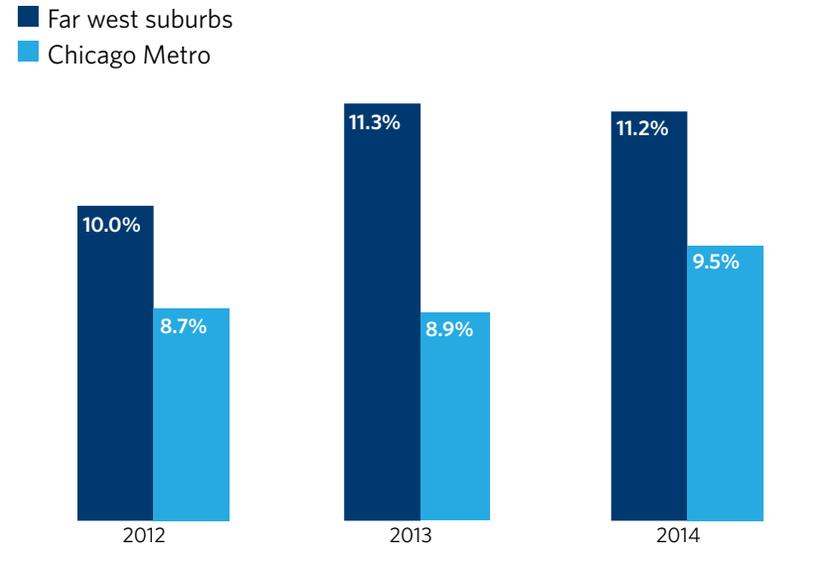


Chart 4.1. Retail vacancy rates, 2012-14

Source: VSKA Inc., 2015.



Carol Stream, Glendale Heights, and Bloomingdale retail market

Retail space in Carol Stream competes with space in neighboring Bloomingdale and Glendale Heights, not only because these communities are next door but also because Bloomingdale has Stratford Square Mall, a major shopping destination, and Glendale Heights has a well-developed retail corridor along North Avenue. As a result, data for these two communities are included for comparison in the tables on the following pages. According to data from CoStar, Carol Stream has 1.8 million square feet of retail space in 90 buildings. The vacancy rate as of August 2015 was 8.4 percent with 149,662 square feet of vacant space. The largest single retail vacancy is the former Dominick's store on Geneva and Schmale Roads. By comparison, Glendale Heights has slightly less retail space but a much lower vacancy rate of only 5.0 percent with 83,000 square feet vacant. Table 4.2 shows the retail space in the three communities.

Table 4.2. Carol Stream, Bloomingdale, and Glendale Heights retail space, March 2016

	RENTABLE BUILDING AREA (SF)	BUILDINGS	BUILDINGS WITH VACANCY	VACANT SPACE	
				SF	RATE
Carol Stream	1,782,729	90	25	149,662	8.4%
Bloomingdale	4,092,851	124	28	370,081	9.0%
Glendale Heights	1,664,686	74	22	82,977	5.0%

Note: CoStar may sometimes not include all vacant space, depending on the completeness of their records. Source: CoStar.

Retail sales trends

Table 4.3 shows the retail sales by store category between 2012 and 2014 for Carol Stream, Glendale Heights, and Bloomingdale based on data from the Illinois Department of Revenue (IDOR). Since 2012, Carol Stream’s total consumer retail sales increased by 16 percent to \$490.6 million. These include sales exclusive of agriculture and manufacturers. The highest sales volumes are drugs and miscellaneous retail, furniture, household and radio, food, and automotive stores. Increases were registered in all categories with the exception of food which declined slightly, presumably due to the closing of Dominick’s. The largest increase was in furniture, household, and radio, which saw a \$50 million increase in sales during this period. Carol Stream also generates sales tax revenue from businesses in manufacturing, agriculture and other non-consumer-oriented businesses. These categories generated \$127.3 million in sales in 2014.

Retail store potential

Data and technology provider Environmental Systems Research Institute (Esri) prepares estimates of spending power based on an area’s population and income characteristics. Though the retail store categories are not identical to those used by IDOR, they provide a way to assess the strength of a municipality’s retail base. Esri estimates the total demand or retail spending potential from residents of Carol Stream to be \$538.9 million for retail goods, restaurants and drinking places, equal to \$37,819 per household. Esri’s estimate of consumer retail sales in Carol Stream (\$215.3 million) is well below that of the reported sales by the IDOR (\$490.6 million). Given this discrepancy, CMAP staff considers Esri’s estimate of Carol Stream’s retail sales to be too low.

Esri also estimates the retail gap, or the difference between the sales (supply) and spending potential (demand) for different retail categories. It is useful to look at the categories in which Carol Stream has a gap (the difference between spending potential and sales). Some of the categories are ones in which the Village will struggle to attract retailers, such as general merchandise stores (department and discount stores) and non-store retailers. Stratford Square Mall and the nearby commercial plazas in Bloomingdale, as well as the large retail area along North Avenue in Glendale Heights, lead to this conclusion. However, several categories could be enhanced, including restaurants, gas stations, and automobile and other vehicle dealers. While Esri’s data show a retail gap in food stores, IDOR’s figures show that the Village is very strong in this category. However, one or more ethnic grocers could be possible to serve the area’s Asian and Hispanic population.

Table 4.3 Carol Stream, Glendale Heights, and Bloomingdale Consumer Retail Sales, 2012-14

MUNICIPALITY AND YEAR	TOTAL CONSUMER RETAIL SALES	GENERAL MERCHANDISE	FOOD	EATING AND DRINKING	APPAREL	FURNITURE, HH AND RADIO	LUMBER, BLDG, HW	AUTOMOTIVE	DRUGS AND MISC. RETAIL
Carol Stream									
2012	\$421,672,383	N/A	\$88,564,708	\$38,555,804	N/A	\$47,091,961	\$51,629,890	\$73,284,927	\$121,600,745
2013	\$476,019,139	N/A	\$88,325,046	\$40,263,442	N/A	\$87,748,916	\$56,978,137	\$80,550,431	\$121,168,569
2014	\$490,625,275	\$255,331	\$84,565,195	\$42,160,154	\$1,025,860	\$97,740,847	\$57,015,183	\$82,121,609	\$125,741,096
Change '12-14	16.4%	100%	-4.5%	9.3%	N/A	107.6%	10.4%	12.1%	3.4%
Sales Per Household	\$34,435	\$18	\$5,935	\$2,959	\$72	\$6,860	\$4,002	\$5,764	\$8,825
Glendale Heights									
2012	\$430,990,019	\$58,586,992	\$76,395,305	\$37,930,921	\$4,504,155	\$7,531,544	\$83,443,212	\$118,891,991	\$43,705,899
2013	\$468,789,214	\$58,783,722	\$75,515,606	\$37,439,904	\$4,764,563	\$8,058,178	\$88,087,880	\$147,255,996	\$48,883,365
2014	\$489,739,228	\$55,065,917	\$80,995,640	\$37,728,417	\$4,696,226	\$7,468,604	\$92,687,266	\$166,889,687	\$44,207,471
Change '12-14	13.6%	-6.0%	6.0%	-0.5%	4.3%	-0.8%	11.1%	40.4%	1.1%
Sales Per Household	\$44,041	\$4,952	\$7,284	\$3,393	\$422	\$672	\$8,335	\$15,008	\$3,975
Bloomingdale									
2012	\$741,494,247	\$150,832,011	\$30,795,508	\$81,429,509	\$54,981,222	\$68,147,612	\$6,896,737	\$239,705,965	\$108,705,683
2013	\$742,469,197	\$147,622,218	\$24,340,764	\$85,984,744	\$55,913,937	\$64,261,419	\$7,616,410	\$248,120,885	\$108,608,820
2014	\$757,913,497	\$228,116,032	\$24,277,890	\$87,150,647	\$56,536,949	\$65,807,710	\$8,382,379	\$179,164,627	\$108,477,263
Change '12-14	2.2%	51.2%	-21.2%	7.0%	2.8%	-3.4%	21.5%	-25.3%	-0.2%
Sales Per Household	\$86,937	\$26,166	\$2,785	\$9,997	\$6,485	\$7,548	\$962	\$20,551	\$12,443

Estimated Households by Environmental Systems Research Institute (Esri): Carol Stream - 14,248; Glendale Heights - 11,120; Bloomingdale - 8,718. Esri is the supplier of geographic information system (GIS) software, and collector and aggregator of various community data.

Source: Illinois Department of Revenue, "Report of Sales Tax Receipts by Standard Industrial Classification, 2012-2014," Valerie S. Kretchmer Associates, Inc. Sales based on the municipal portion of sales tax which is 1 percent of retail sales, not the home rule sales tax. Consumer retail sale excludes sales from manufacturers and agriculture subject to sales tax

Office market

Carol Stream is located within the East-West Tollway submarket as defined by CBRE. The office market in both the submarket and the metro area is still weak, though it has been recovering slowly from the recession and overbuilding prior to the recession. As of April 2015, the submarket's current direct vacancy rate was 18.3 percent, slightly less than the Chicago suburban rate of 18.9 percent. "Class A" space — or property that is recently built, attractive, and commands the highest rent per square foot — was faring better at 11.8 percent vacancy, but Class B (somewhat new and average-to-high quality) and C space (lowest quality and rent) were combined 21 percent vacant.

According to data from CoStar, Carol Stream has 567,500 square feet of office space in 40 buildings, the vast majority Class B and none Class A. The Carol Stream office market is primarily local and caters to small professional firms and medical offices. The overall vacancy rate was 11.4 percent, notably lower than the East-West Tollway submarket. Most of the office buildings in Carol Stream are on or near Schmale Road on the south side of Carol Stream and range in size from 1,000 to 69,000 square feet.

Given high overall suburban office vacancy, there is not likely to be demand for new office space in north central DuPage County without a user already in place. However, with hospital consolidation in the region, there could be an opportunity for medical office space such as doctors' offices, emergency care centers, and allied health facilities such as physical and occupational therapy and dialysis centers.

Industrial market

Carol Stream is located in the North DuPage industrial submarket as defined by CBRE and the O'Hare Subregional Freight and Manufacturing Cluster as defined by CMAP. This subregional concentration of freight and manufacturing industries is supported by a large labor pool, workforce development programs, and major rail, interstate, and other transportation resources. Although CBRE reports the North DuPage current vacancy rate is 9.2 percent, higher than that of the metro area overall (5.6 percent), the quality of space is generally very good, with many buildings less than 20 years old. Average asking lease rates in North DuPage are higher than the Chicago metro average. Sale and lease activity was very strong in 2013 at 2.7 million square feet, but dropped to 1.6 million square feet in 2014.

Regarding the local market, Carol Stream has a very large industrial supply with 20.3 million square feet, far more than either Bloomingdale or Glendale Heights. According to data from CoStar, it has 276 buildings, 23 of which are considered Class A and 149 of which are Class B. The overall vacancy rate is a very low 2.2 percent as of the end of 2015.

According to industrial brokers active in Carol Stream and northern DuPage County, the industrial area between Schmale Road and Gary Avenue is very strong and desirable. It has a mix of building sizes, and most buildings are modern with generally high ceilings. The overall condition of the industrial park is excellent. The park is largely built out with only a few potentially developable sites, and in fact, some industrial space is being demolished and rebuilt as part of a regional trend of industrial space modernization. In conclusion, there is demand for more industrial space throughout the Village.

Residential market

A more detailed discussion regarding the Village's residential market can be found in Chapter 5. However, a brief summary is included here to help support the future land use recommendations for the three key opportunity areas at the end of this chapter.

The residential market in Carol Stream is currently strong, and the inventory of homes currently for sale is low. The number of sales has also been increasing steadily, while the average days on the market has been decreasing, all indications of a much improved market.

Given the market, there is demand for quality apartments in Carol Stream. The Town Center area is an appropriate location given its proximity to recreation and shopping. The North Avenue site just west of Bennett Drive would also be a potential apartment site, though it is not as desirable as the Town Center area.

Senior housing

The senior population in Carol Stream and neighboring Glendale Heights and Bloomingdale is growing and is projected to increase by 29 percent in Carol Stream and 20 percent in the three communities combined over the next five years. At present, those 65 and older account for 10.4 percent of the population in Carol Stream and 12.0 percent in the three communities. Their shares are projected to increase to between 13 and 14 percent of the population by 2020. This will create opportunities for more and varied senior housing in the coming years.

More than 70 percent of the households ages 65-74 in Carol Stream have incomes greater than \$35,000, while 60 percent of those 75 and older have incomes greater than \$35,000. The number of seniors with higher incomes is projected to grow at a greater rate than seniors with lower incomes.

The number of low-income senior households is projected to decline slightly over the next five years. Therefore, VSKA does not see demand for more affordable senior housing in the next five years. However, with the increase in more affluent seniors, there could be demand for additional market-rate senior housing, and long term, more housing for seniors of all income levels will be needed.

Recommendations and Strategies

Maintain and enhance the industrial areas

The industrial businesses are at the very heart of Carol Stream's local economy and are also significant contributors to the regional economy. The Village should continue to invest time and funds toward the industrial corridor to continue its prosperity.

- **Continue to maintain strong relationships with industrial businesses.** The Village should continue its ongoing efforts to build and maintain its relationships by hosting annual industrial business meetings. These meetings will help strengthen relationships between businesses and the Village as well as business to business.
- **Continue to coordinate with Choose DuPage on recruitment and retention efforts.** Choose DuPage leads economic development initiatives in DuPage County. The organization serves a number of functions that include providing businesses information on ongoing projects, creating an online database of available sites and spaces, and providing information on a variety of resources varying from financing to workforce development. Representatives from Choose DuPage should be invited to share information on the resources they offer at business meetings and other networking events.
- **Create new partnerships with workforce development providers.** To support industrial growth specifically, the Village should be home to a robust and educated workforce. The Village's leadership should work with nonprofit organizations to identify workforce development services available to residents. The Village should also encourage an active partnership between its business community and the College of DuPage, which has a satellite campus in Carol Stream and hosts education and training programs. Because Carol Stream draws workers from many other DuPage County communities, other municipalities have an interest in seeing Village businesses succeed. Therefore, the Village, Chamber of Commerce, or another representative of local business interests could pursue greater involvement in the DuPage Workforce Board.

- **Encourage energy-efficient improvements in industrial buildings.** Creating innovative energy efficiency programs will help cut costs significantly as well as improve marketability. The Village currently provides information to assist businesses through its "Green Carol Stream" webpage. The site hosts articles, information, and programs related to a number of key sustainable categories including water resources, energy and air quality, waste and recycling, and natural environments.

The Village has a history of working with utility providers to reduce businesses' energy usage. The Village should continue to pursue available programs whenever possible with utility providers. For example, the Village partnered with Commonwealth Edison to introduce businesses to the "Smart Ideas for Your Business" Program. The focus of the program is to provide financial incentives to Illinois businesses to assist them in reducing their ongoing energy demand.

Green building programs such as those created by the U.S. Green Building Council feature a rating system Leadership in Energy and Environmental Design (LEED) that measures the degree of energy efficiency achieved. The Village should encourage new industrial developments to pursue the criteria established in the LEED New Construction rating system.

- **Work with Pace, IDOT, and DuPage County to expand public transit and bike access to industrial corridor employers.** The Village should work with partner agencies and industrial corridor employers to determine ways to support commuting modes other than driving in this area. According to Longitudinal Employment-Household Dynamics data from the U.S. Census Bureau, nearly 60 percent of Carol Stream workers travel more than 10 miles to work, demonstrating a need for Carol Stream to be a well-served destination of regional transportation. Possible enhancements include increased service for fixed bus routes and vanpool routes, or expanding the bike network in this area. Additional discussion of where and how the bike network could be expanded is included in **Chapter 6: Transportation Improvements**.



Choose DuPage

Choose DuPage (choosedupage.com) is the nonprofit economic development organization that works to serve all DuPage County municipalities and unincorporated areas. It formed in response to DuPage County's rapid growth in population and economic output over the past three decades. Its goals are to support local municipal economic development initiatives, to grow, retain, and attract businesses, and to address policy issues critical to the needs of businesses. Though some DuPage County municipalities have their own staff and resources dedicated to local economic development, others make Choose DuPage the main entity in brokering partnerships with the business community and private sector on behalf of the municipality.



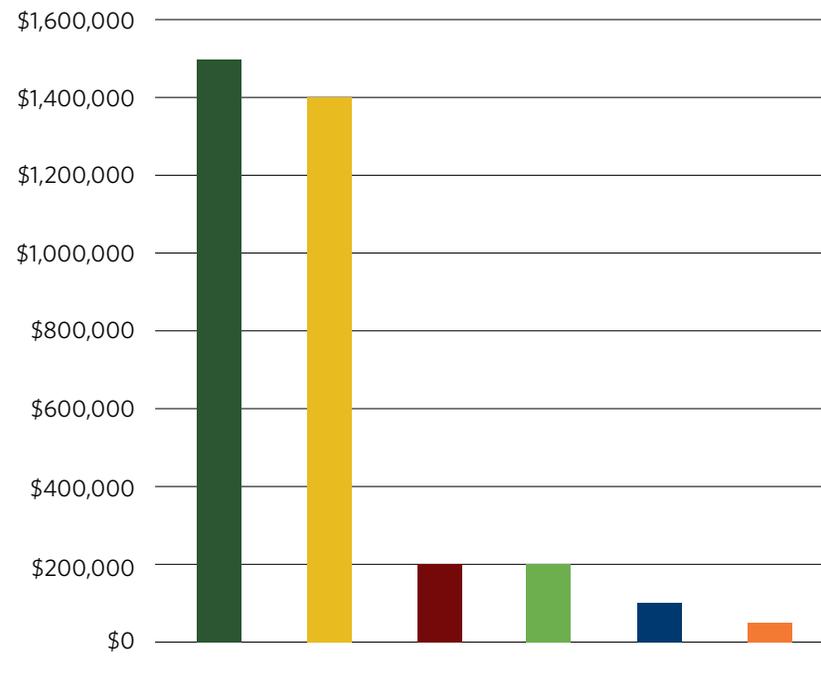
- **Target the St. Charles Road corridor between Schmale Road and Gary Avenue for upgrades.** Though this corridor is challenged by shallow lots on the north frontage and inconsistent incorporation of parcels, the Village should maintain a vision for upgraded industrial businesses, shown in Figures 3.2 and 4.3. Proactive enforcement of property maintenance codes by both the Village and County could assist with maintaining and improving the condition of buildings, parkways, and landscaping.

