AUGUST 2012

211th Street Metra Station TOD

IMPLEMENTATION STUDY

LAND VISION, INC. | BBP & ASSOCIATES, LLC | BAXTER & WOODMAN CONSULTING ENGINEERS | DIANE LEGGE KEMP

ACKNOWLEDGEMENTS

Thank you to everyone who participated in the planning process for the 211th Street Metra Station TOD Implementation Study. The success of this planning effort is made possible only through the concerted and sustained efforts, input, and insights of the residents, business and property owners, and representatives of the Villages of Park Forest, Matteson, and Olympia Fields, as well as South Suburban Mayors and Managers Association, the Regional Transportation Authority, Pace, and Metra.

211th Street Metra Station TOD Implementation Study Steering Committee:

Bonita Dillard, *Trustee, Village of Park Forest*

Doug Price, *Plan Commissioner, Village of Park Forest*

Willis Pennington, *Trustee, Village of Olympia Fields, Metra*

Victor Blackwell, *Plan Commissioner, Village of Olympia Fields*

Anthony Burton, *Trustee, Village of Matteson*

Sebronella Howard-Davis, *Plan Commissioner, Village of Matteson*

Bill Harris, *Plan Commissioner, Village of Matteson*

Veloid Cotton, *Plan Commissioner, Village of Matteson*

Elliott Johnson, *Economic Development Commissioner, Village of Matteson*

Hildy Kingma, *Director of Economic Development and Planning, Village of Park Forest*

Sandra Zoellner, *Assistant Director of Economic Development and Planning, Village of Park Forest*

David Mekarski, *Village Administrator, Village of Olympia Fields*

Pam Hirth, *Director of Community Development, Village of Matteson*

LaVern Murphy, *Deputy Director of Economic Development, Village of Matteson*

Reggie Greenwood, *South Suburban Mayors and Managers Association*

Anthony Manno, *Regional Transportation Authority*

Catherine Kannenberg, *Metra*

Public Transportation Agencies:

Representatives of the Regional Transportation Authority of Northeastern Illinois (RTA), Pace, and Metra.

Planning Consultant Team:

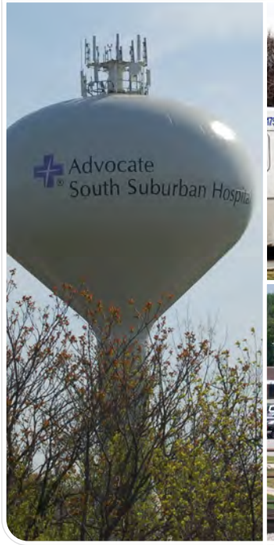
LAND VISION, INC.
601 West Randolph Street, Suite 300
Chicago, Illinois 60661
312.775.6220
www.landvision.com

BBP & ASSOCIATES, LLC
111 Annapolis Street
Annapolis, Maryland 21401
443.261.1828
www.bbpallc.com

BAXTER & WOODMAN CONSULTING ENGINEERS
8840 West 192nd Street
Mokena, Illinois 60448
708.478.2090
www.baxterwoodman.com

DIANE LEGGE KEMP
164 Fairbank Road
Riverside, Illinois 60546
773.793.2050
www.leggekemp.pro

TABLE OF CONTENTS




211th Street Metra Station
Transit-Oriented Development:
IMPLEMENTATION STUDY

Park Forest Live Grow Discover | Matteson | Olympia Fields 1927 | Irta | pace | Metra The way to really fly.

211TH STREET METRA STATION TOD IMPLEMENTATION STUDY | TRANSIT-ORIENTED DEVELOPMENT STUDY AREA

INTRODUCTION

Purpose & Scope:

The Villages of Park Forest, Matteson, and Olympia Fields offer their residents a diversity of housing options in stable neighborhoods with excellent commercial, institutional, and recreational facilities. In addition, the municipalities foster a business-friendly environment which draws new enterprises to them on a regular basis. The 211th Street Metra Station located at the intersection of these three communities at Lincoln Highway and Olympian Way is an essential amenity for residents and businesses alike, transporting employees and residents to and from Chicago's Downtown Loop.

In 2007, the Villages of Park Forest, Matteson, and Olympia Fields completed a Transit-Oriented Development Study for the 211th Street Metra Station. The resulting Preferred Concept Plan identified a mix of land uses and redevelopment opportunities within the station area, which includes 131,000 sf of retail development, 36,000 sf of new office space, 220 condominiums, and 1,373 commuter parking spaces. The plan for the station area was a crucial first step in creating greater opportunities for economic growth in all three communities by creating a shared vision.