Several businesses have encroached with parking lots and other improvements into the St. Charles Road right-of-way, and the County should seek to have the encroachments removed or improved to meet appearance standards more effectively. When property owners apply to the Village for zoning approvals or permits, conditions of approval should include upgrades to landscaping and access management where appropriate. The property owners should be engaged around the Village’s land use vision for upgraded industrial uses. If street conditions emerge as an issue, one possible option to fund improvements is a special service area administered by DuPage County.

Chart 4.2. Estimated retail spending per acre

- CORPORATE CAMPUS
- APARTMENTS
- TOWNHOMES
- BUSINESS PARK
- SINGLE-FAMILY HOMES
- INDEPENDENT OFFICE

Source: Lake Street Corridor – Corridor Assessment Summary Report prepared for DuPage County by Teska Associates, Inc. and Business Districts, Inc. March 2013, Page 16 using data by Experian, BDI, and the International Council of Shopping Centers, Office-Worker Retail Spending in a Digital Age, M. Niemira and J. Connolly, 2012.



Support existing and attract new commercial development

Commercial development includes retail, office, and commercial services. The Village should continue to support existing commercial businesses and plan to attract new ones. However, the Village should remember that new commercial development, particularly retail, is best achieved through a growing and healthy residential market (new housing units, increasing occupancy of existing units) and employee market (workers at local businesses).

- **Focus commercial development and improvements on key nodes and corridors.** When reviewing project concepts and proposals, Village staff should be open to and encourage multiple commercial uses in the same area, such as retail and office, as well as light industrial and multifamily residential.
- **Support multifamily and industrial development to create new local spending.** Pursuing sales tax revenue prompts many communities to maximize land for retail development through zoning and land use strategies. However, the preference for retail can result in high vacancy if communities do not provide enough spending power to support successful retail space. While ensuring that residents and businesses have access to retail, municipalities should consider the fact that both residents and workers make retail purchases and therefore encourage additional employment and housing opportunities that will support retail.²

For example, according to analysis conducted by Business Districts, Inc. (BDI) as part of a DuPage County Corridor Planning Study (2013)³, corporate campuses of approximately 200 employees per acre and apartments with approximately 30 units per acre are estimated to have greater spending power than smaller business parks, offices, single-family homes, and townhomes (**Chart 4.2**). Though BDI's study area did not include Carol Stream, their conclusions and data are representative of commercial corridors in DuPage County and suburban Chicagoland.

Work with property owners to assist with marketing efforts for key opportunity areas

The Village should continue to be proactive in attracting new development, especially for vacant parcels in the key opportunity areas. The Comprehensive Plan should be used as a marketing tool to illustrate to potential developers the vision that the community has for the key areas while also allowing flexibility based upon market realities. Existing property- and business-owners should be surveyed to find out which types of businesses they would like to attract. For example, where new industrial development is shown on the Future Land Use Plan (**Figure 3.2**), a supplier or support industry for an existing business would be an appropriate entity to pursue. The Village should consider working with Choose DuPage to assist with marketing efforts.

² Lake Street Corridor – Corridor Assessment Summary Report prepared for DuPage County by Teska Associates, Inc. and Business Districts, Inc. March 2013, Page 16.

³ Ibid.

Key Opportunity Areas

There are opportunities for development of vacant or underutilized sites both within incorporated Carol Stream and adjacent to it within the planning jurisdiction. This section focuses upon three key opportunity areas that are viewed as important investment priorities (**Figure 4.4**).

Opportunity Area #1: Town Center Node

Existing conditions

Two vacant sites are located on the east side of Gary Avenue north and south of Lies Road. The parcel on the north side of Lies is 4.14 acres, and the parcel on the south is 5.27 acres. Directly to the east of both sites are high-quality industrial buildings (**Figure 4.5**).

Several sites are located further north of Lies Road and south of Stark Drive on the west side of Gary Avenue. On the south end is a 3.01-acre site and directly north of that is a 3.76-acre site with frontage and visibility on Gary Avenue. A smaller parcel of 0.8 acres is a currently vacant former fast food restaurant.

Recommendations

Figures 4.6-4.7 illustrate different conceptual site plans for the parcels within the Town Center Node. The sites on the west side of Gary Avenue at Stark Drive would be most appropriate for retail or service use on the Gary Avenue frontage. The rear parcels are hatched to show either commercial or multifamily residential, with upscale apartments or senior housing envisioned. As indicated earlier, there is local demand for Class A apartments and housing catering to independent, younger seniors. Several brokers interviewed in the market analysis thought these would be a good addition to the area. Further, housing would bring in more potential patrons to nearby businesses. However, the Village can remain flexible in its vision for the site in the event a commercial development proposal for the entire site emerges.

The Village has a preference for future commercial uses near the intersection of Gary Avenue and Lies Road. The existing retail centers in and just north of the Town Center are attractive but have not been able to attract a strong group of retailers. As such, given the shallow depth of available parcels and the large retail concentration on Army Trail Road, a national brand “big box” store is unlikely.

The frontage of the sites on the east side of Gary Avenue might be able to attract smaller-scale specialty commercial retail, services, and entertainment. Potential uses would include restaurants, a child care facility, dry cleaners, a bank branch, phone store or drug store, or other businesses serving residents’ daily needs. In addition, a bike or outdoor enthusiast sale and repair store could be suitable, especially as area bikeway projects are completed (more discussion in **Chapter 6: Transportation Improvements**). Set back from the frontage but within a short walk, medical offices (preferably associated with a nearby hospital) or medical clinics are possible. A moderately priced hotel with a banquet or entertainment center may be possible, but this should be the last piece of the development. Other proposed additions would likely be necessary before a hotel, and future growth among industrial corridor businesses, specifically more corporate meetings and business travel, could support the hotel.

Figures 4.6-4.7 also show bike and pedestrian improvements. Bike and pedestrian consideration is very important to the Town Center Node as improvements would help create the desired character of the area: a more pedestrian-friendly commercial environment, which the Village currently lacks, that draws upon nearby residents, workers, and users of the Ross Ferraro Town Center. Discussion of possible roadway treatments is in **Chapter 6: Transportation Improvements**.

Figure 4.5. Town Center Node existing conditions

Key Opportunity Area #1: TOWN CENTER NODE

The first opportunity area is focused upon the Village's existing Town Center near the intersection of Gary Avenue and Lies Road. As mentioned throughout the plan, the Village and others, such as the Carol Stream Park District, have made significant investments in this area. For example the Carol Stream Park District has recently opened its Recreation Center which is located just south of the Village's Ross Ferraro Town Center. In addition to public investment, the private sector has also developed high-quality projects in this area such as the

Fountains at Town Center townhomes and commercial buildings. This analysis focuses upon the underutilized and vacant parcels that area located within the Town Center area. Vacant parcels included in the opportunity area are zoned either B-2 or B-3 and are part of a planned unit development (PUD). Properties designated as PUD have, or will require, approval of a PUD plan through the Village's special use process. In addition, the properties are also within the Gary/North Avenue Corridor Overlay District.

Current zoning

- B-2 General Retail District
- B-3 Service District

Gary North Avenue corridor overlay district

North
Parcels

South
Parcels



Key uses within the Town Center Node

A

Carol Stream Park District Recreation Center

B

The Ross Ferraro Town Center

C

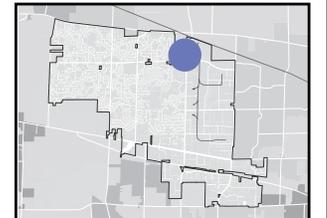
Townhomes and natural landscaped detention pond

D

The Fountains at Town Center retail development

Legend

- Key opportunity parcel
- Existing rail
- Existing off-street trail
- Existing signalized intersection
- 100 year floodplain that impacts key site
- Village boundary



Source: Chicago Metropolitan Agency for Planning, 2016.

Figure 4.6. Town Center Node concept (for illustration purposes only)



Source: Solomon Cordwell Buenz.

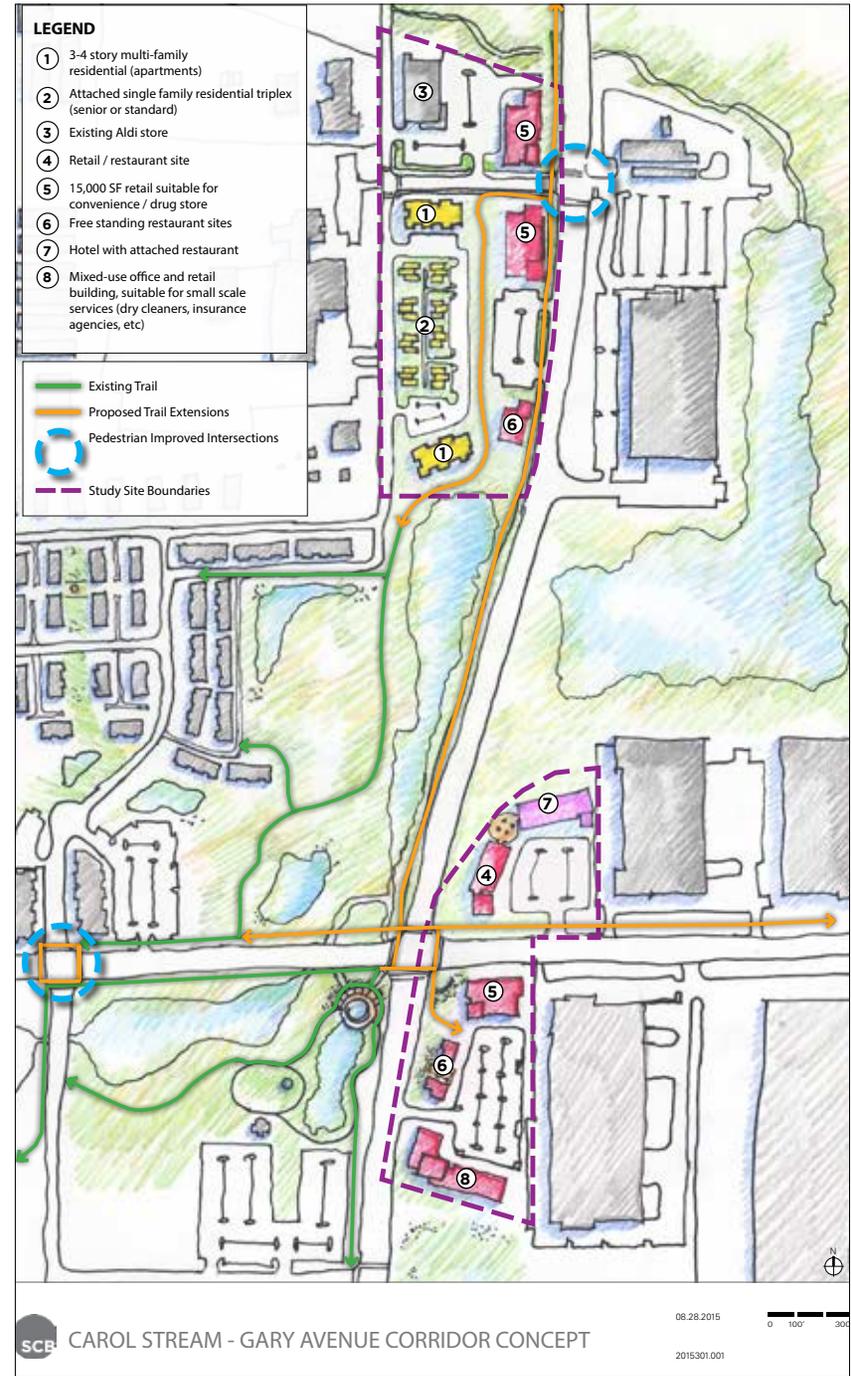
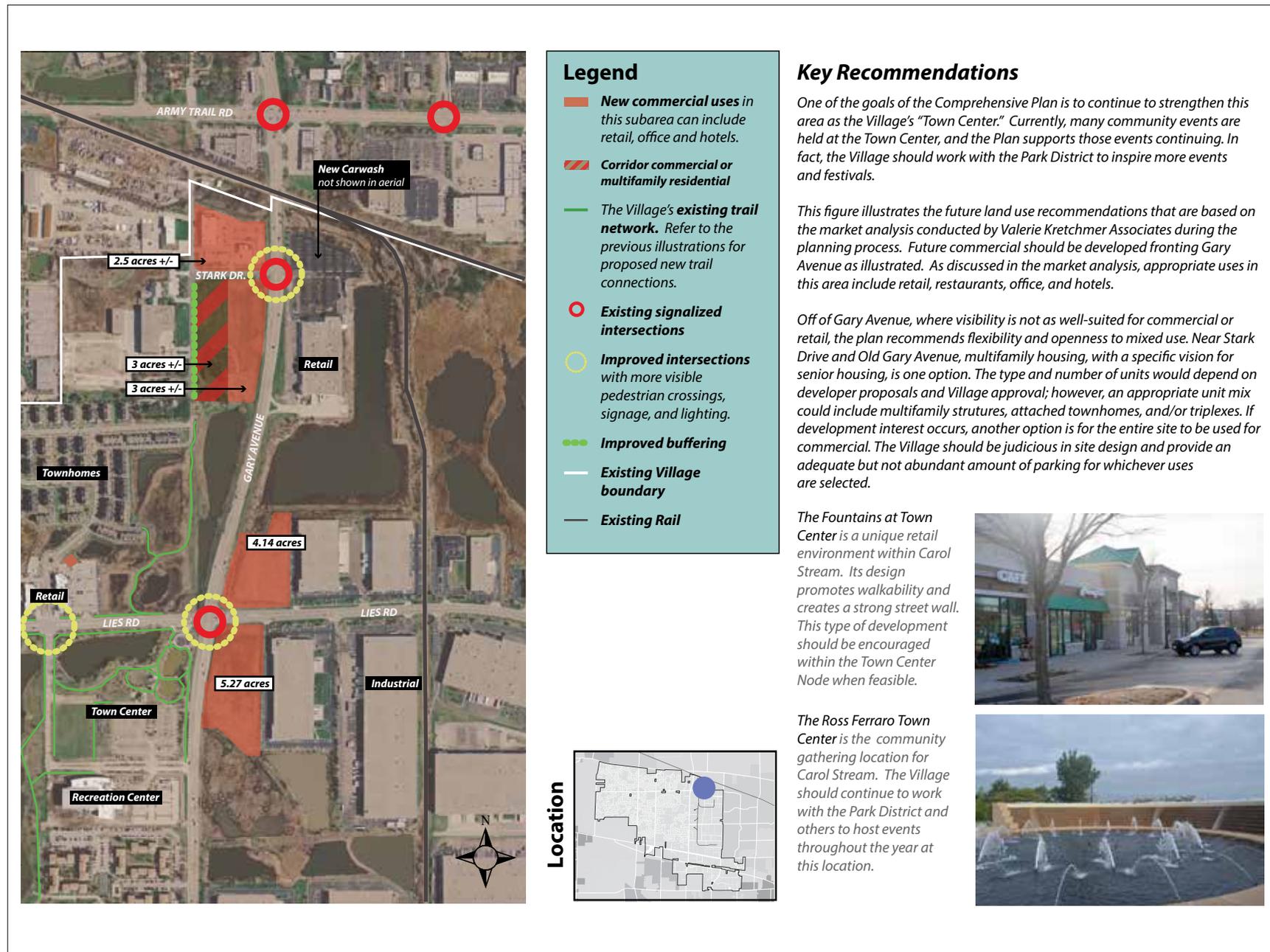


Figure 4.7. Town Center Node future land use



Source: Chicago Metropolitan Agency for Planning, 2016.

Figure 4.8. Gary Avenue and Stark Drive bird's eye site concept



LEGEND

- Multifamily Residential
- Attached Single-Family Residential
- Retail / Restaurants

Subarea 1

Image Key	Use	Gross Square Footage Range	Residential Unit Range	Required Parking Range
1	Multifamily Residential - 3-4 Story (apartments average size 1,000SF)	30,000 - 40,000	20-30	45-65*
2	Attached Single-Family Residential Triplex (senior or standard)	28,000 - 48,000	24	-
3	Multifamily Residential - 3-4 Story (apartments average size 1,000SF)	30,000 - 40,000	20-30	45-65*
4	Restaurant (space for 1 or 2)	5,000 - 7,000	-	40-56
5	Retail	10,000 - 15,000	-	40-60
6	Retail (multiple stores possible)	10,000 - 15,000	-	40-60
Total Residential:		88,000 - 128,000	64 - 84	90 - 130
Total Retail / Restaurant:		25,000 - 37,000		120 - 176
Total Subarea 1		113,000 - 165,000	64 - 84	210 - 306*

* Indoor parking on the ground level of the multifamily residential buildings is assumed (to accommodate a portion of the total parking need)

CAROL STREAM - GARY AVENUE CORRIDOR CONCEPT - SUBAREA 1 BIRD'S EYE VIEW



Source: Solomon Cordwell Buenz.

Figure 4.9. Gary Avenue and Lies Road bird's eye site concept



Subarea 2

Image Key	Use	Gross Square Footage Range	Hotel Unit Range	Required Parking Range
7	Hotel and Entertainment Center*	70,000 - 100,000	80 - 110	80 - 110
8	Retail	10,000 - 15,000	-	40 - 60
9	Retail (multiple stores possible)	10,000 - 15,000	-	40 - 60
10	Restaurant	2,000 - 4,000	-	16 - 32
11	Restaurant	2,000 - 4,000	-	16 - 32
12	Mixed Use:			
	-Office	12,000 - 15,000	-	48 - 60
	-Retail (multiple stores possible)	10,000 - 15,000	-	40 - 60
Total Subarea 2		116,000 - 168,000	80 - 110	280 - 414

*Last phase of development

LEGEND

- Retail / Restaurants
- Mixed Use
- Hotel & Entertainment Center

CAROL STREAM - GARY AVENUE CORRIDOR CONCEPT - SUBAREA 2 BIRD'S EYE VIEW



Source: Solomon Cordwell Buenz.

Figures 4.8-4.9 expand upon the conceptual sketch in Figure 4.6 to illustrate conceptual bird's eye views of a future Gary Avenue and Stark Drive (Subarea 1) and a future Gary Avenue and Lies Road (Subarea 2). The rendering for Subarea 1 explores a development where the western portion of the site is multifamily. However, it is important to note that the illustration is only a concept and does not commit the Village or developers to this future reality. In addition, the numerical ranges of physical dimensions, building footprints, facades, parking design, and all other details should be decided upon at the time of development. Though these illustrations can be a guide and reflect the desired character of the subareas, they are subject to change.