Building on the recommendations of the 2007 study, the Steering Committee has recognized the need to further examine mechanisms for implementation of the proposed plan to ensure that future development conforms to the communities' goals and objectives.

Specifically, the Villages have identified the need to:

- envision and document design guidelines for the Lincoln Highway corridor which will address public and private development projects within the area and provide for a unified streetscape plan;
- develop standardized TOD supportive regulations and procedures;
- provide a targeted update of the 2007 Market Analysis and prepare an updated preliminary development pro-forma for the 2007 Preferred Concept Plan; and
- evaluate and provide recommendations for the most effective "tool-box" of financial incentives that may be used to facilitate the desired TOD development/redevelopment within the study area.

Process & Participants:

Representatives from the Villages of Park Forest, Matteson, and Olympia Fields, RTA, Pace, Metra, local businesses, institutions, community stakeholders, and developers were invited to provide input on recommendations for successful implementation of the 211th Street Metra Station TOD Implementation Study. Through on-going Steering Committee interaction, one-on-one interviews, and a series of public planning workshops, the Villages and consultant team worked to engage, identify, and ensure that all issues, concerns, and desires were clearly defined and priorities recognized by all station area beneficiaries.

The 211th Street Metra Rail Station provides direct access to downtown Chicago and is equally well suited along the Metra Electric Rail Line to provide access to neighboring communities and regional amenities.

A THREE-PHASED APPROACH

The 211th Street Metra Station TOD Implementation Study has involved the following:

PHASE 1 | Discovery & Diagnosis

Phase One involves information gathering through stakeholder interviews, assessment of current physical conditions, and a comparison of existing Village ordinances to local and national case studies and best practices. A targeted update of the 2007 market analysis reflects current economic conditions and development potential. Throughout the process, Steering Committee and Village representatives provide oversight and input on methodology and findings.

PHASE 2 | Regulations, Guidelines, and Development Pro-Forma

Phase Two facilitates participation from residents and other stakeholders in defining and reviewing vision, conceptual streetscape plans and development scenarios. Based on the information gathered, TOD supportive regulations, design guidelines and a unified streetscape plan for the station area are developed, along with a development pro-forma and fiscal impact analysis that may be updated as needed, over time.

PHASE 3 | 211th Street TOD Implementation Study Report

The 211th Street TOD Implementation Study compiles and summarizes the findings and recommendations into a user friendly document to serve as a living guidebook for ongoing implementation of the villages' goals and objectives for the area.

BACKGROUND DATA REVIEW

In order to fully understand the issues and opportunities affecting development around the 211th Street Metra Station, various documents and supporting materials were reviewed, including previously completed local and regional planning studies, market analyses, and ongoing initiatives which affect or somehow inform the TOD study.

The documents reviewed include:

- 211th Street Metra Station Transit-Oriented Development Study
- 211th Street Metra Station Area Market Analysis
- Initiative for the Chicago Southland Transit Region
- Making Smart Choices: Transit-Oriented Development Selector Analysis of South Suburban Corridors
- South Suburban Regional Retail Assessment
- South Suburban Bicycle Plan
- Capital Improvement Plans
- Village of Matteson Design Guidelines
- Village of Matteson Comprehensive Plan
- Village of Park Forest Strategic Plan
- Village of Olympia Fields Comprehensive Plan
- Code of Ordinances

An overview of each document is provided on the following pages. The information gathered here, combined with interviews of key area stakeholders, were used to assist in developing the recommendations for TOD supportive regulations, design guidelines, a unified streetscape plan, development pro-forma, and implementation priorities.

211th Street Station along Lincoln Highway

211th Street Metra Station Transit-Oriented Development Study | October 2007

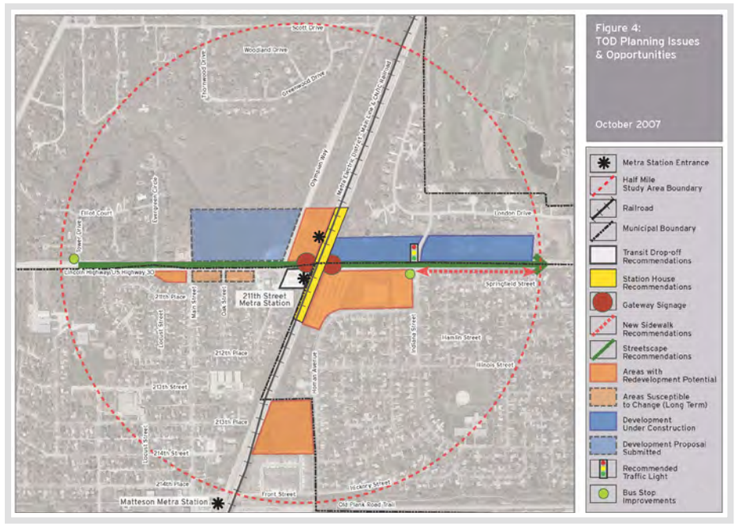
Villages of Park Forest, Matteson, and Olympia Fields | RTA | HNTB

In 2007, the Villages of Park Forest, Matteson, and Olympia Fields partnered with RTA under the RTAP program to complete the 211th Street Metra Station TOD Study. This study followed a market analysis report produced in 2007 by Valerie S. Kretchmer Associates, Inc. (VSKA).

The goals of the TOD Study are to create a gateway welcoming visitors to the communities, improve connections between surrounding neighborhoods and the station, and promote mixed-use development within the station area. The study includes an Inventory and Existing Conditions Report, Market Assessment Report, Preliminary Concept Plans Report, and final overall report which summarizes the above and lays out preliminary implementation strategies.

Three general principles of TOD: **design**, **diversity**, and **density** are used to focus recommendations for the TOD Study area. As with other RTA station area studies, this TOD study integrates both a pedestrian friendly environment and standard American retail planning which relies largely on an auto-oriented customer base.

The plan's future vision statement and key planning principles guide the concept plans for the 211th Street Metra Station Area.



211th Street TOD Study: Planning Issues and Opportunities

Vision: The 211th Street Station – A 2020 Transit Community

"The 211th Street Metra Station and its immediate surroundings will be an attractive and welcoming gateway to the Villages of Park Forest, Matteson, and Olympia Fields. New streetscape improvements along Lincoln Highway and station house improvements will create a pleasing environment for pedestrians to reach the station and each neighborhood. Replacement parking facilities will be constructed to accommodate existing and future commuter parking needs and to facilitate new residential and commercial uses. Future developments and improvements will unify the station area into a distinctive mixed-use transportation center to serve all three communities."

Key Planning Principles

Planning Principle 1:	Facilitate new mixed-use commercial and residential development
Planning Principle 2:	Create a safer streetscape environment for pedestrian access
Planning Principle 3:	Beautify the overall station facilities and landscaping
Planning Principle 4:	Unify all developments and improvements with design guidelines
Planning Principle 5:	Provide more parking for commuter use and new development

211TH STREET TOD STUDY | PREFERRED LONG-TERM CONCEPT PLAN

The 211th Street TOD Plan prepared in September of 2007, established both short-term and long-term development concepts for new commercial and residential development in Park Forest, Matteson, and Olympia Fields. As depicted in the Preferred Concept Plan (Long Term), redevelopment efforts are focused on the underutilized and vacant parcels within the 211th Street TOD study area. The Preferred Plan also identifies opportunities for station improvements and streetscape enhancements in order to foster development of a more pedestrian-oriented environment.

Development Concept Quantities

Total Commuter Spaces 1,373

727 Replacement commuter spaces
646 New shared use commuter spaces

Area	Use	Size
1	Park Forest Retail	50,000 SF
1	Park Forest Office	20,000 SF
2	Park Forest Condominiums	140 Units
3	Olympia Fields Retail	22,000 SF
4	Olympia Fields Condominiums	72-80 Units
5	Olympia Fields Retail	41,000 SF
6	Matteson Retail	16,000 SF
6	Matteson Office	16,000 SF
7	Matteson Retail	2,000 SF

Legend

- Shared-use Structured Parking
- Retail
- Mixed Use, Retail and Office
- Condominiums
- New Station Building
- Public Plaza
- Crosswalk
- New Traffic Signal
- Existing Traffic Signal

2007 Preferred Concept Plan (Long-Term), Prepared by HNTB for the Regional Transportation Authority (RTA)

Preferred Concept Plan

Following completion of an extensive interactive concept plan process, the Steering Committee agreed upon a Preferred Concept Plan that was split into short- and long-term phases. The key components of the Preferred Concept Plan include:

- Retail and mixed-use commercial buildings along Lincoln Highway/ US Highway 30; 4-story condominiums along Homan Avenue
- Commercial and residential "gateway" development along Olympian Way
- Mixed-use development along Lincoln Highway and Main Street
- 2-level and 4-level parking decks with ground floor retail at the Park Forest and Olympia Fields commuter parking lots (total parking equaling 1,373 spaces)
- Pedestrian-friendly streetscape improvements along Lincoln Highway
- New station entrance(s)
- Reconfigured Pace bus routes
- Improvements to the station interior and exterior, including Pace bus turn-around area
- Pedestrian tunnel between the Park Forest commuter parking lot and station platform access
- Appropriate and clear wayfinding signage
- Satellite parking lots connected by Pace bus routes
- Public plaza and open space enhancements around the Park Forest parking deck to act as a welcoming gateway and buffer from adjacent residences
- On-street and off-street pedestrian and bike connections
- Unified streetscape plan and design guidelines along Lincoln Highway between Main Street and Indiana Street
- Partnerships with commercial property owners, developers and public agencies to facilitate redevelopment
- Lobbying of elected representatives for state and federal funding for new public infrastructure improvements

Implementation Recommendations

To facilitate the plan's recommendations, a series of "implementation recommendations" were defined within the plan, including:

Strategy 1: Formalize municipal cooperation and leadership

Strategy 2: Use local funds to leverage public funding and private capital

Strategy 3: Beautify the overall station facilities and landscaping

Strategy 4: Secure appropriate funding sources

Strategy 5: Initiate intergovernmental relations

Strategy 6: Market station area to private sector developers

Strategy 7: Schedule recommended project phases

The TOD Study was adopted by each Village in 2007.

211th Street Metra Station Area Market Analysis

January 2007 | *Valerie S. Kretchmer Associates, Inc.*

In 2006, Valerie S. Kretchmer Associates (VSKA) was commissioned by the 211th Street TOD Study Steering Committee to conduct a market analysis for the area surrounding the 211th Street Metra Station. The report evaluated existing conditions, demographic trends, and retail/office/residential trends and opportunities in the station area.

Based on these evaluations, VSKA identified the following as supportable development in the station area:

Development Type	Units or Square Feet	Timing
Condominiums / Townhomes	32 units	Approved – near term
	72-80 units	Planned – near term
	45-50 units	Medium term
Single Family Detached	13 units	Approved – near term
Retail, Restaurant, Service	41,000 s.f.	Planned – near term
	20,000-30,000 sf	Medium term
Office	20,000-25,000 s.f.	Medium & long term

Near term: 0-3 years | Medium term: 3-5 years | Long term: 5-7 years

As part of the 211th Street Metra Station TOD Implementation Study, BBP & Associates, LLC has reviewed this study and updated the supportable development findings based on current market conditions. (page 54)

Initiative for the Chicago Southland Transit Region | January 2011

SSMMA | Land Vision, Inc.

South Suburban Mayors and Managers Association (SSMMA) commissioned Land Vision, Inc. and its consultant team to prepare a transit study involving 36 existing and 9 proposed station areas within its jurisdictional service area. This study is part of the Chicago Southland Transit Regions Initiative, aimed at promoting economic development in the south suburbs by capitalizing on the region's commuter rail network, and highlighting the health-related, environmental, and social benefits of transit.

Evaluation of existing conditions included a detailed study of both existing and proposed rail corridors and station areas, resulting in assignment of one of four station area typologies to describe the character, scale, intensity, and type of development envisioned for each station area.

The 211th Street Metra Station was categorized as a "Multi-Use Transit Center," defined as a place with potential to serve as the economic and cultural center of the community. This type of station area, if implemented, would include multi-use pedestrian oriented development with first floor commercial and residential/office uses above as the predominant building type. Potential for multi-modal transportation integrating the station with the surrounding community also exists.

In order to help communities target specific types of developers, potential developer typologies were identified for each station area in the study. The 211th Street Metra Station met criteria for three categories: Multi-Use, Commercial, and High Density Residential Infill. These typologies are intended to help the communities seek out developers in a more targeted manner according to their specific needs and desires.

Development process guidelines for successful phasing and implementation of station area development, as well as TOD development guidelines providing prototypical examples of key planning principles for each station area typology were also identified for the study communities.

Making Smart Choices: Transit-Oriented Development Selector Analysis of South Suburban Corridors | March 2009

SSMMA | Center for Neighborhood Technology

As part of its efforts to encourage transit-oriented development (TOD) in the south suburbs, the South Suburban Mayors and Managers Association (SSMMA) hired the Center for Neighborhood Technology (CNT) to conduct a preliminary data analysis to identify the potential for TOD in 32 south suburban Metra station areas and one station on the South Shore Line.