Opportunity Area #2: North Avenue and County Farm Road

Existing conditions

Opportunity Area #2 includes the area on all four quadrants of the North Avenue/County Farm Road intersection. It includes an 11.5-acre site and 2.0-acre site on the northeast quadrant, an 8.2-acre site on the southeast quadrant, a 16.4-acre site on the northwest quadrant, and a 23-acre site on the southwest quadrant (Figure 4.10). As shown on the graphic, a large portion of the southeast quadrant is within the floodplain. Currently, much of the area within the floodplain is used for outdoor storage and parking.

While most of the area is not incorporated into the Village, all of these parcels are in Carol Stream's planning jurisdiction, and the Village has begun strategic annexations near this area. The sites have a mix of industrial, quasi-industrial, motel and other low-intensity obsolete buildings, as well as a pet cemetery within the northeast quadrant. A used car dealer and motorcycle dealer are at the southwest quadrant. The broker for the property on the northeast corner indicated that the only interest he has had in four years is from truckers, landscapers and auto-related businesses.

The following are adjacent to the opportunity area: On the south side of St. Charles Road west of County Farm Road is a large park owned by the Winfield Park District. To the east of the sites on County Farm Road on both the north and south sides of North Avenue are the Carol Stream Park District Bark Park and Red Hawk Park. Wheaton Bible Church is west of the northwest quadrant of North Avenue and County Farm Road. The church, which is connected to Village utilities, occupies an extremely large parcel.

Recommendations

Figure 4.11 illustrates a future land use plan for this area. Assuming the availability of North Avenue frontage for commercial development, other auto-related retail uses could be pursued, which would reinforce the existing car-oriented businesses. Several brokers indicated that car or other motor vehicle dealers could be a possibility on North Avenue at this site or at one of the sites in Opportunity Area #3, though at this time they were not aware of any dealers specifically looking to expand or relocate. A family-oriented restaurant that would be close to the parks should be considered, as should fast food restaurants on the south side of North Avenue, making it easy for commuters heading to I-355 to stop for food or beverages in the morning.

While a number of brokers expressed that some limited retail development would be an option here, several felt that the area was too sparsely populated or developed to attract most retailers. As a solution to this, and to create a transition between new commercial and industrial development along North Avenue and existing large-lot single-family homes on Vale Road, small townhome developments on each side of Ethel Street are proposed.

Future development in this area will likely depend on land assembly, which would combine smaller (often narrow and deep) parcels into larger redevelopment sites. Larger parcels would benefit redevelopment by allowing more room for parking, stormwater management, and fewer access/egress points. Potential demolition of obsolete buildings would likely be part of parcel consolidation. If the area is annexed, it may be appropriate to consider creating a TIF district to help fund improvements that would spur redevelopment.

Clean and modern industrial uses are also part of the vision for this area. Currently, a large amount of acreage is dedicated to outdoor vehicle storage, which is not the highest and best use of land. Because industrial uses attract workers and a daytime population, as discussed above in **Section 4.3**, industrial development contributes to the local tax base by creating a larger market for consumer spending and sales tax. In addition, some warehouses and showrooms generate sales tax revenue because they are the point of sale. Overall, retail development would not be the only path to growing the sales tax base, and with multiple development avenues to pursue, the Village should remain flexible and respond to the market analysis conclusions.

Figure 4.11. Future land use plan, area #2

Key Recommendations

The majority of the parcels located within this key redevelopment area are outside of the Village of Carol Stream but within the Village's planning jurisdiction. The Village should be open to potential development proposals in this area and consider potential annexations as they come forward. Future land uses in this area should be

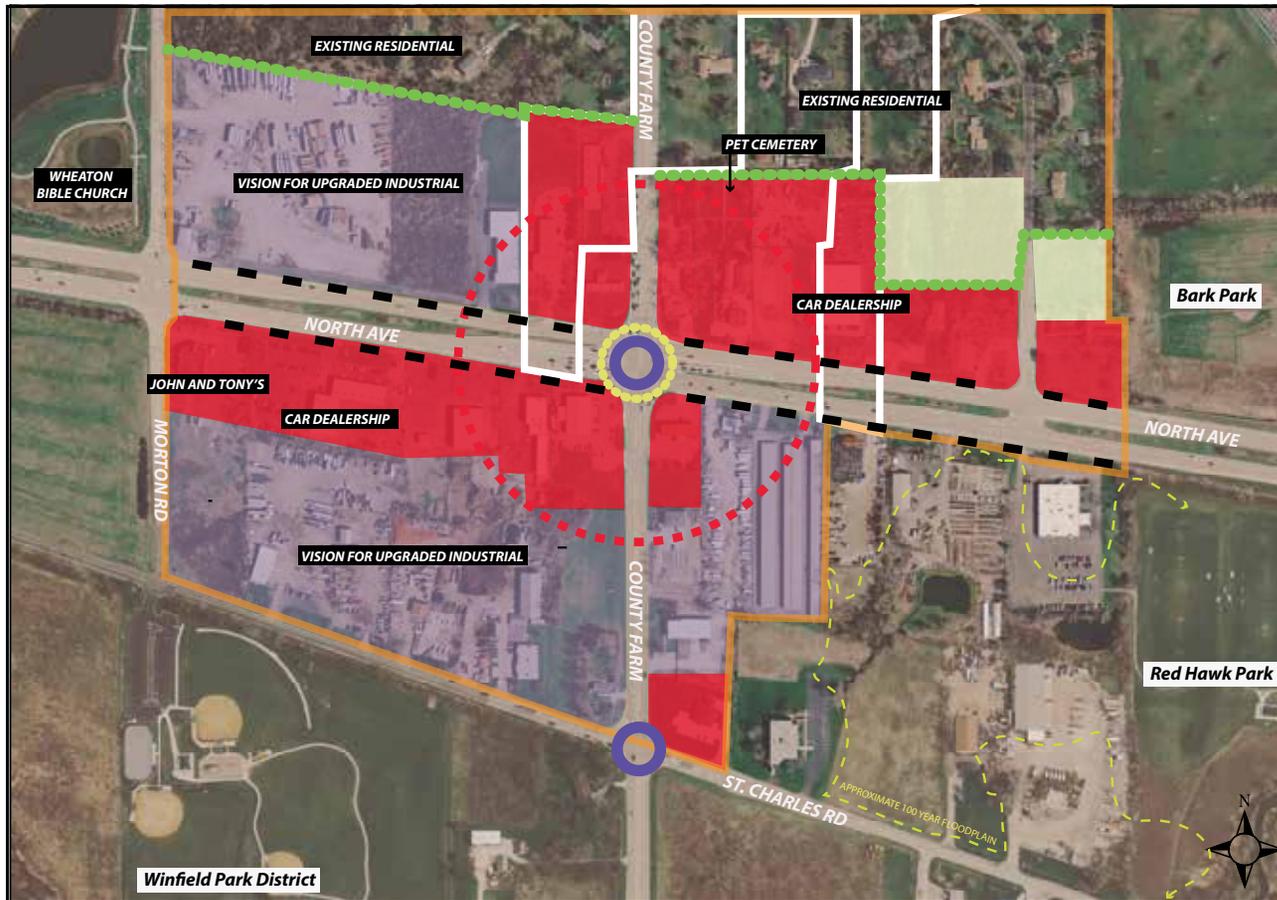
considered flexible, either commercial, residential, or industrial depending upon market realities and developer proposals. This concept illustrates a retail node centered upon the intersection of North Avenue and County Farm road through both parcels identified for future retail and a circle meant to depict a possible

larger retail development. Future development for either retail or industrial will depend upon parcel consolidation.

Although North Avenue is not envisioned to be a pedestrian friendly street, the intersection with County Farm road should include pedestrian

crosswalks, pedestrian signage, a refuge area for pedestrians/bicyclists unable to cross the street in a single light change.

Access and egress points (curb cuts) along North Avenue should be minimized to improve circulation and flow.



Legend

- Corridor commercial /retail** is illustrated to show the approximate area that retail is appropriate, however, this can change based upon developer proposals and parcel consolidation. Although specific parcels are identified, the circle represents how the amount of retail can change based upon market feasibility.
- Active industrial uses** can include light industrial, or office headquarters for an industrial business.
- Single family uses** include townhomes, duplex, and triplex.
- Improved intersection** to include more highly visible pedestrian crossings and refuge area within the North Avenue median.
- Existing signalized intersections**
- Improved buffering**
- Minimize curbcuts**
- Study area**
- Current Village boundary** shows most of the area as being unincorporated.

Source: Chicago Metropolitan Agency for Planning, 2016.

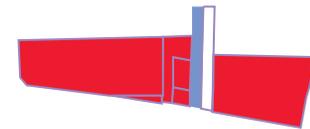
Figure 4.12. Existing conditions, area #3

Key Opportunity Area #3: NORTH AVENUE FROM KUHN ROAD TO BENNETT DRIVE

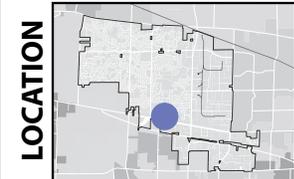
Two property owners control approximately 30.7-acres of vacant land, most of which is zoned B-2 General Retail District on the north side of North Avenue. At the east end (Bennett) and the west end (Kuhn) of the site are fully signaled intersections at North Avenue. With signaled intersections bookending this area, access to the site should be viewed to be attractive by future users.

Current zoning

- B-2 General Retail District
- B-4 Office, Research, and Institutional
- Gary North Avenue corridor overlay district
- Unincorporated



Existing uses



Source: Chicago Metropolitan Agency for Planning, 2016.

Opportunity Area #3: North Avenue from Kuhn Road to Bennett Drive

Existing conditions

This area is located on the north side of North Avenue and includes a total of 40.8 acres across five sites ranging from 0.69 to 12.2 acres. It is directly west of the newer townhome development, Easton Park, which is now owned by MI Homes and expected to be fully built-out in 2016. Across North Avenue from Easton Park is Windsor Park, a very large market-rate continuing care retirement community for seniors (**Figure 4.12**). To the north of the site at the west end is the Thomas R. Vinson Water Reclamation Center, which may pose limitations for additional townhouses or multifamily development in close proximity to the facility.

Four of the sites have frontage on North Avenue and both Bennett Drive and Kuhn Road have traffic signals. Nearly 10 (9.6) acres on the northeast portion of this area are used primarily for a retention pond. Single-family detached homes are north and east of these sites.

Recommendations

Figure 4.13 illustrates a future land use plan for this area. As with Key Opportunity Area #2, the relative lack of housing and businesses to the west may make it more challenging to attract traditional retailers. Therefore, for the western portion of this area, light industrial is currently the strongest opportunity. The Thomas R. Vinson Water Reclamation Center to the north would have the least effect on light industrial, but all development would need to be appropriately buffered from existing or new nearby residential uses. Another viable option that blends industrial and commercial are home improvement and construction businesses such as tile, granite, and flooring companies. These could have both a retail and wholesale operation, and generate sales tax revenue (Floor & Décor is an example). Auto-related retail such as vehicle sales may be appropriate. Any outdoor storage areas should be located toward the rear of the property and should be fully screened from view by motorists on adjacent streets.

The eastern acreage has the potential to attract convenience retail at the intersection of North Avenue and Bennett Drive; possible uses are a drug store, small grocery or convenience store (e.g., 7-11 or Gordon Food Service), phone store, or dry cleaners. An ethnic or specialty grocer is another potential retailer to serve the diverse population in and near Carol Stream.

An attractive multifamily development could be built on the northern acreage, with careful site planning to ensure landscape buffering and building footprints close to Bennett Drive to minimize the effect of the water reclamation center. If market interest occurs, the entire acreage could be used for commercial, but new residential units would be helpful in supporting new retail. **Figure 4.13** is hatched to show flexibility between multifamily residential and commercial for the rear half of this site.

Figure 4.13. Future land use plan, area #3

Key Recommendations

This figure illustrates future land use recommendations based on market analysis conducted by Valerie Kretchmer Associates. South of the Thomas R. Vinson Water Reclamation Center, approximately 13 acres of land are recommended for light industrial use. Appropriate uses are light industrial, distribution, showroom, and industrial-supporting office. Secondary options are home improvement wholesale/retail, and vehicle sales.

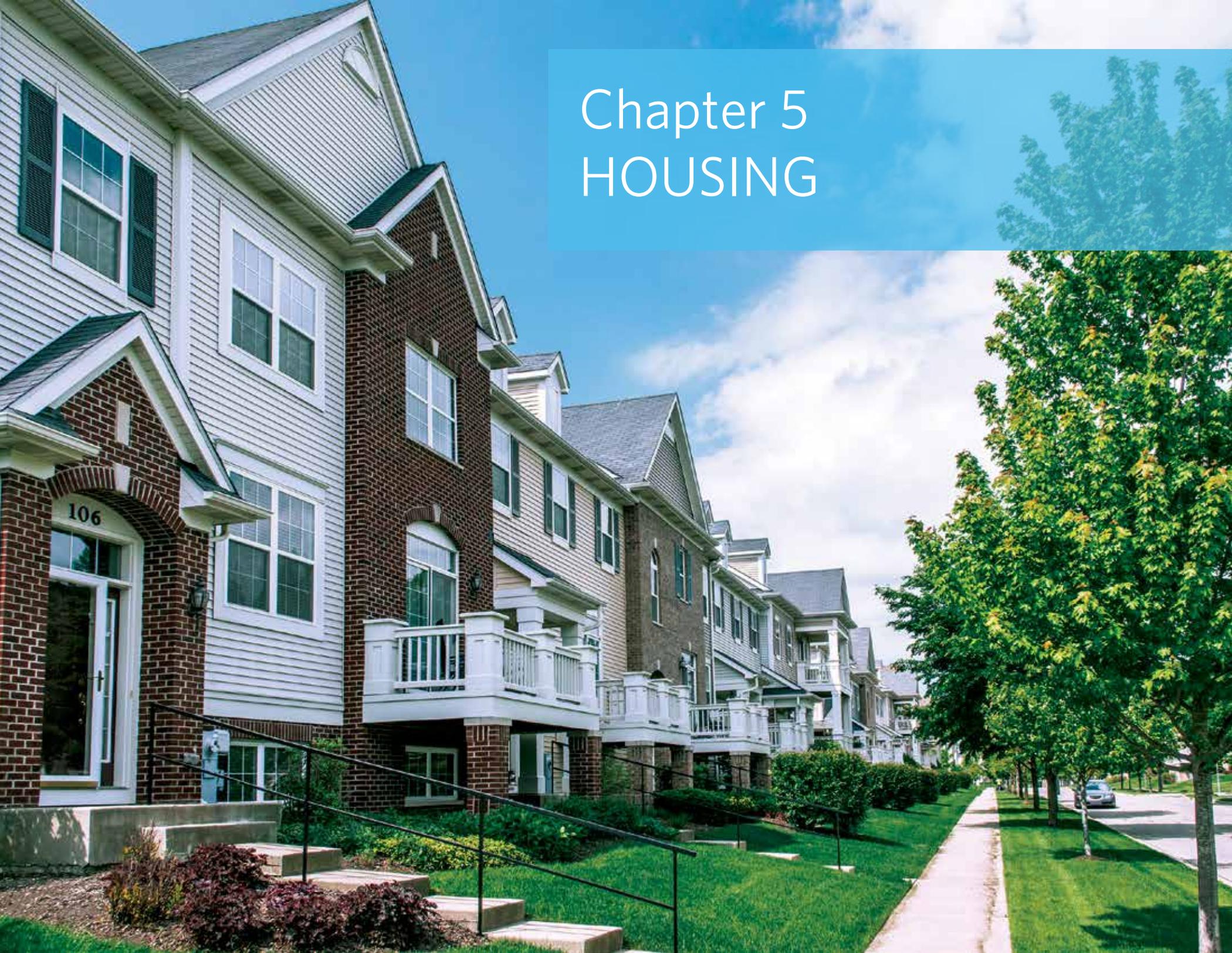
Approximately 11 acres are illustrated in the eastern portion of this area. With careful site planning for building footprints near Bennett Drive and sufficient buffering, future multifamily residential is recommended for approximately the northern half of this area, adjacent to the water reclamation facility. However, this can change based on developer proposals and market feasibility. Commercial uses may also be appropriate.

Future commercial is recommended along 5 acres of the North Avenue frontage. New retailers would likely need to be supported by additional residences or workplaces in the area. An ethnic-focused grocer may be a possible anchor store. Any future development along the frontage should be designed with minimal curb cuts to maintain traffic flow along North Avenue.



Source: Chicago Metropolitan Agency for Planning, 2016.

Chapter 5 HOUSING



The recommendations contained in this chapter are meant to continue to provide high-quality housing for Carol Stream's residents into the future while also making the Village attractive to new residents. The recommendations are designed to preserve and enhance existing neighborhoods and housing supply while identifying opportunities for new development in strategic locations that offer a diversity of housing types and densities to accommodate future growth and anticipate future market demand.

Existing conditions key findings

The following are key findings regarding Carol Stream's housing stock.

- The Village of Carol Stream contains a wide variety of housing types. Nearly 18 percent (17.4) of housing units are attached single family, compared with 12.3 percent in DuPage County, and 7.7 percent in the region. Furthermore, nearly a third of the housing units (31.1 percent) are in buildings containing five or more units, which surpasses both the county (23.9 percent) and the region (26.2 percent).
- Carol Stream is relatively affordable and after a steep decline, is gradually increasing in value. According to real estate database Zillow, as of February 2016, the median sales price in the Village was \$220,300. Since the November 2006 peak of \$279,000, the median sales price dropped as low as \$154,000 in June 2011 (a nearly 45 percent decline). The value has since rebounded by about 21 percent and is projected to grow by 2.3 percent by the end of 2016. According to 2012 data from the American Community Survey, more than 87 percent of housing in Carol Stream is valued between \$100,000 and \$400,000, compared to approximately 69 percent for DuPage County and 72 percent for the Chicago region. Only approximately 7.5 percent of housing in Carol Stream is worth more than \$400,000, a significantly smaller share than DuPage County or the region.
- Housing is generally newer in Carol Stream than DuPage County and the Chicago region. The median year of construction for a housing unit in Carol Stream is 1983, compared with 1977 for DuPage County and 1965 for the region. Further, 55.7 percent of Carol Stream homes were built between 1980 and 1999, a substantially greater percent than DuPage County (32.9) and the region (19.2).
- Multifamily housing units are concentrated in two areas: the southeast portion of the Village, from the southeast corner of the intersection of Schmale and North Avenues to Village boundaries; and along the west side of Gary Avenue between Fullerton Avenue and Lies Road. There is one apartment complex on the southeast corner of Kuhn Road and Lies Road. The vast majority of the residential acreage is used for single-family homes, including townhomes.