CNT examined data for 38 variables measuring Transit Usage and Service, Land Use and Development Scale, Demographics, Housing, and Retail Indicators. Based on data analysis, CNT grouped the station areas into three typologies:

- Town Center TOD: The densely developed center of population, convenience retail, and office businesses for a large suburban town or several towns, set in a pedestrian-friendly environment with frequent transit service.
- Community Area TOD: The convenience retail/service and population center of a neighborhood or a village of several thousand residents also set in a pedestrian friendly environment with at least moderately frequent transit service.
- Residential TOD: A transit-served neighborhood where most of the land is committed to low-density residential or recreational use, optimally including several convenience retail businesses and multi-unit buildings.

In the overall context of the study, the analysis generally concluded that station areas in the northern sections of transit corridors show strong potential for Town Center and Community Area TOD indicated by existing density and market needs, but difficulties in assembling land and altering land use must be solved to capture these opportunities.

In central sections of the lines many communities could make design and development decisions that could capitalize on a potential for development as Community Area TOD, while others could improve the value of transit as an amenity in a Residential TOD. Station areas with little existing development and wide open TOD opportunities are located at or near the southern terminals of transit lines.

According to the study, the 211th Street Metra Station currently resembles a "Community Area TOD" more than any other typology, and has more development potential as a Community Area TOD than any other typology. Community Area TODs are described as having convenience retail and service businesses, moderate density residential development and accommodations for pedestrians and bicycles.

South Suburban Regional Retail Assessment | July 2009

CSEDC | Business Districts, Inc.

The South Suburban Regional Retail Assessment developed by BDI in July, 2009 has three primary objectives:

1. Identify opportunities for successful south suburban retail developments, matching accepted retail market standards and strengthening the south suburban regional retail offering.
2. Develop information that municipal economic development staff and elected officials can use to market sites.
3. Build local capacity to enable successful retail development throughout the region.

Building on the foundations established within the three primary objectives, the overall conclusions of the report were as follows:

- Using the three primary criteria for successful development (population density, average daily traffic counts (ADT's) and proximate spending power) there are few (if any) new development sites in the south suburbs which have been overlooked and which would serve an otherwise under served population.
- The primary opportunity is the redevelopment and re-tenanting of existing sites through four options:
  - Continuous improvement of an existing footprint.
  - Partial redevelopment of a portion of an existing footprint to allow for the space needs of potential new tenants.
  - Mixed-use through the addition of new uses to the existing footprint *(i.e. the addition of office or residential to the land use)*.
  - Full redevelopment *(the demolition of the existing use to create a clean site)*.
- In order to be successful, municipalities and regional economic development entities will need to aggressively partner with developers and tenants.

South Suburban Bicycle Plan | 2008

SSMMA | Active Transportation Alliance

In 2008, South Suburban Mayors and Managers Association (SSMMA) collaborated with Active Transportation Alliance on a plan which updates the 2001 South Suburban Bicycle Plan. The plan identifies proposals to create a regional bicycle network, including both trails and on-street bicycle infrastructure. The 2008 South Suburban Bicycle Plan recommendations have been incorporated into CMAP's regional transportation planning program.

The Plan aims to build upon the creation of a bicycle-friendly Southland by:

- leveraging the economic and environmental opportunities provided by a completed regional trail network;
- providing communities with a flexible and accessible transportation system; and
- encouraging residents to bicycle for transportation, recreation, and good health.

The plan includes a recommended prioritization of projects. These include but are not limited to:

- completion of the regional trail network;
- clearly marking bicycle paths and lanes using signage and way-finding; and
- creating an on-street bike network for the region.

The plan provides program and staffing recommendations to facilitate the implementation of recommended improvements. These include:

- incorporating bikes into transit services;
- establishing a bicycle parking program;
- producing a car-free regional bicycling event that utilizes a major arterial roadway; and
- seeking out opportunities to partner with other transportation agencies, park districts, and advocacy organizations to work toward achieving the goals of the plan.

The following components of the 2008 Bicycle Plan lie within, and thereby impact, the 211th Street TOD Implementation Study area:

- Completed Regional Trail Network – Old Plank Road Trail to south through Park Forest and Matteson
- Completed Local Trail – along Olympian Way in Olympia Fields
- Future Local Trail – along Lincoln Highway (US 30) to the east of the Metra Station
- Recommended Olympia Fields signed on-street bikeway (local street) - along Olympian Way and 212th Place in Matteson; and through Maynegaite subdivision into the east side of Olympia Fields

These small segments provide important connections to the larger north-south and east-west routes within the regional bicycle network. In addition, adequate bicycle parking at the 211th Street station and signed bicycle routes including distance, destination and direction information may further promote cycling to and from the station area.

Cooperation and coordination between municipalities is essential to implement the bicycle plan. The 211th Street TOD project offers the opportunity for an established partnership of communities to accomplish bicycle infrastructure projects that may also enhance successful transit-oriented development in the area.

Bike Lane Signage in Olympia Fields

Capital Improvement Plans

Park Forest Five Year Capital Plan (2011/2012)

The Village of Park Forest five-year capital plan is a needs assessment for infrastructure improvements over the next five years. Funding for these projects has not necessarily been identified. Needs identified within the 211th Station area include:

- Resurfacing of the 211th Street Station parking lot *(1 year)*
- Two CN projects including installation of an information kiosk at the commuter lot to promote Village activities, and replacement of the "Welcome to Park Forest" sign at Indiana Street *(1 year)*
- Orchard Drive redesign, including bicycle lane *(1 year)*
- Streetscape along Lincoln Highway from Indiana Street to the northeast village limits – does not include adding sidewalks *(1-2 years)*
- Street light replacements *(1-5 years)*
- Watermain replacement *(1-5 years)*
- Sanitary sewer reconstruction *(1-5 years)*
- Relocation of fare boxes and new kiosk for parking lot *(2 years)*
- Installation of security system at parking lot *(2 years)*
- Street name sign replacements *(4-5 years)*
- Station improvements to pedestrian and restroom facilities *(5 years)*
- A new traffic signal at Indiana Street and Lincoln Highway *(5 years)*
- Land acquisition supportive of development goals in the Strategic Plan for Land Use and Economic Development *(ongoing)*

The Capital Plan confirms that the Village has acquired the property on 3200 Lincoln Highway, former car dealerships in the 211th Street station area, and that this property is a key element in the Village's plans for a transit-oriented development at the 211th Street Metra Station.

Matteson Annual Municipal Budget 2011-2012

The Village of Matteson's budget for 2011-2012 includes overall estimates for capital expenses in several categories. Although no details are given on the specific projects to be completed, the following are included in the coming year's budget:

- Street and parking lot resurfacing
- Walkway improvements
- Water main project

Olympia Fields

No capital improvement plan or municipal budget documents are available.

Matteson Design Guidelines 2007

In 2007, the Village of Matteson prepared design and development guidelines to be applied to the respective use types designated in the municipal Land Use Plan. These guidelines are discussed in further detail in the TOD Supportive Regulations Review section of this document.

The design guidelines address the following topics for various land use types:

- building height and scale
- building orientation and relationships
- materials
- massing
- garages and driveways
- architectural style
- building design
- parking and vehicle access
- pedestrian oriented street patterns
- open space and landscaping
- signage
- site design
- big-box commercial building and site design
- residential conversions

Municipal Comprehensive Plans

Village of Matteson Comprehensive Plan, 1987

The Matteson Comprehensive Development Plan was adopted by the Village of Matteson in October 1987. The aim of the plan is to "develop a harmony between encouraging the development of the community while controlling the development to assure the protection of existing properties and the protection of the long-term success of the community."

According to the plan, Matteson's goals for development are:

- to develop a land use development pattern which unifies the community.
- to protect existing and proposed low density residential development from the intrusion of incompatible land use.
- to maintain and enhance the economic viability of the community as a commercial and employment center.
- to provide natural and man-made amenities to provide a high quality of life for all residents.
- to establish a land use pattern which promotes the highest degree of health, safety, efficiency and well-being for the entire community.
- to develop a circulation system of both roadways and mass transit which provides safe and convenient movement to, from, and within the Village of Matteson.
- to establish Matteson as the keystone community in the future development of the south/southwest suburban area.