Recommendations

Adopt universal design and visitability principles to support "aging in place."

The Village should strive to provide a diverse supply of owner and renter-occupied homes to meet the housing needs of all residents. Of particular importance in the coming years will be "aging in place," or the design of homes and neighborhoods to accommodate older residents. The Village should adopt visitability principles, which are specific housing guidelines that aim to accommodate disabled and senior populations and involve modifications to doorways, hallways, and bathrooms. Models include the Village of Bolingbrook's visitability ordinance or the City of Naperville's visitability standards for new homes as a model for these initiatives.

Establish an award program, and enforce municipal codes to lead to improved property maintenance.

Well-maintained residential properties are the mark of a healthy community, and they benefit property values, which when stable or growing have a broad positive implication for a community. The outreach process revealed that property maintenance, particularly in select multifamily complexes, is one of the more pressing housing-related issues in Carol Stream. Through a combination of incentives, enforcement of current ordinances, and enactment of new policies, Carol Stream can help bring about noticeable improvements in property maintenance.

- **Create award programs to reward exemplary maintenance.** Discussed in greater depth in **Chapter 8**, one specific strategy is a Block Award program that rewards neighborhoods for maintaining their properties and contributing to community character. The program aligns best with residential single-family and perhaps townhome homeowners in a predominately owner-occupied neighborhood, and could be effective in contributing toward single-family home maintenance. However, a comparable program could also be implemented for multifamily complexes.

Winning “Community Housing Awards” could be a marketing tool for landlords to attract tenants. The Village of Oak Park’s Community Design Commission has awarded individual property owners, groups of neighbors, and entire blocks for commitments to maintenance and rehabilitation. Streets signs displaying the awards can be seen in winning areas, adding to character, image, and perceived property values.

- **Hold residential property investor events.** A common concern is that some multifamily property owners are absent and do not take pride in making Carol Stream an attractive and safe place to live. Part of the problem may be a lacking personal connection between Village leadership, the real estate brokering community, and these investors. The Village may consider hosting residential property investor (landlord) events, inviting active realtors, as well, to maintain a regular and personal connection with Village staff. These events, such as an annual banquet, could use giveaways or an award to inspire owners to attend, or they could be required as a condition for maintaining a multifamily dwelling license. The events could contain a training program, where presentations are made by local public safety officials. When the owner or ownership group is not local to the region, a representative could be appointed to attend for them.
- **Promote housing renovation and rehabilitation.** The education of local homeowners on how to apply for and succeed in receiving grant assistance should be an objective as part of the greater strategy of encouraging home remodeling, renovation, and rehabilitation. Several grants and low-interest loans are available to homeowners to help fund renovations and rehabilitations either of existing homes or homes considered for purchase. These funds sometimes channel directly from the funder to the homeowner or they are administrated and overseen by an agency such as the U.S. Department of Housing and Urban Development, the Illinois Housing Development Authority, DuPage County, or a local municipality.

However, the application process can be intimidating and the facts change regularly. These are common sources of assistance available to Carol Stream residents: the 203(k) Rehab Mortgage Insurance Program, Title I Property Improvement Loan Program, HOME Program, and Community Development Block Grants (CDBG).

- **Pursue partnerships with other agencies.** Working with partner agencies such as the Carol Stream Library and the DuPage Homeownership Center, the Village could co-sponsor workshop events to educate and inform residents on the benefits of renovating or re-investing in their homes. The permitting process, which can sometimes be perceived as intimidating and unclear, can be discussed, as can the financial and tax benefits of renovating, such as the long-term adjustment in the tax basis when the property is sold.
- **Work with multifamily housing owners to maintain high-quality properties.** Multifamily property owners often cite insufficient cash flow and hardship as reasons for deferring maintenance or neglecting necessary facility upgrades. The Village should direct landlords to resources that can aid in financing rehabilitation of properties to bring them up to code, such as the Community Investment Corporation, a not-for-profit mortgage lender that provides financing to buy and rehab multifamily apartment buildings in the Chicago metropolitan area. A similar source is the Illinois Housing Development Authority. In most cases, these incentives have an affordable housing component, and their funds are made available to landlords who provide a certain percentage of their units at a rate that does not exceed the maximum gross housing expenditure for a household that earns 80 percent or less of area median income.

Recommendations to attract new housing

In addition to the recommendations described in this section, **Chapter 4** provides more analysis related to current housing demand and types of housing that should be pursued, especially for key opportunity areas.

Continue to work with developers to respond to market trends

Two large age cohorts and segments of the home-buying and -renting market are Baby Boomers and Millennials. According to 2010 Census data, residents between age 50 and 64, which would capture those in their late working years and nearing retirement, represent approximately 20 percent of Carol Stream's population. Interestingly, both of these demographics have similar housing needs and preferences, particularly for walkable areas with amenities and access to public transportation. The preferences of these two large demographic groups can affect how Carol Stream aligns its housing strategy for the years to come. Additionally, Carol Stream has greater racial and ethnic diversity than it has had in previous decades, particularly with growth in the percentages of Asian and Hispanic or Latino residents.

- **Promote senior housing opportunities.** As an opportunity for increasing senior housing options, Carol Stream should ensure that any zoning ordinance updates include options for multifamily developments that would support senior housing developments. Increased density allowance and universal design principles, particularly in the Town Center area, would create walkable and transit connected options for Carol Stream seniors. In specific housing stock terms, the public outreach process revealed that Carol Stream residents like the Village's supply of ranch homes and believe more should be developed as they are more accommodating to those with mobility issues.

- **Support fair housing.** In response to increasing racial and ethnic diversity, the Village should ensure that local real estate sales and rental markets comply with the federal regulations of the Fair Housing Act. Village staff should be able to instruct residents and potential residents on how to report possible violations. In addition, promoting adherence to fair housing law may support the relocation of workers who are essential talent for the many businesses with operations in Carol Stream.

Provide convenient, competitive housing for employees in Carol Stream

Because Carol Stream contains an industrial corridor that is part of the O'Hare Manufacturing and Freight Subregion, Carol Stream will continue to be an employment hub for the foreseeable future. In fact, Carol Stream workplaces employed 18,736 people in 2013, according to LEHD data, but only approximately 1,410, or 7.5 percent, of those workers live in Carol Stream. After adding in Glendale Heights, Wheaton, and Hanover Park, the percent is 15.5. The city contributing the most workers to Carol Stream is Chicago, with more than 10 percent of Carol Stream workers commuting from there. Therefore, the Village has a large market of potential new residents to capture. Multiple strategies could help close this gap:

- **Encourage employer-assisted housing.** Employer-Assisted Housing (EAH) is a pragmatic way for employers to attract and retain skilled workers and support their surrounding communities. Through EAH, companies provide financial counseling and assistance to their employees for the purchase or rental of homes in close proximity to where they work. Qualifying costs incurred by the employer for EAH benefits can be offset by a tax credit that amounts to half of the total investment. Further tax deductions may be available to private or for-profit companies, and nonprofits may be able to sell or transfer tax credits to other entities.

More general information is available through the Metropolitan Planning Council, and implementation of EAH in a community with an industrial employment base, the City of St. Charles, is included in CMAP's Home for a Changing Region materials.

- **Promote additional residential development and occupancy of existing development in targeted areas.** To enable the shortest commutes to the large employers in the eastern third of the Village, housing in the eastern, northeastern, and southeastern portions of the Village's residential area should be targeted. The southeastern portion already is heavily concentrated with multifamily units, and EAH tools may be useful to direct resources toward the upgrading of these areas. The vacant, available parcels at Gary Avenue and Lies Road are immediately adjacent to the industrial corridor, and although they should be prioritized for commercial use, if appropriate in the future, housing units should be explored in a mixed-use concept.

Consider mixed-use concepts if feasible and appropriately located

The market analysis prepared by VSKA Associates and discussed in depth in **Chapter 4** does not see potential for mixed-use developments (residential above commercial) in Carol Stream. However, because Carol Stream does not have a zoning district or provision that explicitly allows or encourages mixed-use structures, developers are somewhat discouraged from approaching the Village with this type of plan. Mixed use now occurs only through PUD. Market conditions may change over time, and more developers may approach the Village with mixed-use projects, especially as the demand for senior-friendly market rate multifamily grows. Therefore, it is important to be receptive to these concepts but discerning when considering the proposed scale, number of units, and amount of parking.

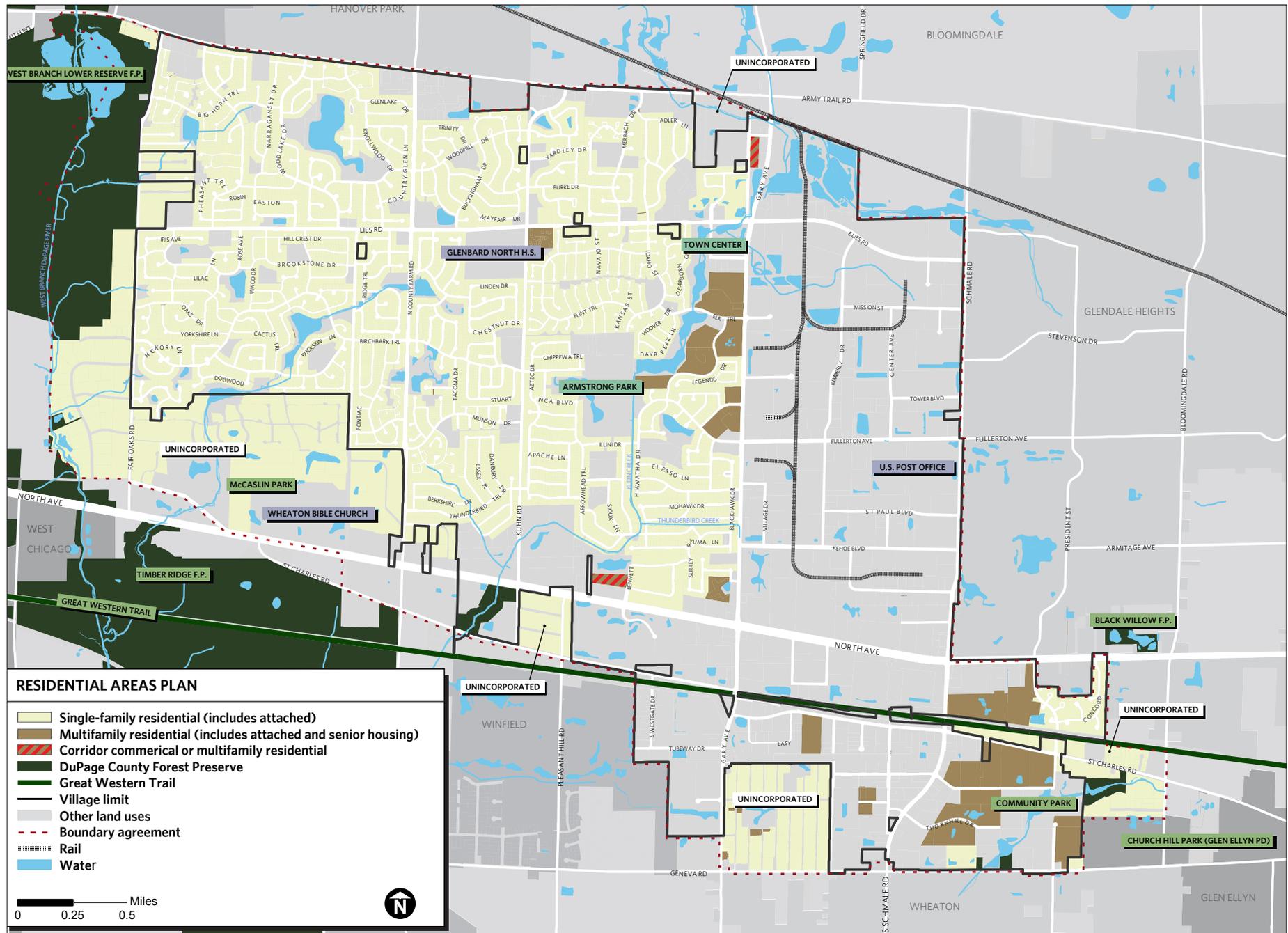
Continue to preserve the character of existing residential neighborhoods

Residential neighborhoods consisting of single-family detached homes are an important component of the housing mix and the identity of Carol Stream. Custom-build or infill construction on the site of a previous home, called "teardowns," should be designed to fit into the character of the neighborhood. Wherever possible, development of new homes on infill lots should be prioritized over brand new subdivisions. In the future, if a teardown trend emerges, the Village could consider the creation of residential design guidelines and/or an update to the residential zoning districts. These guidelines may align with the "character corridor" concept described in **Chapter 8: Image and Identity**.

Consider cost of providing services when developing new housing

To compensate for additional service demands on the Village and other local governments (Park District, school districts), the Village should charge appropriate developer's fees and adjust the developer's fee schedule periodically to account for changes in per-resident and per-student costs. This is especially important for the Village, which does not levy a local property tax. However, part of this cost consideration includes the concept discussed in Section 4.3 of **Chapter 4: Economic Development**—that developing housing, particularly apartments, increases the retail customer base and will increase sales tax revenue for local stores. Regarding senior-focused housing, the service demand tends to be less than families because the lack of children attending school. However, seniors do need access to health care and other social services, but the majority of costs associated with these expenses are not incurred by the Village.

Figure 5.1. Residential areas plan



Source: Chicago Metropolitan Agency for Planning, 2016.



Welcome to
WINDSOR PARK
A Country Retirement Community



Chapter 6 TRANSPORTATION IMPROVEMENTS

Carol Stream residents and businesses are served by a comprehensive street network with a mix of arterials, collectors, and residential or local streets. The network generally prioritizes motorists and allows for easy mobility by car and truck at most hours of the day. This prioritization has supported much of the Village's industrial area, which relies on trucking. This chapter outlines strategies to strengthen transportation and circulation for automobiles, trucks, public transit, as well as to add walking and biking choices.

Existing conditions key findings

The following highlights the current conditions of the Village's transportation system.

- Carol Stream has a strong network of roadways that are heavily used by residents, workers, and visitors. The roadway network in Carol Stream provides access to all parts of the Village and to interstates and state routes. North Avenue (IL-64) is the most heavily used arterial in the Village, with the highest average annual daily traffic count. Other key corridors include Army Trail Road, County Farm Road, Gary Avenue, Geneva Road, Lies Road, and Schmale Road.
- Industrial businesses are well served by truck routes as well as a freight rail industry line and associated spurs. The Village has a Class II-designated truck route network to help trucks efficiently navigate through the Village as well as to limit the wear and tear, pollution, noise, and congestion associated with these vehicles to these specific routes. In addition to this truck route network, an industry line with rail spurs branches from the Canadian National-Illinois Central Railway into the industrial corridor, providing access to freight rail.
- The Village has very limited access to public transit, and the transit it does have is not well utilized. Two Pace bus routes connect the Village to other communities and bus routes, as well as to the Wheaton Metra station. These routes have low ridership and no weekend or holiday service. Metra lines do not pass through Carol Stream; however, two Metra lines serve neighboring municipalities, and one (Wheaton) is accessible by a Pace bus route.
- Pedestrian and bicycle infrastructure in Carol Stream is continuing to improve. Residents enjoy access to three significant regional trails: the Great Western Trail, The West Branch DuPage River Trail, and the Carol Stream-Bloomington trail. The connectivity and quality of the pedestrian and bicycle infrastructure network varies across the community. Carol Stream residents have many existing options for recreational walking and some options for functional or utilitarian walking to work, school, or shopping, with more options planned to be installed in the near future. However, walking is still quite limited because of gaps in the pedestrian network, a segregation of land uses, and comprehensive street planning and design that has heavily favored cars and trucks over other users. The industrial areas that employ a large number of people, as well as the commercial offices, are separated from residential areas by fairly rigid zoning and land use buffers such as green space, wide highways, and large parking lots. To address existing gaps, the Village has four Transportation Improvement Program (TIP) projects planned that focus solely on developing and enhancing bicycle and pedestrian paths in Carol Stream. During outreach activities, participants noted that there is currently a lack of a pedestrian-friendly mixed-use area, such as a downtown, that would support walking between shopping, entertainment, and residential areas.

Figure 6.1 shows non-bike-related improvements that have already been completed or are already programmed and will be completed in the near future. Bike-related improvements are shown on **Figure 6.2**.

Recommendations

Work with the County and IDOT to provide high-quality street infrastructure

Continue to budget for ongoing improvements and maintenance of existing Village street infrastructure.

Enhance accessibility by improving bus shelters, pedestrian infrastructure

Pace recently worked with the Village to plan and fund multiple bus shelters along Gary Avenue, a significant improvement to transit access. At the time of this Plan, the project was in its later stages and nearing completion. However, many Pace stops throughout the Village still consist only of signposts, with benches and shelters infrequent. In several cases, there are no sidewalks. Facility improvements, both at and adjacent to bus stops, can enhance access and make transit more desirable for potential riders. The Village should work with Pace and transportation programming agencies to connect sidewalks; to install paved waiting areas, crosswalks, curb cuts and countdown signals; and to provide additional shelters, benches, and adequate signage. By working with Pace, the Village should identify and prioritize improvements at high-use stops or those that have none or only one of the above features.

Market and promote bus, Dial-a-Ride, RideShare, and Vanpool

Public outreach revealed one reason for low ridership is residents and commuters may not even think about taking the bus. Residents report not encountering buses often (because of limited service) and not knowing the benefits or feasibility of riding because they do not see marketing or encouragement. The Village and Pace should discuss an education and marketing strategy. As part of a renewed relationship with multifamily property owners, discussed in **Chapter 5**, the Village could encourage apartment complexes to provide a free one-month Pace pass to new tenants as a promotion.

As part of its sustainability initiative, the Village could work with the Chamber of Commerce to sponsor a contest for local employers to see which businesses can get the greatest percentage of employees to commute by bus and provide an award and positive publicity to the winners.

The Pace RideShare and Vanpool programs are good options for commuters whose schedules cannot be accommodated by fixed-route service such as Pace bus or Metra. Local employers should be encouraged to present these options to workers and collaborate with Pace to distribute materials that discuss the benefits.

Finally, Pace Dial-a-Ride for Wayne Township includes Carol Stream in its service area. Dial-a-Ride not only provides an option for seniors and disabled residents but also accommodates pre-arranged transportation for the general public. Paratransit for those with disabilities should be supported, and if asked, the Village should be able to connect residents with information on these services. Both Dial-a-Ride and paratransit should be publicized through Village channels such as the Village website.

Encourage Pace to study demand for Route 711

Pace should prioritize the southeast area of the Village (roughly bordered by North Avenue, Schmale Road, Geneva Road, and Bloomingdale Road) when it conducts regular assessments of ridership for Route 711. The area has a housing mix and demographics that would typically signal need and demand for bus service, and an effective encouragement campaign as described earlier could lead to more riders.

Make transit accessibility a consideration of future development

To assist with route and service planning, the Village should make Pace aware of any approved, in-construction, or completed new development that will add a significant number of residents or workers. Pace could be involved in the review process through the Development Review Assistance for Transit program, described in Pace's Transit Supportive Guidelines, or Village staff and officials could use the guidelines themselves in the review. The Village may consider making transit-supportive review required in the PUD process or for any proposed mixed-use development. Specifically, the development concepts for Opportunity Areas in Chapter 4 have the potential to support new or increased service.

Support the use of the freight rail system

As noted earlier, the Village's industrial corridor has an established freight rail system with spurs from the Canadian National-Illinois Central Railway. The Village should encourage property owners to market to businesses that would benefit from rail to continue to take advantage of this access. Also, the Village should continue to support rail access. The planned railway crossing improvement at Gary Avenue is an example of a project that supports rail traffic.

Improve key intersections to promote walking and biking

As shown in **Figure 6.2**, there are a number of key intersections in the Village that are in need of improvements to help improve the pedestrian environment. Examples of key intersections where improvements should be made include intersections within the Town Center node and at key points along North Avenue.

Town Center intersections

The Town Center has been designed to be the community focal point where Village-wide gatherings and special events take place. In addition to a mix of land uses that includes the recreation center, retail, and housing, there is also an existing sidewalk and multi-use trail system in place. To both complement and strengthen walking and biking in the area, the intersections of Gary Avenue and Stark Drive, Gary Avenue and Lies Road, and Lies Road and Fountain View Drive should be improved.

Gary and Stark

The Gary and Stark intersection currently has no pedestrian crossings, despite having commercial development near to all three of the four corners. If the development concepts expressed in **Section 4.4: Key Opportunity Areas** and **Figures 4.7 and 4.8** are implemented, crossings and pedestrian scale lighting should be added.

Gary and Lies

The Gary and Lies intersection received investment in Summer 2015 as a grade-level crossing was installed with pedestrian signal heads. This crossing is a good beginning and will serve pedestrians on the south side of Lies Road and east and west sides of Gary Avenue. However, the north side of the intersection should also be improved with a grade-level crossing in the future to align with the completion of the proposed bikeway sidepath on the north side of Lies, east of Gary. The Village and DuPage County Division of Transportation (DuDOT) should strive to connect the new bikeway east of Gary along Lies Road with the existing Lies Road bikeway, and the installation of appropriate crossings will be necessary to accomplish this. The Lies bikeway is planned for completion in 2017.

To accompany future development on the northeast and southeast corners of the Gary and Lies intersection, the Village and County Division of Transportation should include grade-level crosswalks on the west and east sides of the intersection, creating four crosswalks. This improvement would not be required until commercial development is realized on these parcels.

Fountain View and Lies

To connect customers of The Fountains at Town Center, the residents in the adjacent townhome development, and users of the Ross Ferraro Town Center, a grade-level pedestrian crossing on either side of the intersection should be considered. Though the crossing would likely be too close to Gary and Lies to justify an additional full traffic signal, other treatments could create a safe crossing environment (for example, a high-visibility crosswalk with a pedestrian refuge island, yellow pedestrian crossing signs with a flashing beacon, and signs alerting drivers of state law to stop for pedestrians in the crosswalk). A future engineering study by the Village Engineering Services Department and DuDOT should occur to determine the best treatment.

North Avenue crossings

With typical 200-foot-wide rights-of-way and an average annual daily traffic volume that rivals any non-interstate road in the region, North Avenue (IL-64) is a pedestrian barrier. To help provide a north-south pedestrian crossing, the Klein Creek Path underpass was constructed to help alleviate this barrier. However, residents raised concerns during outreach activities that North Avenue also created a social barrier where residents to the south felt isolated from the rest of the community.

The Gary Avenue and Army Trail Road multiuse sidepath project, being carried out by DuDOT, will help to improve connectivity. The sidepath is planned to run from Brighton Drive to Gary Avenue on the north side of Army Trail Road and then turn south to run along Gary Avenue to the Great Western Trail. The engineering plan calls for grade-level crossing on the west side of Gary Avenue at the intersection across North Avenue.

If new development occurs within the key opportunity areas identified along North Avenue (see **Chapter 4**), the Village should work with IDOT for additional at-grade pedestrian crossing improvements. Examples of additional locations include the intersections of North Avenue with Windsor Park/Bennett Drive, and with County Farm Road (if the area is incorporated).

Types of intersection improvements

Further engineering studies should be undertaken to determine what options are available, and to estimate construction costs. Depending upon jurisdiction, the Village may also need to cooperate with other agencies such as IDOT (along North Avenue) or DuPage County to implement improvements. A variety of improvements are possible; however, the following are some key projects that should be considered:

- Stripe crosswalks at key intersections and through high-traffic driveways with a high-visibility “ladder” design (striped white lines that run through the intersection signifying pedestrian routes). Pedestrian crossings can include midblock crossings and street intersections. All marked and unmarked crosswalks and midblock crossings should be designed for the safety and accessibility of all pedestrians. Marked crosswalks should be designed in accordance with the Manual of Uniform Traffic Control Devices.
- Consider different surface materials such as brick, concrete pavers, and stamped asphalt. Different materials help to increase awareness and visibility of pedestrian crossings.
- Install pedestrian medians, or “refuge islands,” to help people with slow walking speeds to cross wide intersections during a short signal cycle. Whenever possible, medians should be raised to separate pedestrians and motorists.

- Provide pedestrian signals where appropriate and include countdown signals to provide additional information to pedestrians.
- Explore “road diets,” or the repurposing of one or more through travel lanes within a right-of-way to a pedestrian, bike, streetscape, or on-street parking use. According to 2014 data, Lies Road between Bowie Drive and Gary Avenue (from Hampe Park to the Town Center area), has an average annual daily traffic (AADT) of 10,900. According to the Federal Highway Administration’s Road Diet Informational Guide, this AADT is well less than the maximum allowable for road diet implementation. Road diets may make crossings and roadways safer by calming traffic. In a car-pedestrian crash, a pedestrian is more than 80 percent likely to die or be seriously injured if the car is traveling 40 miles per hour or faster. If the speed is only 30 miles per hour, the likelihood drops to 67 percent, and at 20 miles per hour, 25 percent⁴. Given the plan for future pedestrian-friendly development east and north of the Town Center (Figures 4.6-4.9), the presence of the Historic Farmhouse and Hampe Park, and the high-quality, recently developed townhouses in The Fountains, making Lies Road easier to cross and navigate on foot and by bike will better connect residential, commercial, and recreational open space.

⁴ “Impact Speed and a Pedestrian’s Risk of Severe Injury or Death.” AAA Foundation for Traffic Safety. September 2011. <https://www.aaafoundation.org/sites/default/files/2011PedestrianRiskVsSpeed.pdf>



The Village should continue to install pedestrian crossing signs, high-visibility crosswalks, and tactile domes at sidewalk ramps.

Expand the Village’s pedestrian system

Several streets in the Village do not have sidewalks. Whenever feasible, the Village should work other stakeholders such as IDOT, DuDOT, and property owners to connect the sidewalk system where desired. Sidewalk priorities should be based upon connectivity to community facilities, bus stops, and large employers. Also important to consider is if the project would help to fill in a sidewalk “gap” along an arterial or collector street where sidewalks are partially present

As shown on **Figure 6.2**, sidewalks should be installed in two key areas within the Village to improve walkability. One example is within the southeast area of Carol Stream near the St. Charles Square Apartments. Currently, there is no sidewalk along St. Charles Road. The road has a wide gravel shoulder that could be converted to a sidewalk on at least one side to accommodate pedestrians. The intersection at President Street should have a crosswalk and corresponding sidewalk to accommodate the numerous nearby multifamily housing units. This corridor is under the jurisdiction of DuDOT, so the county will need to be the lead agency and partner.

Consideration should also be given to Fullerton Avenue and Kehoe Boulevard, neither of which currently has sidewalks, in the industrial corridor. The workers at these industrial businesses would benefit from being able to walk during the day, and sidewalks are a necessary complement to the existing bus stops and routes, as every transit trip begins and ends as a walking trip. After the Village undertakes an active transportation plan, recommended below, staff will decide whether it makes more sense to install sidewalks along these streets or wider multiuse paths that could also accommodate cyclists.

In some locations, off-street multiuse trails through Park District property or Forest Preserves could be an alternative to sidewalks. These facilities can be utilized for functional, pedestrian purposes, provided there is an attempt by these agencies in the winter to clear pathways of snow and ice.



The existing multiuse sidepath on Lies Road is a type of facility that should be replicated. The decorative, pedestrian-scale lighting adds a character element, as well.

Continue to install off-street bikeways and multiuse paths

Multiple off-street bike improvements have already been programmed as of the time of plan creation. The Village should continue to cooperate with and pursue joint funding opportunities with the Park District to create an interconnected recreational trail system as planned. In addition, improvements within roadway rights-of-way, such as the programmed Gary/Army Trail multiuse sidepath and the Lies Road bike sidepath, should be executed in the near term (see **Chapter 9: Next Steps**). The Gary/Army Trail/Lies project is contingent upon receiving Transportation Control Measure and Illinois Transportation Enhancement Program (ITEP) funding. DuDOT, IDOT, and DuPage Mayors and Managers Conference should be engaged as necessary for near-term projects.

Engineering Services and the Village approved the Southeast Bike Path Project in the Fiscal Year 2017 Capital Improvement Plan (CIP) budget. This local project will create a multiuse sidepath in the place of a current sidewalk from the intersection of President Street and the Great Western Trail to Community Park, then along Gundersen to Schmale Road, and finally along the west side of Schmale south to the corporation limit at Geneva Road (**Figure 6.2**). CMAP encourages the Village to begin implementation work on this planned route as soon as funds are available.



Undertake an active transportation and pedestrian plan process to identify on- and off-street bike routes

Carol Stream's streets and recreational properties have an opportunity to connect better for cyclists, creating better access to employment, schools, shopping, and entertainment. Therefore, the Village should consider undertaking a full active transportation plan and study to identify the most efficient and feasible ways to improve the network. Several agencies and entities in the region, including CMAP, the Active Transportation Alliance, and Ride Illinois, provide bike planning services, often with cost defrayment available. To provide a starting point, the following are suggestions for improvements based on cursory observation, map study, and stakeholder feedback during the Comprehensive Plan process.

- As mentioned in **Chapter 4: Economic Development**, the feasibility of multiuse sidepaths wide enough for pedestrians and cyclists that would serve the industrial area should be studied. In some areas, standard sidewalks may be sufficient.
- The Village should study and consider an on-street bike route to guide cyclists through a network of low-traffic residential streets. Existing traffic signals can be useful in crossing busier roads. This network would allow residents of several neighborhoods to access the off-street trails and parks and connect to each other. At a minimum, a fairly inexpensive treatment is to create a "signed route," where there are no symbols or paint on the asphalt but bike route signs are posted. On some roadways, such as segments of Birchbark Trail, the right-of-way may be wide enough to accommodate bike lanes, but this conclusion can be reached only after full study. **Figure 6.2** illustrates a route network based on existing conditions, and regional and county bike plans.

Improve pedestrian-scale lighting

The Village should provide adequate lighting at key locations within the sidewalk system. As new developments are designed, especially commercial uses, the Village should also work with developers to ensure installation of adequate parking lot and pedestrian area lighting. As part of recent streetscaping on Lies Road, attractive lights adorn the corridor and provide guidance to users of the multiuse sidepath. Similar strategies should be employed in other character corridors, as discussed in greater detail in **Chapter 9: Image and Identity**. When considering potential corridor improvements, the Village should consider engaging a lighting consultant as analysis is required to determine the best solutions.

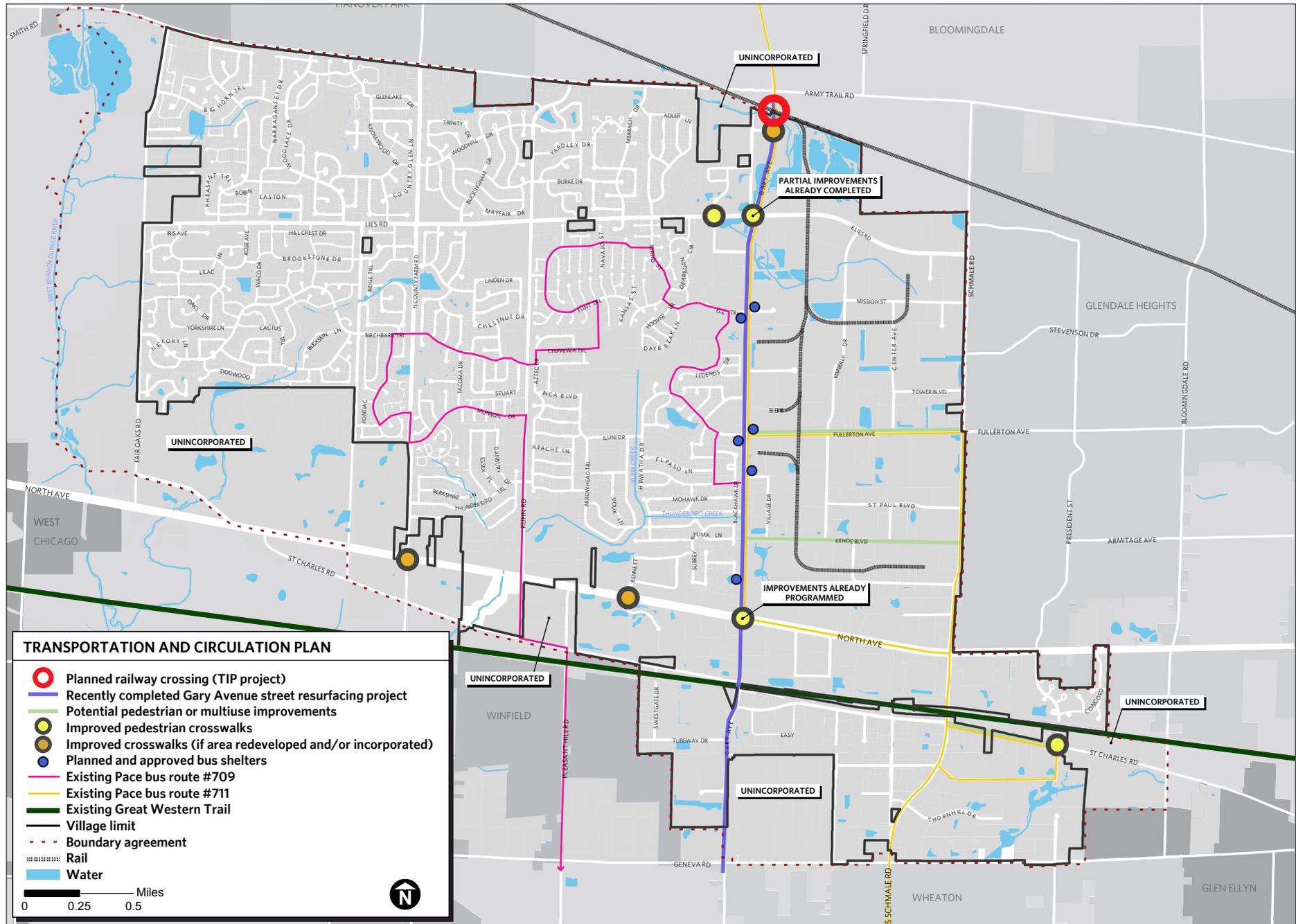
Encourage developers to consider pedestrian, bike circulation

The Village should work with developers to encourage or require new development to include sidewalks, crossings, bicycling parking, and pedestrian-oriented signage. Not only should new developments be encouraged to include such amenities, but also existing properties should include new features as they are redeveloped. A possible implementation strategy is to modify the development ordinances to provide density or lot coverage bonuses for providing bike parking or designated pedestrian pathways through parking lots.

Consider a complete streets ordinance

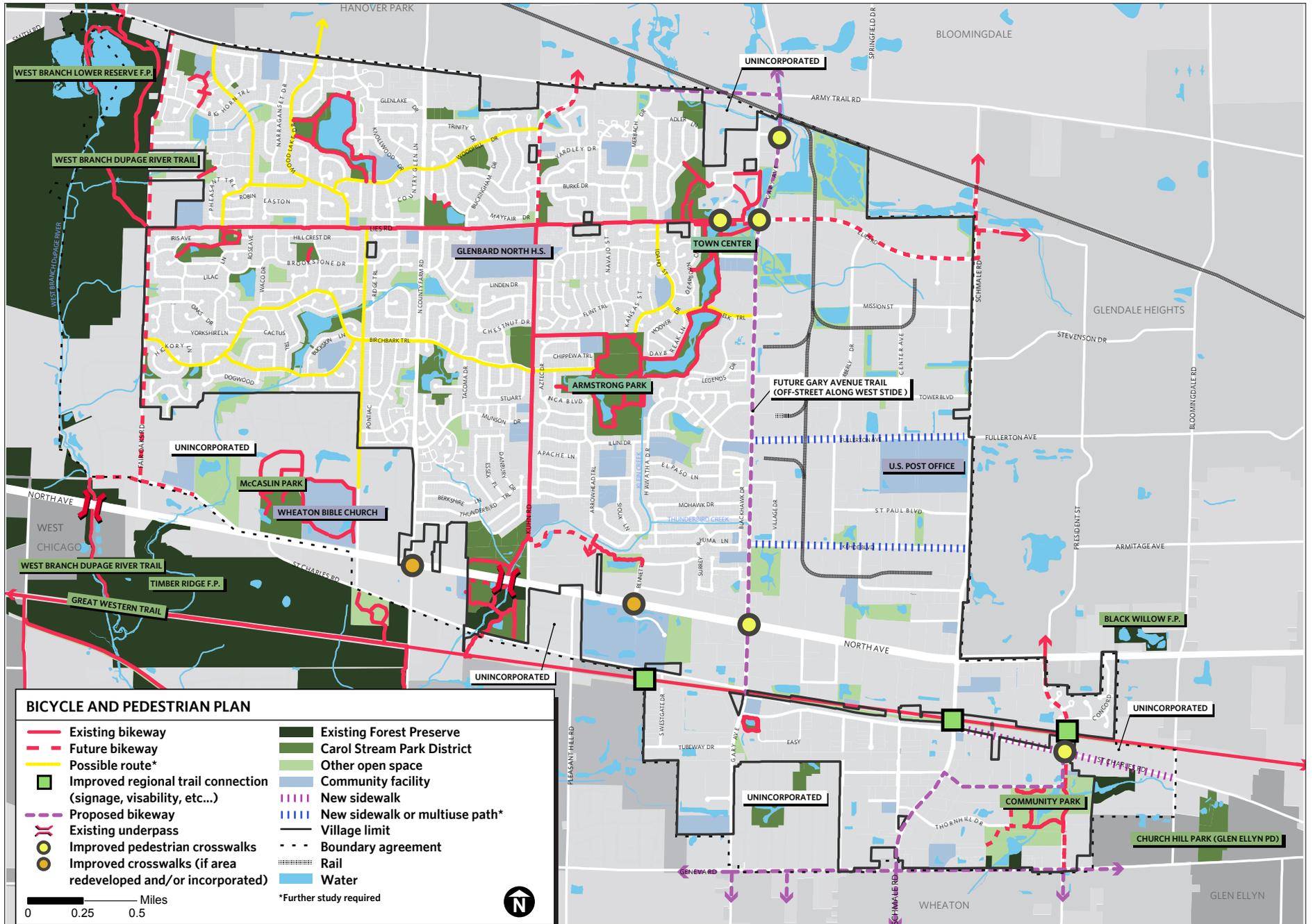
The primary objective of a complete streets ordinance is to create safe roadways for all users including pedestrians, bicyclists, transit users, and drivers. By adopting a complete streets ordinance, the planning and implementation of roadway projects must consider all of these users, rights-of-way are designed to enable safe access regardless of age, ability, or mode choice. Though these policies are not a perfect fit for all communities, one has been created in suburban DuPage County for the Village of Lombard, available for reference through its **Department of Public Works**.