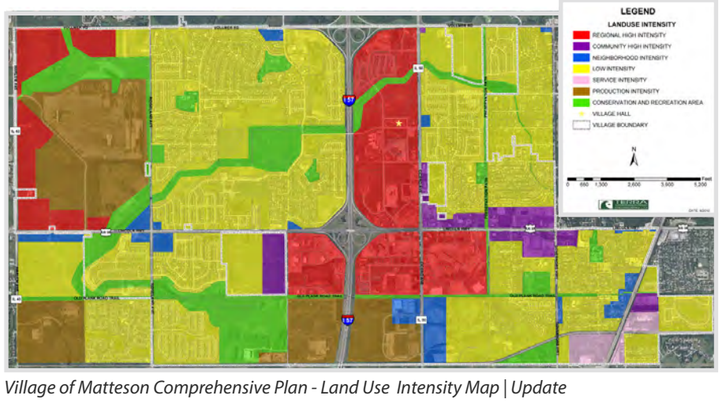
In support of the above goals, the plan sets out policies in the following areas:

- **Urban Design:** The policies aim to unify the community, produce a distinct image for Matteson, foster further development, encourage diversity, and provide modern efficient development while maintaining the atmosphere of a small village. Distinct areas within the Village should maintain their character, but should be linked together and with open space to promote interaction. Highest intensity uses are to be concentrated near I-57 and gradually decrease farther from the Village center. Village design goals include providing ease of pedestrian and bicycle movement, high quality gateways, and separation between low density housing and high density activities. The original Matteson Village site is to be preserved. Commuter stations are promoted as areas to be given special design consideration.
- **Environmental:** The policies are intended to set outlines for development regulation and site considerations which will protect the general public from flood hazard, air and noise pollution, water pollution and allow preservation of natural amenities.
- **Housing Development:** The policies address the Village's concern about availability of quality housing to stimulate growth of new residents. The policies promote provision of a full range of housing types and prices to meet the housing needs of all citizens within the Village.
- **Transportation:** The policies include sections on roadway, train, bus, pedestrian, bicycle and movement in the defined high intensity area. Train policies specifically call for encouraged use of the Metra train linkage with Chicago, through access to parking, land uses providing services to commuters, and a bus feeder system connecting the stations with surrounding neighborhoods. Bicycle and pedestrian policies require bicycle routes offering alternative transportation and recreation opportunities for residents, as well as efforts to prevent major arterial roadways from becoming barriers to pedestrian movement.

To complement these policies, a map of expected intensity of development was drawn showing seven distinct intensity levels.

Future Land Use Map September 2010 Update

Although the Comprehensive Plan has not been updated in full, in 2010 the associated Land Use Intensity map was updated to reflect the Village's current desires throughout the community. The land in the 211th Street Metra Station area is demarcated as a combination of "Low Intensity" (the residential areas and the fire station) and "Neighborhood Intensity" (the station area and the commercial development along Lincoln Highway).



Village of Matteson Comprehensive Plan - Land Use Intensity Map | Update

Village of Park Forest Strategic Plan, 2008

The Village of Park Forest completed a community-wide Strategic Plan in November of 2008. The 211th Street Metra Station area is not addressed in detail in this plan. However, in combination with the earlier plans for Downtown and the 211th Street Metra Station TOD, it serves as the Village's comprehensive plan for land use and economic development. "Together, these plans establish and prioritize the Village's development agenda with the ultimate goal of building a stronger tax base and enabling the creation of a more sustainable community."

Village of Olympia Fields Comprehensive Plan

The Village of Olympia Fields is currently in the process of updating its Comprehensive Plan, supported by a technical assistance grant from the Chicago Metropolitan Agency for Planning (CMAP). The update is anticipated for completion in early 2012.

Recent Residential Development in Olympia Fields

Olympia Fields Metra Rail Train Station

Code of Ordinances

Municipal regulatory codes and ordinances establish the framework to which all development and redevelopment must adhere. The following overview provides a brief summary of various planning documents, codes and regulations in the Villages of Park Forest, Matteson, and Olympia Fields. A more detailed review follows in the TOD Supportive Development Regulations Review section of this document, where the codes will be evaluated in terms of their ability to effectively implement transit-oriented development within the study area.

Olympia Fields

The Code of Ordinances for the Village of Olympia Fields contains two main chapters significant to development in the 211th Street Metra Station TOD Implementation Study area: Chapter 19 – Subdivisions; and Chapter 22 – Zoning, which also includes a distinct section on Planned Unit Developments (PUDs).

Subdivisions

The Subdivision Ordinance for the Village of Olympia Fields provides design standards, required improvements and the approval process for platting and development of a subdivision. Final authorization requires recommendation by the Plan Commission and approval by the Board of Trustees.

Zoning

The Olympia Fields Zoning Ordinance is a relatively succinct zoning ordinance. Its goals include protecting the character and stability of different areas within the village, regulating intensity, and prohibiting uses incompatible with the character of development. The zoning ordinance identifies eight types of zoning districts and also provides supplemental regulations applicable to the entire village, including sign regulations.