Figure 6.1. Transportation and circulation plan



Source: Chicago Metropolitan Agency for Planning, 2016.

Figure 6.2. Bicycle and pedestrian recommended improvements to study

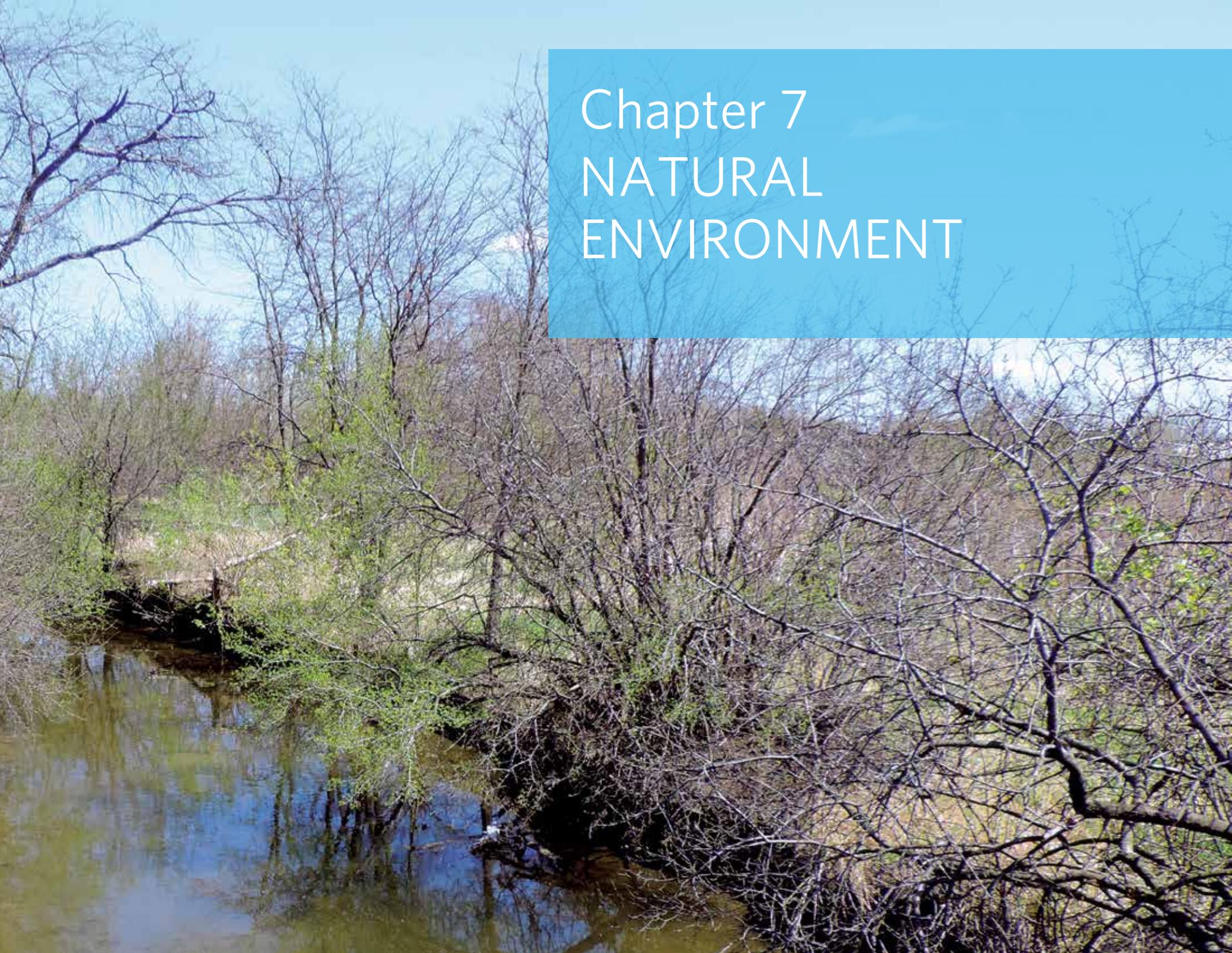


Source: Chicago Metropolitan Agency for Planning, 2016



Making the most of the Great Western Trail

Village staff and residents reported the Great Western Trail as being “greatly underutilized historically” in Carol Stream. The regional trail is the nearest long-distance riding option and connects to the regional bike network and has long segments of uninterrupted riding. It is useful both for recreation and bike commuting in dry conditions. The fine crushed rock surface is suitable for multiple types of bikes, including most road bikes and mountain bikes, and is ideal for joggers and walkers. During periods of snow cover, the trail is occasionally used for cross-country skiing. Though the DuDOT Bikeways Coordinator reports a moderate rate of usage, the segment of the trail near and in Carol Stream has potential for increased use. However, additional coordinated, visible events would do much to inspire participation in recreational cycling on the trail. One strategy is to contact area bike clubs and invite them to bike to an event at a restaurant or tavern near the trail.



Chapter 7 NATURAL ENVIRONMENT

This chapter translates the community’s vision for its natural environment into physical terms by providing a general pattern for the location of parks and open space in Carol Stream. The natural environment plan builds upon the existing land use pattern of open space while recommending areas where new public park land should be acquired. The chapter also contains recommendations that assist with both environmental protection and improved stormwater management.

Existing conditions key findings

- Flooding in the Village has occurred in a few specific locations with significant damage and disruption. The Village is proactively working to mitigate the impacts of flooding in and around Armstrong Park and in the southeast area as well as other flooding issues such as sewer backups.
- Water use in Carol Stream is trending downward. However, as with many communities, water loss is an issue that should be addressed.
- Carol Stream enjoys access to a number of park and open space resources. The 34 parks and DuPage County Forest Preserve open spaces are significant assets that the Village, Carol Stream Park District, and Forest Preserve District should continue to value, promote, and improve. Residents have expressed their appreciation of the availability and quality of open space as well as a desire for an expanded open space network.
- Industrial and commercial properties comprise a sizeable portion of energy consumption and greenhouse gas emission in Carol Stream. This concentration creates an opportunity for targeted sustainability efforts that could significantly reduce energy usage and emissions. Industrial facilities present good opportunities to conserve energy, which would enhance the bottom line for these businesses.

Parks and recreation

Continue to provide and maintain the Ross Ferraro Town Center and Daylily Park

The Village should continue to maintain its existing Village-owned parks such as the popular Ross Ferraro Town Center. The Town Center was created to be the community's focal point and key gathering place for festivals and events and therefore the Village should continue to maintain a high quality facility while continuing to attract residents and visitors. To ensure the Town Center remains an attractive and inviting facility, the Village should work with residents to determine if additional amenities should be added.

Support enhancement of McCaslin Park with accompanying housing development

The future land use plan (Figure 3.2) shows currently inactive agricultural parcels to the north and west of McCaslin Park as future residential use. When development is proposed, the Village should suggest integrating the park into the housing concept and seek developer donations to the Carol Stream Park District for use toward improving park facilities (as discussed in Section 5.3). Where possible, the park may be able to expand in the form of an easement for a loop trail through the housing area, similar to the neighborhood trail concept present in much of Carol Stream. The Village and developer may consider employing conservation design principles to retain native vegetation, minimize impervious surface, and preserve natural water patterns and wildlife as much as possible.

In partnership with the Park District, explore opportunities for Community Park

Located in the far southeastern portion of the Village, the 68-acre Community Park is important for the more than 7,000 residents living in this area in several multi-family developments. The park is in need of a strategy for its future use. Community Park is owned by the Village with some adjacent parcels mostly encumbered by wetlands owned by the DuPage County Forest Preserve District. Historically, the park was maintained by a consortium of the Wheaton, Glen Ellyn and Carol Stream Park Districts and has most recently been maintained under intergovernmental agreement by the Carol Stream Park District.

The Village should work with the Park District to explore transfer of ownership of the active portions of the park. The Village should explore transfer of ownership of the passive portions of the park to the Forest Preserve District. This will enable each agency to engage in long term planning for the respective properties. Planning activities should include but not be limited to recreational facilities and related amenities, signage, parking, pathways, sidewalks and other means of access for neighboring residents. The Village may need to partner with each agency on improvements that link the park and its amenities to the neighborhood.

In addition to the active areas, the Village should work with the Forest Preserve District to convey the Village-owned wetlands. The Forest Preserve is likely better equipped to maintain wetlands, and Village-owned wetlands are currently bookended by existing forest preserve property.

Flood mitigation and waterways

Continue flood mitigation projects and efforts

Carol Stream has been affected by flooding, particularly in areas adjacent to Armstrong Park and on the south side of town. To reduce the occurrence and magnitude of flood events in Carol Stream and the greater watershed, the Village has coordinated with a number of partners. The Village should continue to coordinate with DuPage County on large-scale flood mitigation and monitoring projects. For example, the completed Klein Creek Flood Mitigation Project in Armstrong Park—in partnership with DuPage County and the Carol Stream Park District—is expected to further reduce flooding issues that affect the original Carol Stream neighborhood.

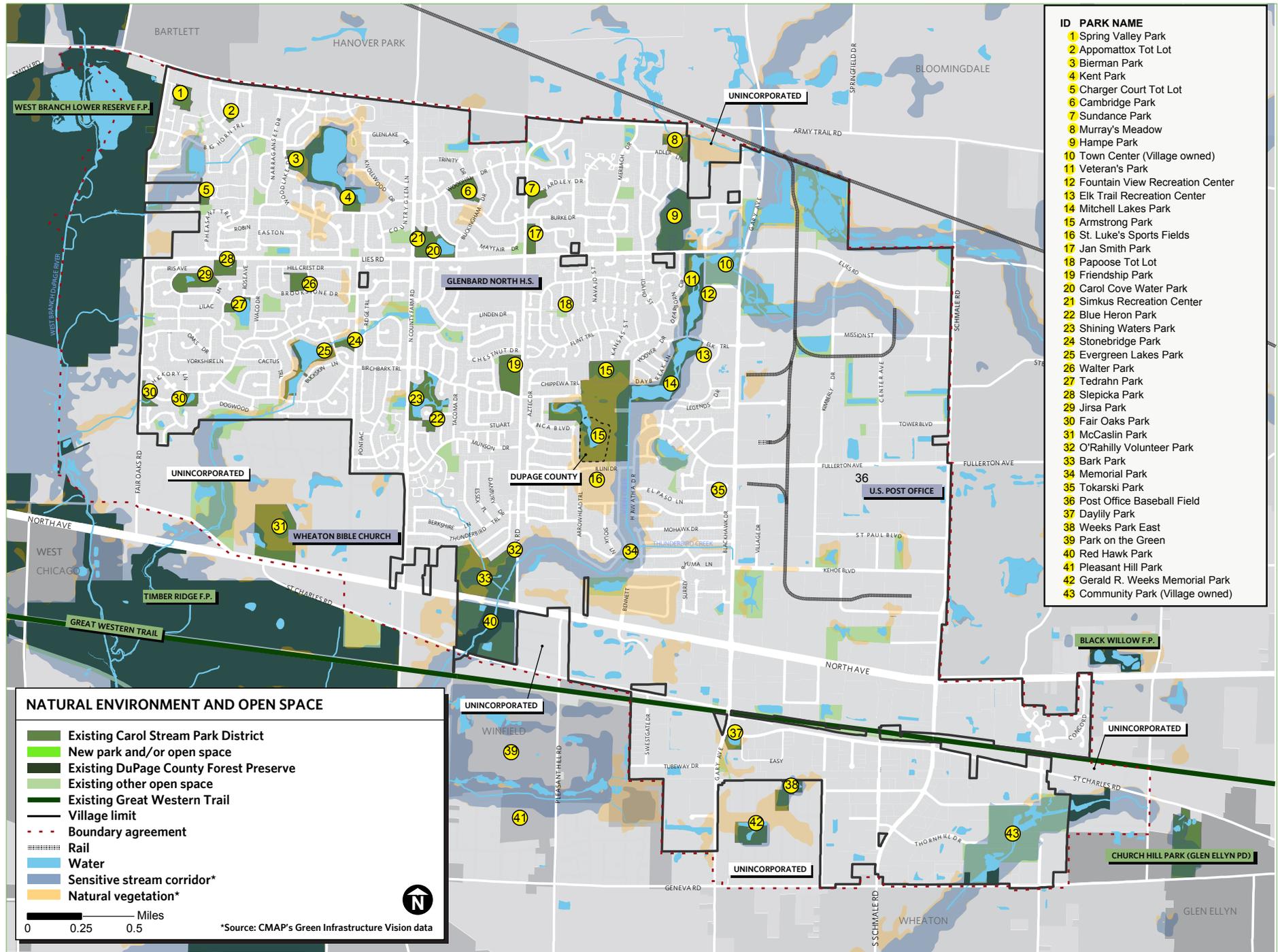
In addition to large-scale projects, the Village should try to incorporate site-scale green infrastructure into capital improvements, such as during road reconstruction, to further enhance the Village’s storm sewer system and help with municipal separate storm sewer system permit compliance. Site-scale green infrastructure refers to treatments such as bioswales and rain gardens, which allow rain water to be dispersed through the ground and natural filtration as opposed to being channeled through engineered “gray infrastructure,” which refers to storm sewer pipes and structures. Using permeable pavers and landscaping in parking lots are two strategies related to transportation infrastructure. Though these projects can be expensive and land-intensive, incorporating them should be a priority in future CIPs.

In addition, the Village should allow and support private property owners who want to retrofit properties to reflect best management practices for stormwater management. Retrofitting includes installing the types of site-scale green infrastructure mentioned earlier. Retrofits may be especially useful for multifamily residential properties, some of which report minor, temporary flooding and were built before the DuPage County Stormwater Ordinance. Though it is not recommended for the Village to pay for private property improvements, staff should be willing to consult with interested property owners. All improvements should comply with the county Stormwater Ordinance.

Support watershed planning efforts through reviewing development ordinances for stream corridor protection

The Village should continue to work with and support other agencies’ efforts to improve water quality and reduce flooding whenever feasible by participating in planning efforts, supporting grant applications, and restoring stream habitat and natural features. A number of watershed plans have been created for streams that pass through or receive flow from Carol Stream’s drainage areas including Klein Creek (2010), Tributary No. 4 (1993), and the West Branch of the DuPage River (2006). These can be found on the DuPage County Stormwater Management website. Klein Creek has been studied in detail to address flooding of the area in and around Armstrong Park due to overbank flooding, sewer backups, and other flooding problems. A similar watershed study of flooding, and Wayne Oaks Lake/Dam, was conducted for Tributary No. 4. The Village’s Engineering Services staff has expressed interest in a new stream corridor buffer requirement, which would protect natural habitats, because loss and degradation of stream habitat corridors led to Carol Stream-area waterways being placed on the 303(d) list of the U.S. Environmental Protection Agency’s (EPA) Clean Water Act and the Water Quality Planning and Management regulation. CMAP staff recommends the Village begin by reviewing its current Zoning and Subdivision Ordinances with the U.S. EPA Water Quality Scorecard, specifically Section 1: Protect Natural Resources. After completing the scorecard, Village staff may consider amending development ordinances so that stream protection buffer regulations, which are part of the checklist, are put in place. Protecting the few remaining stream corridors would help the Village to be delisted and no longer subject to these regulations, as well as contribute to healthy regional wildlife. Stream corridors are part of CMAP’s Green Infrastructure Vision, which is illustrated in **Figure 7.1**.

Figure 7.1. Natural environment and open space plan



Source: Chicago Metropolitan Agency for Planning, 2016

Figure 7.2. Community Park



Source: Chicago Metropolitan Agency for Planning, 2016

Recommendations

Environmental sustainability

The Village of Carol Stream has a long history of promoting environmental initiatives and green building techniques. The Village currently provides information to assist residents and businesses through its “Green Carol Stream” web page. The site hosts articles, information, and programs related to a number of key sustainable categories including water resources, energy and air quality, waste and recycling, and natural environments.

In addition to the web page, the Village continues to participate in a variety of environmentally friendly programs including utilizing energy-efficient lighting and purchasing fuel-efficient vehicles. The Public Works Department has also been at the forefront of the increasingly common practice of applying a brine solution to streets in advance of snow and ice events as part of an effort to reduce the amount of chlorides that make their way into waterways.

Promote energy-efficient practices

Reducing energy consumption can strengthen economic development by reducing long-term energy costs for households and businesses and lessen environmental impacts by reducing greenhouse gas emissions. Steps taken to achieve other community goals, such as creating a more walkable community and providing an array of different housing types, can also have the dual benefit of reducing energy consumption and the associated costs to households and businesses.

As the Village reviews its development ordinances for watershed conservation and considers a revised or consolidated ordinance as introduced in Chapter 3, it may also wish to review for water-wise or green landscape practices. CMAP staff recently completed an ordinance assessment for the City of Elgin and made landscape-related recommendations such as rephrasing weed prohibitions to encourage native grass and shrubbery on private property and updating vegetative height requirements⁵.

Some examples of practices currently undertaken by the Village include the following:

- Conservation practices to maintain its municipal property such as instituting “no mow” areas, establishing native plantings, preserving purple martin habitats, utilizing wetland management techniques, and undertaking shoreline restoration/stabilization.
- Illicit discharge detection and elimination.
- Runoff control during and following construction.
- Pollution prevention practices through proper landscape management and other activities by landowners.
- Water usage control program that regulates the frequency and duration of allowable lawn watering.

⁵ Landscape recommendations are made on Page 14 of the assessment.



Chapter 8

IMAGE AND IDENTITY



Carol Stream residents are proud of their community's history and its current set of assets and amenities. They identify not only with the Village of Carol Stream but also with their individual neighborhoods, seeing each as offering a distinct character and type of living, but they also express a desire to be more connected. Through the public outreach process, it became clear residents want to ensure businesses and visitors feel connected to the community. This chapter outlines strategies that build upon previous efforts and recommends new approaches to help strengthen the image and identity of Carol Stream.

Recommendations

Existing conditions key findings

- The community does not have a sense of being unified because of North Avenue and the three different high schools serving Carol Stream residents.
- Although the Village has worked to create the Ross Ferraro Town Center, many participants still noted a lack of a pedestrian-friendly downtown area.
- Residents enjoy Carol Stream’s historical landmarks, including the Historical Farmhouse, Gretna Museum, and “the caboose,” but think these areas could be marketed better and made more visible. They also believe that other historical areas could be designated and promoted.

Prioritize certain corridors for streetscaping and maintenance

In line with recommendations in Chapter 6, Carol Stream residents view their street network and corridors as opportunities to improve community unity, mobility, and accessibility. Specifically, they cite streetscaping along the major traffic corridors such as North and Gary Avenues as being important to community character. Common streetscaping elements are gateway signs, planters, landscaping, decorative lighting, and crosswalks.

The Village should continue to install and maintain appropriate streetscaping within key corridors that are of high-quality, but also require low maintenance costs. The Village should consider creating “character corridors,” which would be given extra attention to streetscaping, landscaping, property design and maintenance, and aesthetics. This would build upon current Village policy such as the already existing Gary Avenue/North Avenue Overlay District.

Because road jurisdictions vary, implementing streetscaping elements often requires cooperation with IDOT and DuPage County Division of Transportation. The following “character corridors” should be prioritized for future streetscaping and maintenance:

- Army Trail Road (DuDOT jurisdiction)
- County Farm Road (DuDOT jurisdiction)
- Gary Avenue (DuDOT jurisdiction)
- Geneva Road (DuDOT jurisdiction)
- Kuhn Road (Local jurisdiction)
- Lies Road (Local jurisdiction)
- North Avenue (IDOT jurisdiction)
- Schmale Road (DuDOT jurisdiction)
 - o “Restaurant Row” designation along Schmale Road

One support strategy would be to allocate funds from the street maintenance budget for specific aesthetic upgrades to these corridors. Supporting this effort would not necessarily require modifying Village Code to add additional design regulations to development, but that regulatory approach may be helpful with implementation. The Village could find other less formal incentives for property owners along a character corridor to enhance the aesthetics of their property, such as an awards program similar to the block award discussed below.

Use future development sites to improve character of North Avenue

Despite investments in attractive gateway signage and a landscaped median, North Avenue has challenges in terms of character. It is a high-traffic regional thoroughfare and state route (IL-64), and the wide right-of-way — average of 200 feet — couples with a corridor land use pattern that accommodates auto-oriented commercial and industrial uses. The results are substantial building setbacks from the street, large parking lots, and long physical distances that do not invite pedestrians. Sidewalks are missing from the corridor, and the only way for pedestrians and cyclists to cross is the Ravanesi Trail underpass next to Klein Creek between Red Hawk Park and Bark Park. (A crossing is planned at Gary Avenue and North Avenue to accommodate cyclists as part of the Gary Avenue sidepath project discussed further in Chapter 6: Transportation). Residential properties typically front collector or residential streets, not North Avenue. This pattern creates a large buffer between the housing developments on either side of North Avenue.

Because both Key Opportunity Areas #2 and #3 are near North Avenue, they should be viewed as a site design opportunity to enhance corridor character. In general, development should not be set back as far from the street as in existing areas. Bike and pedestrian crossings, either at grade level or separated, should be considered.

Install gateway and wayfinding signs at key locations where none are present

Carol Stream has several attractive gateway signs, but they do not always align with current Village borders. New gateway markers are especially needed in the southeast (Schmale and Geneva Roads; President Street and Geneva Road), northeast (Schmale and Lies Road), east (Schmale and Fullerton), and northwest and north (along Army Trail) corners of the Village. Future gateway markers do not necessarily need to be as large as the Village's existing signs; however, they should be of a similar design to unify the Village's identity.

The Village should work with the Park District and DuPage County to design and locate wayfinding signage at key junctures along the Great Western Trail. Wayfinding signage should include local business and community facility information to help economic development and use of facilities. Similar to streetscaping, the Village and partner jurisdictions such as DuPage County should explore installing additional attractive markers and signage to display locations of destinations such as Ross Ferraro Town Center, the Historic Farmhouse in Hampe Park, the Gretna Museum and “the caboose” in Armstrong Park. The signage would show how far away the destinations are from the current location and how to get to them. Some of these would be flanked by landscaping, lighting, and sidewalks or paths to allow for multimodal access to destinations.

Strengthen code enforcement

The Village should focus its code enforcement efforts within its commercial areas. Heightened code enforcement for business and commercial property owners encourages — or requires — reinvestment and improvements.

Preserve and promote the Village's history

Aided by an active historical society, Carol Stream already makes an effort to preserve historical assets and its unique story. Key historical sites such as the Historical Farmhouse, Gretna Museum, and “the Caboose” are maintained by a coalition of different organizations. Building upon these existing efforts, the Village should explore new ways to also preserve and promote its history. For example, the Village should consider identifying and promoting its original subdivision, also known as “Original Carol Stream” or “Carol Stream No. 1.” The Village should use appropriately scaled and designed placards or street signs at key intersections, such as Gary Avenue and Blackhawk Drive, to promote the neighborhood. In the past, a subtle entrance gate with replica gas lamps and wooded fences was present at this location, but it was removed. A more noticeable but similar gateway arrangement may be appropriate here. Though the terms “designation” and “preservation” are often used interchangeably in the context of historical markers, they refer to differing levels of commitment and regulation. This plan is not recommending that the Village consider registering properties on a state- or national-level historic list, which is the action typically associated with preservation. However, the unofficial designation of historical areas at the local level would still be a step forward in contributing to local character.

Implement a Block Award program to reward neighborhood investments

Especially effective in residential neighborhoods, a Block Award program as introduced in Chapter 5 would reward neighborhoods (or individual residents) with high-quality properties, and could inspire others to improve their properties. Given the observation during public outreach that Carol Stream residents identify strongly with their subdivision or neighborhood, they are likely to embrace an initiative that rewards their efforts.

Hold and support community festivals and events

The Ross Ferraro Town Center plays host to a variety of community-wide events throughout the year. Through greater marketing, these events could grow in attendance and further solidify the Town Center as Carol Stream's signature “center place.” However, the Town Center does not have to be the only place where community events need to occur – especially as the staffing costs and set-up/clean-up activities appear to be increasing. Coinciding with the recommendation to establish character corridors, the Village may consider exploring other outdoor events that require the temporary closure of public streets or large surface-parking lots. For example, an annual race or triathlon that utilizes streets and culminates in a festival could draw attention to a specific corridor. A bike-a-thon through the neighborhoods with streets partially or fully closed to traffic would allow residents and others to tour neighborhoods and parks safely, and to build awareness. Nonprofit community groups and neighborhood organizations would need to commit to funding and staffing events, and maintaining Village property.

Invest in public facilities south of North Avenue

Approximately 1,100 acres or 22 percent of parcel land is located south of North Avenue, but community outreach efforts revealed that some residents that live south of North Avenue feel isolated. Whenever feasible, the Village should work with property owners, developers, and other entities to work towards eliminating this sense of isolation. This may be done by improving pedestrian/bicycle crossings at key locations, and/or ensuring that a variety of uses are located south of North Avenue that will benefit residents. Examples of important uses that already exist in this area include Augustino's Rock and Roll Diner, Community Park, and the Great Western Trail. The plan recommends that the Village work with the Park District and Forest Preserve District to work towards improving Community Park.

Strengthen and explore expanding design regulations

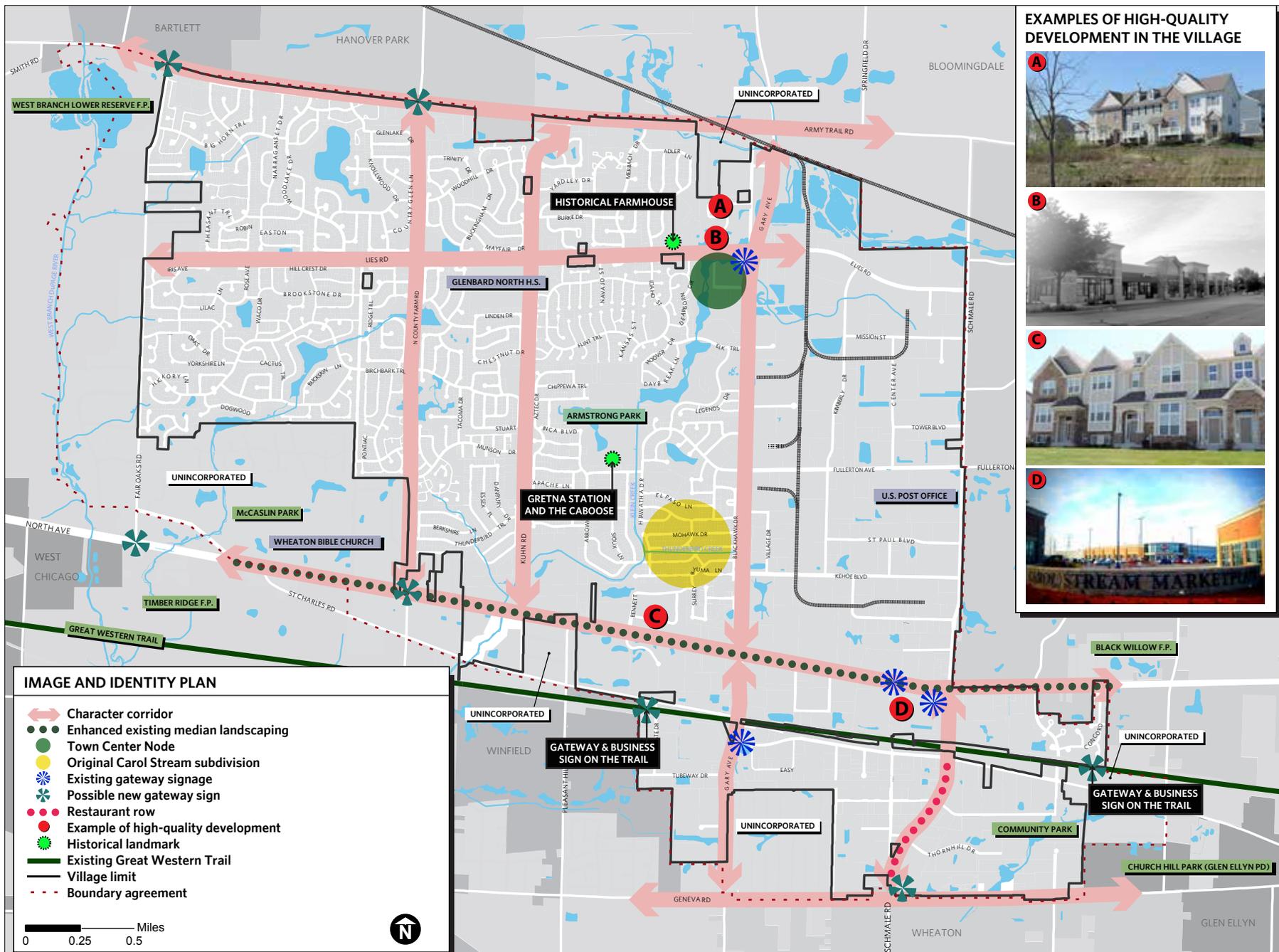
The Village's zoning ordinance includes regulations that establish an effective overlay zone for all properties that abut the North Avenue or Gary Avenue corridors. The existing ordinance places additional design requirements on property owners and developers who construct new projects in these corridors and governs topics such as parking, architectural design, signage, setback, and landscaping. A number of attractive projects that have benefited from these regulations include the Caputo's Fresh Market (within the Carol Stream Marketplace Shopping Center), and the Fountains at Town Center shopping center.

The Village should consider expanding a similar type of overlay district to other key corridors and/or locations within Carol Stream. Potential areas for new overlay districts are the Schmale Road corridor south of North Avenue, Army Trail Road along the far north Village boundary, and other commercial corridor areas that are currently within the Village's planning jurisdiction but not yet incorporated.

Study facade improvement program

As a way to implement design guidelines and perhaps retrofit existing properties so that they comply, this program would focus on improvements to the facades of older commercial properties. The goal is to improve building appearance and bring older signs, parking, and landscaping into conformance with a vision for improved image and identity. The program could provide a 50/50 matching grant up to a certain amount. Local façade improvement programs are often grant-supported by the county, state, or federal government (for example, historic preservation, CDBG), or a set-aside from revenue generated by special taxing district such as a special service area or a TIF. The Village may consider selecting one key commercial strip area or property in need of revitalization, and create pilot area with a small upfront Village investment (for example, \$5,000 to \$10,000). If property owners take advantage and improve their properties, the program may be worth expanding to an entire zoning district or corridor. Examples of communities with successful programs are the Village of Skokie, the Village of Morton Grove, and the City of Palos Heights.

Figure 8.1. Image and identity plan



Source: Chicago Metropolitan Agency for Planning, 2016

Before



After



Palos Heights facade improvement program

The program was created in 2008 to provide a financial incentive to property owners and business owners to renovate and reinvest in the exterior of their business or commercial property. The program specifically encourages redevelopment and reinvestment for commercial properties located in the B and B-1 zoning districts of the City. The program was also designed to increase community pride, help create a unique and distinct sense of place in Palos Heights, and to promote the continued use and maintenance of existing commercial structures.

Currently, a maximum of \$10,000 or 50 percent of a total project's cost, whichever is less, can be reimbursed to an applicant for a qualifying project under this program. Since 2008 four businesses in Palos Heights have taken advantage, including Capri, Papa's Fresh Foods, Sam Buca's, and Sperone's.

Continually improve Village communication

The always-changing nature of technology requires regular audits and adjustments to Village communication channels. The Village website will likely remain the key portal for residents and businesses to gain information about Carol Stream, but its design and content organization should be monitored and occasionally refreshed. In addition, mobile apps and social media are quickly emerging as the fastest and most reliable way to reach the public. To assist Village staff, a Village-wide communication and marketing strategy should be developed.

Examine ways to make the Village and region more tech-oriented

Community members expressed a desire to make technology, fast Internet connection speeds, and access to the Internet for all residents as components of Carol Stream's future. The Village can support this desire by committing to a modern and resource-filled local library, with a vision to upgrade the publicly available equipment regularly. Businesses that provide not only free Wi-Fi but also promote a culture of Internet use, such as coffee shops, should be evaluated. Existing local technology businesses should be approached to host community educational events that inspire interest in programming and other skills, in line with the workforce development recommendations in Chapter 4.

The Village could consider inviting Internet service or mobile data providers to sponsor and host public Wifi hotspot during community events and festivals.

Finally, as Google Fiber shows interest in Chicago, Carol Stream can participate in CMAP's planning process for the next regional plan and make faster Web infrastructure a high priority.



VILLAGE OF CAROL STREAM

The Comprehensive Plan should serve as the Village's policy guide for land use, development, and community improvements. Village staff should ensure residents, stakeholders, and community partners have access to the completed Plan and subsequent updates, explain the Plan and its priorities as they relate to new development in Carol Stream, and ensure all elected officials understand the contents of the plan. Short-, mid-, and long-term priorities and goals should be formulated based on the recommendations of the Plan to move forward with implementation.

Staff and elected and appointed officials should collaborate on prioritizing the implementation actions. Changing conditions and other factors that influence the relative importance of certain recommendations should be monitored over time. Consideration should be given to the preparation of an annual report that summarizes implementation activities to date and highlights upcoming activities.

Short-Term Implementation Actions

This section discusses short-term priorities to begin working on immediately following Plan adoption, for completion within two years.

Add projects to the Village’s Capital Improvement Program

The Village of Carol Stream follows its current CIP for fiscal years 2012 through 2021. The CIP is the Village’s multi-year plan that forecasts spending for all anticipated capital projects. The CIP addresses both maintenance and replacement of existing infrastructure as well as the development of new facilities. Essentially, the CIP links the Village’s planning and budgeting functions.

CIPs can address a great variety of projects, for instance roadway surface improvements, intersection improvements, sidewalk improvements, curb and gutter improvements, sewer cleaning and televising, streetscape improvements, lighting improvements, and bike route signage and striping.

Funding to support CIP projects generally comes from a variety of sources, such as competitive grants, state and federal funds, as well as Village funds including transfers from operating fund reserves. The Village should consider a dedicated funding source for CIP projects as operating fund reserves are diminished or do not occur. Funding sources must be identified for projects before they are included in the CIP. The Village’s current CIP identifies a list of common funding sources (beginning on page 113).

The Village should add new projects that have been recommended by the Comprehensive Plan into the CIP whenever feasible. Table 9.1 identifies key projects that should be added into the Village’s CIP to help ensure implementation.

Table 9.1. Plan recommendations that can be considered for inclusion in a CIP

PLAN RECOMMENDATIONS THAT CAN BE INCLUDED IN A CIP	COMPREHENSIVE PLAN CHAPTER
Undertake an active transportation plan.	Chapter 6
Improve lighting in key locations.	Chapter 6
Where practical and feasible, incorporate green infrastructure for newly constructed or reconstructed roads to enhance the Village’s storm sewer system and MS4 permit compliance	Chapter 7
Improve Community Park (if unable to enter into long-term leases, or property conveyance with the Park District)	Chapter 7
Study or evaluate green infrastructure projects such as stream bank stabilization and habitat restoration.	Chapter 7
Consider improving certain corridors for streetscaping, gateway and wayfinding signs, and maintenance	Chapter 8

Update and consider combining development ordinances

Explore new zoning and subdivision regulation, perhaps through a Unified Development Ordinance, that better reflects desired uses, intensity, and character of development. Many stakeholders expressed a preference for mixed-use areas. The current zoning ordinance follows the traditional zoning standard of single-use districts with mixed use only possible through the PUD process.

Revised development ordinances should better reflect current and desired environments by allowing mixed use as either “by right” or as a permitted special use in a newly created or existing district. In addition, new ordinances should update parking requirements so that an adequate but not abundant amount of parking is created for future projects. Extensions of the street network should promote active transportation (walking, biking, and public transit).

Table 9.2. Plan recommendations to address in revised ordinances

PLAN RECOMMENDATIONS TO BE ADDRESSED IN A REVISED ORDINANCE	ZONING (Z), SUBDIVISION (S)	COMPREHENSIVE PLAN CHAPTER
Standardize developer payment responsibilities to ensure new developments and annexations complement Village infrastructure and fit into the existing network where possible	Z, S	Chapter 3
Consider the creation of a mixed-use district	Z	Chapter 3
Encourage infill development through zoning relief (bonuses)	Z	Chapter 3
Consider the creation of new commercial districts to align with the use recommendations for the key opportunity areas	Z	Chapter 4
Consider increased density in multifamily and single-family townhome developments marketed toward seniors	Z	Chapter 5
Ensure that new infill housing development, or “teardowns,” are built in context, character, and dimensions of their neighborhoods	Z	Chapter 5
Update parking requirements	Z, S	Chapter 6
Require developers to consider pedestrian/bicycle circulation; consider bonuses in lot coverage or height for providing bike parking or internal pedestrian pathways	Z, S	Chapter 6
For projects in Key Opportunity Areas, consider incorporating Pace’s Design Review Guidelines or DRAFT program.	Z, S	Chapter 6
Encourage landscaping and permeable pavement in parking lot areas	Z	Chapter 7
Promote green building practices and materials in construction	Z, S	Chapter 7
Review ordinances for stream corridor protection and green/water-wise landscape practices	Z, S	Chapter 7
Strengthen and explore expanding design and development regulations	Z	Chapter 8

Further invest in local economic development

Chapter 4 discusses community-wide and site-specific economic development. The Village and community already have a business-friendly reputation and regularly conduct events to stay networked with its business community. With the national and regional economy on an upswing, the next five years is a time for Carol Stream to be even more aggressive in recruiting, retaining, and expanding its local business sector.

- **Reach out to developers regarding key opportunity areas.** Using the market analysis prepared by VSKA and the concepts described in **Chapter 4**, the Village or Choose DuPage representatives should prepare fact sheets and prospectuses for each of the three key development areas and schedule meetings with large, active regional and local developers.
- **The Village and Choose DuPage already host a yearly business networking event.** An event in late 2016 or early 2017 after Plan adoption that brings together active developers, investors, and the local business community would be useful in sustaining the momentum of Plan concepts and recommendations. CMAP's Local Technical Assistance Implementation Team may be useful in organizing a developer panel, as well as forging connections between the Village and the Urban Land Institute.
- **Begin a coordinated local economic development campaign with the assistance of Choose DuPage.** Currently, Village staff leads the economic development initiatives, which has been very effective; however, other partners could assist the Village staff in their efforts. An organized campaign over the next two years could be helpful in making the most of an improving real estate and business expansion market. Light industrial development entities should be targeted as a primary audience. Because of Carol Stream's regional importance in the logistics, warehousing, and industrial sectors, the Village is likely to be viewed by the Illinois Department of Commerce and Economic Opportunity (DCEO) as a priority site for site selection assistance. DCEO may be a resource for grants and further support in arranging recruitment tours for potential firms and developers.

- **Encourage the growth or launch of place-based business groups.** These could be subsets of the larger chamber of commerce or independent. The Carol Stream industrial businesses located east of Gary Avenue should be organized, as should the Schmale Road restaurants to create a Restaurant Row Alliance. Schmale Road already contains some of Carol Stream's highest quality eateries, including Augustino's Deli, Manhattan's American Grill, Culver's, Village Tavern, and other reputable restaurants that are either regionally owned or national chains. Because this area also contains high-quality and high-volume shopping such as Home Depot and because it is close to the borders of two communities with a large consumer and income base (Glen Ellyn and Wheaton), it is logical to try to make these restaurants work together to become as successful as possible. A Restaurant Row Alliance would sponsor events and joint discounts to encourage more activity. They may be willing to invest in shared advertising both along the corridor and in other locations. Finally, they may be willing to pay for streetscape improvements such as banners, plaques, or signs along the corridor to highlight the roadway's designation as "Restaurant Row."
- **Investigate feasibility of a commercial façade improvement program.** Introduced in **Chapter 4**, this program may be a fit for the existing buildings that have frontage on the "character corridors" listed in Chapter 8. The underlying assumption is that aesthetically attractive commercial areas will lead to increased consumer spending. Unfortunately, many small, local businesses or commercial property owners cite low margins and financial hardship as reasons not to invest in upgrading their aesthetics. Façade improvement programs are often "matches," meaning the municipality will agree to match a property owner's investment up to a certain amount, such as \$10,000. Unless a community has a large amount of housing that fronts highly visible corridors, façade improvement programs are usually limited to business districts.
- **Consider businesses in the creation of a Village-wide communication and marketing plan.** As **Chapter 8** calls for improving Village-wide communication, business owners, investors, and decision-makers should be included in the audience.

Develop plans and strategies for encouraging active transportation and transit use

Working with partner agencies Pace, IDOT, and DuDOT, as well as advocacy groups such as Active Transportation Alliance, the Village should consider undergoing a planning process to create a document that examines existing conditions and focuses on making the street network more accessible to non-motorized users. Special attention should be paid to pedestrian usage and the sidewalk network, particularly as it pairs with bus stops, schools, and employment destinations. This planning process should occur in the next two years and include a complete community outreach component. Further, Pace should lead and the Village should support strategies to promote and market its services. Enabling and increasing ridership should be a consideration of future development.

Pursue multijurisdictional and partner collaboration

For the Comprehensive Plan to move forward, Carol Stream staff should pursue coordination efforts between Village departments, other taxing districts such as the Park District and School Districts, Library District, other public agencies, neighboring communities, community organizations, and private market partners as appropriate.

- **Village departments.** Coordination among departments will be essential to the success of the Comprehensive Plan. Coordinated programming, cost sharing measures and streamlined review and permitting procedures can assist with the implementation of plan recommendations and strategies.
- **Public agencies.** Agencies such as Pace, IDNR, IDOT, Illinois Department on Aging, Illinois DCEO, the federal government, and DuPage County provide programming and/or funding opportunities that can assist Carol Stream in implementing the Comprehensive Plan.

- **Public open space providers.** The Village should continue to work with and support the Carol Stream Park District and the Forest Preserve District of DuPage County to acquire, maintain, and improve parks and open space.
- **Neighboring communities.** The Village of Carol Stream should work together with adjacent municipalities, as well as unincorporated parcels in DuPage County, to plan for the future of the larger community. One example is the need for the Village to work with its neighbors to help align future bike and pedestrian trail connections.
- **Community organizations and institutions.** Existing community groups can serve as partners in moving forward recommendations in the Comprehensive Plan. Workforce development, social service programming, and housing development and repair are all areas where partnerships can be strengthened and resources leveraged to connect residents and stakeholders to available services.
- **Private market collaboration.** In addition to public support and resources it is imperative for Carol Stream to engage private market partners in the improvement and redevelopment of key sections within the community. Investments in the proposed key opportunity areas and industrial corridor are prime locations where the Village can utilize the Comprehensive Plan to attract private market interest.

Mid- and Long-Term Implementation Actions

This section discusses mid-term and long-term implementation priorities for the Village. Mid-term actions should be completed in three to five years, while long-term actions can span more than 10 years depending on scope and funding.

Table 9.3. Mid- and long-term actions

RECOMMENDED ACTION	FIRST STEPS	LEAD IMPLEMENTERS AND PARTNERS	DETAILS/POTENTIAL FUNDING SOURCES
Work with property owners to annex the “enclave unincorporated areas” where incorporated Village property nearly surrounds the unincorporated parcels and where Village utilities are already available (Mid-Term and Long-Term – see Chapter 3).	Research where annexation agreements already exist and begin an outreach campaign to encourage property owners to annex voluntarily.	Lead: Community Development, Plan Commission / Zoning Board of Appeals, Village Administration, property owners Partners: Village Finance, DuPage County, Wayne Township	Staff time
Construct bikeways and multiuse sidepaths for the four approved TIP bikeway and multiuse sidepath projects: Lies Road, Gary Avenue, Kuhn Road, Fair Oaks Road (Mid-Term — see Chapter 6).	The projects have already been approved.	Lead: Engineering Services, except Gary Avenue project (DuDOT) Partners: DuPage Mayors and Managers Conference	CMAQ, TIP, DuPage County, TAP, ITEP
Undertake an active transportation plan. (Mid-Term see Chapter 6).	List a plan in the CIP or Community Development Department budget. Seek grant assistance from multiple agencies and organizations. Cost will vary based on type of assistance received and may be free.	Lead: Engineering Services, Community Development Partners: Village Administration, Village Public Works, Active Transportation Alliance, Ride Illinois, DuDOT, IDOT	CMAP Local Technical Assistance, State and County Health Departments, Ride Illinois, Active Transportation Alliance
Assist in the implementation of the Carol Stream Park District Master Plan (Mid-Term and Long-Term – see Chapter 7).	Village representatives should regularly attend Park District meetings where development is discussed. Community Park should be prioritized.	Lead: Carol Stream Park District Partners: Village Public Works Department, School District 87, School District 93	Land and Water Conservation Fund; Park District general and bond/capital improvement funds; OSLAD, PARC
Similar to Klein Creek Flood Mitigation, participate in sub-regional water quality improvement and flooding and stormwater management initiatives and partnerships (Mid-Term — see Chapter 7).	The Village should designate a staff person to reach out to the relevant contacts for each initiative/partnership. The designated staff person should become familiar with recent work done as a part of each initiative, and attend meetings on a regular basis.	Lead: Community Development, Public Works, Engineering Services Partners: DuPage County Stormwater Management, Carol Stream Sanitary District, Wheaton Sanitary District	Staff time, IEPA

Funding Source Glossary

The following is a summary of key potential funding sources that the Village should explore. In addition to the sources identified in this section, the Village's CIP includes a listing of typical funding sources. In general, Village staff should continue to monitor and research possible funding sources to help fund recommended capital projects.

Economic development

Illinois Department of Commerce and Economic Opportunity

DCEO offers a number of grant programs that can assist with economic and workforce development projects. The programs fund a variety of uses and activities, such as public infrastructure for specific economic development projects, training programs, and land and building acquisition. Additional information is available on the DCEO webpage.

Tax Increment Financing

TIF is a financial tool used to incentivize and attract desired development within a community. TIF dollars can be used for infrastructure, streetscaping, public improvements, land assemblage, pre-development costs, and offsetting the cost of development.

The Village of Carol Stream currently has two TIF Districts (**Figure 4.3**), both designated as commercial. The Village should continue to monitor the progress of the TIFs as priority investment tools to implement recommendations of the Comprehensive Plan.

Environment

Illinois Green Infrastructure Grant Program for Stormwater Management

The Illinois Green Infrastructure Grant Program for Stormwater Management is offered through the Illinois Environmental Protection Agency and provides funds to support green infrastructure stormwater best management practices. Possible funding projects relevant to Carol Stream include stormwater retention and infiltration projects, and small green infrastructure projects.

Land and Water Conservation Fund

The Land and Water Conservation Fund provides matching grants for the acquisition and development of public outdoor recreation areas and facilities. The funding opportunity may be an option in implementing open space recommendations in the Comprehensive Plan as well as those contained in the Carol Stream Park District Master Plan.

Open Space Lands Acquisition and Development

The Open Space Lands Acquisition and Development (OSLAD) Program is a state-financed grant program that provides funding assistance to local government agencies for acquisition and/or development of land for public parks and open space. The program is managed by the IDNR. Projects vary from small neighborhood parks or tot lots to large community and county parks and nature areas. Under the program funding assistance up to 50 percent (90 percent for distressed communities) of approved project costs can be obtained. Grant awards up to \$750,000 are available for acquisition projects, while development and/or renovation projects are limited to a \$400,000 grant maximum. Although funding is currently frozen for OSLAD projects, the Village should encourage the Carol Stream Park District to apply for an OSLAD grant or potentially collaborate with the District to apply for an OSLAD grant together.

Funding Source Glossary

Park and Recreational Facility Construction

The Park and Recreational Facility Construction (PARC) Act was created by Public Act 096-0820 effective November 18, 2009, to provide grants to be disbursed by the Illinois Department of Natural Resources (IDNR) to eligible local governments for park and recreation unit construction projects. A park or recreation unit construction project means the acquisition, development, construction, reconstruction, rehabilitation, improvements, architectural planning, and installation of capital facilities including, but not limited to, buildings, structures, and land for park and recreation purposes and open spaces and natural areas. Units of local government that are authorized by Illinois law to expend public funds for the acquisition and development of land for public indoor/outdoor park, recreation or conservation purposes are eligible to apply for funding assistance. Similar to the recommendations for the OSLAD and LWCF grants, the Village should encourage the Park District to apply or potentially partner with the District to apply for a PARC grant project.

Section 319 Grants

Section 319 of the Clean Water Act was enacted in 1987 and established a national program to control nonpoint source pollution. IEPA is the designated Illinois state agency to receive 319 federal funds and administer the grant program. Projects must address water quality issues relating directly to nonpoint source pollution. Funds can be used for the implementation of IEPA approved watershed management plans including the development of information/education programs and for the installation of best management practices.

Water Quality Improvement Program

This program administered by DuPage County Stormwater Management offers reimbursement grants for projects that offer a regional benefit by reducing volume and pollutant transport to DuPage County streams. Eligible projects include those that incorporate streambank stabilization through bioengineering practices, in-stream habitat improvements, pond restoration, channel and riparian buffer rehabilitation, wetland creation and/or restoration, and green infrastructure technologies that reduce or filter stormwater runoff. Through the Water Quality Improvement Program, qualified projects are funded at a maximum of 25 percent of the project's construction, maintenance, and monitoring costs, depending on the availability of funds and expected water quality benefits. Applications are prioritized based on an evaluation of project merit, including consideration of overall water quality benefit, wetland and riparian area enhancement, educational aspects, regional benefits, dedicated funding, readiness to proceed, and long-term management plan for the project.

Housing

DuPage County Community Development Block Grant Program

CDBG is a federal program that provides communities with resources to address a multitude of infrastructure and development needs. The Village has historically received allocations of CDBG funding from DuPage County.

Transportation

Congestion Mitigation & Air Quality Improvement Program

Congestion Mitigation & Air Quality Improvement Program (CMAQ) is a federally funded program for surface transportation improvements designed to address air quality improvement and mitigate congestion. Carol Stream should consider CMAQ funding for intersection improvements, bicycle facility projects, and bicycle encouragement projects.

Illinois Bicycle Path Program

The Illinois Bicycle Path Program is administered through the Illinois Department of Natural Resources to assist in the acquisition, construction and rehabilitation of public, non-motorized bicycle paths and directly related support facilities. The program provides financial assistance up to 50 percent of approved project costs.

Illinois Transportation Enhancement Program

The Illinois Transportation Enhancement Program (ITEP) is administered by IDOT. ITEP provides funding for community based projects that expand travel choices and enhance transportation experience in communities. ITEP is designed to promote bike and pedestrian travel and streetscape/beautification projects.

Surface Transportation Program

The Surface Transportation Program provides flexible funding that may be used for projects to preserve and improve the conditions and performance on any federal-aid highway, bridge and tunnel projects on any public road or pedestrian and bicycle infrastructure as well as transit capital projects.

Transportation Alternatives Program

The Transportation Alternatives Program (TAP) is a federal funding program that focuses on non-motorized transportation projects. Local TAP funds are administered by CMAP and may be a good fit for Carol Stream projects related to trail connection recommendations.

Appendix A COMMUNITY OUTREACH EVENTS



Community engagement is a critical part of the planning process. CMAP and Village staff formulated public outreach strategies that include reaching out to residents, businesses, seniors, youth, and other stakeholders. Village and CMAP staff worked together to host several events since the process began in 2014.

Phase 1

- Village Board kickoff presentation
- Steering committee meeting
- Key person interviews
- Focus groups
- Chamber of Commerce meeting
- Public workshop

Phase 2

- Steering committee meeting
- Public visioning workshop

Phase 3

- Steering committee meeting
- Public draft plan open house
- Public hearing





Appendix B EXISTING CONDITIONS REPORT

Available online at <http://cmap.is/1W27u4a>.
Contact the Village Community Development Department to request a print copy.



Village of Carol Stream

Comprehensive Plan Existing Conditions Report

January 2015

Acronyms

AADT	Average Annual Daily Traffic	IDOR	Illinois Department of Revenue
BDI	Business Districts Incorporated	IDOT	Illinois Department of Transportation
CBRE	CB Richard Ellis	ITEP	Illinois Transportation Enhancement Program
CBDG	Community Development Block Grants	LEED	Leaders in Energy and Environmental Design
CIP	Capital Improvement Program	LTA	Local Technical Assistance
CMAP	Chicago Metropolitan Agency for Planning	OSLAD	Open Space Lands and Acquisition and Development
CMAQ	Congestion Mitigation and Air Quality Improvement Program	PARC	Park and Recreational Facility Fund
DCEO	Illinois Department of Commerce and Economic Opportunity	PUD	Planned Unit Development
DuDOT	DuPage County Division of Transportation	SCB	Solomon Cordwell Buenz
EAH	Employer Assisted Housing	TAP	Transportation Alternatives Program
EPA	U.S. Environmental Protection Agency	TIF	Tax Increment Financing
ESRI	Environmental Systems Research Institute	TIP	Transportation Improvement Program
IDNR	Illinois Department of Natural Resources	VSKA	Valerie S. Kretchmer Associates

The Chicago Metropolitan Agency for Planning (CMAP) is our region's official comprehensive planning organization. The agency and its partners are developing ON TO 2050, a new comprehensive regional plan to help the seven counties and 284 communities of northeastern Illinois implement strategies that address transportation, housing, economic development, open space, the environment, and other quality-of-life issues. See www.cmap.illinois.gov for more information.



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