Planned Unit Developments

Planned Unit Developments are addressed in a separate article of the zoning ordinance. The purpose of the PUD designation is to provide targeted exemptions from the subdivision provisions designed to improve the overall quality of the project and benefit to the community. Final authorization of a PUD requires recommendation by the Plan Commission and approval by the Board of Trustees.

Matteson

Subdivisions

The Village of Matteson's subdivision code specifies the process for review of plats, design standards for streets, blocks, lots, and easements, and regulations on site improvements, and engineering specifications. Preliminary plats must be approved by the Plan Commission. Approval of final plats by the Plan Commission and Board of Trustees is intended to be automatic if there are no significant deviations from the preliminary plat.

Zoning

The goals of the Village of Matteson's Zoning Code are to regulate intensity of use, prohibit incompatible uses, prevent overcrowding of land, and protect the character and stability of various Village districts. The Zoning Code defines 17 zoning districts, and includes sections addressing special use permits, PUDs, and signs. The area around the 211th Street Metra Station is currently zoned as R-3 Residential, and C-4 and C-5 Commercial.

Special Use Permits

For each zoning district, certain uses are permitted by right. Other uses are permitted only by special use permit (e.g. PUDs), and must be reviewed by the Plan Commission and approved by the Board of Trustees in each case.

Planned Unit Developments

The PUD chapter of the Zoning Code was updated in 2007. The purpose of PUDs in the village is to provide flexibility to the normal zoning standards in order to pursue the community vision outlined in the comprehensive plan. PUDs are authorized by the Village Board as a special use.

Updates to Matteson Codes

The Village of Matteson is currently working on updates and amendments to the zoning code which reflect current trends and desired village goals related to development quality.

Park Forest

The Code of Ordinances for the Village of Park Forest contains two main chapters significant to development in the 211th Street Metra Station TOD Implementation Study area: Chapter 94 – Subdivisions; and Chapter 118 – Zoning, which includes a section on Planned Unit Developments.

Subdivisions

The current iteration of the Subdivision Code for Park Forest, adopted in 2005, sets out the desired regulations for subdivision development. Design requirements include conformance with adjacent development and the current comprehensive plan. The Village's Plan Commission, Mayor, and Board of Trustees hold the right for final approval.

Zoning

The Village of Park Forest's Zoning Ordinance is derived from the village's 1966 Code, but has been substantially reorganized and rewritten since that time.

The Zoning Ordinance defines 10 types of zoning districts, including a Planned Unit Development district. The area around the 211th Street station is currently zoned as C-2: Commercial and R-1: Single-Family Residential districts.

Planned Unit Developments

The Village of Park Forest's Planned Unit Developments (PUDs) are defined via overlay zones. PUD overlays may be established for areas of development containing multiple buildings and a mix of uses. Standards for PUD land use offer some flexibility from underlying zoning districts, but final approval is ultimately at the discretion of the Plan Commission and the Village Board. In C-2 and R-1 districts, PUDs are allowed only with a special use permit.

DownTown Park Forest

Visual Assessment

Existing Land Use

The 211th Street Metra Station TOD Implementation Study Area is comprised of an eclectic mix of existing uses, including low density commercial buildings, public and institutional uses, surface parking, vacant land, residential units, and the 211th Street Metra Station. There is a significant amount of vacant land and empty commercial building stock, offering numerous and diversified opportunities for redevelopment.

Southeast Quadrant

The southeast quadrant is dominated by expanses of surface parking. The Village of Park Forest operates a large commuter parking lot (467 spaces) immediately adjacent to the Metra tracks to the southeast which is in need of upgrades. While the lot meets an important need for commuters, combining parking with other commercial uses may be a more economically efficient use of the site. Continuing east there are two former commercial buildings which now sit vacant. Each building is surrounded by its own surface parking. The existing one and two story building heights, large structural setbacks from the street, and lack of any architectural consistency result in a lack of "place" within the quadrant. For pedestrians and cyclists, the location of the current parking lot makes it a barrier between the surrounding neighborhoods and the station.

SOUTHEAST QUADRANT OF THE PROJECT AREA

1. Commuter parking lot

2. Stairway from commuter lot to underpass beneath Metra tracks

3. Streetscape / frontage along Lincoln Highway

4. Redevelopment opportunity sites

Southwest Quadrant

The southwest section of the station area includes a station entrance and a vehicle turn-around area for Pace buses and kiss-n-ride drop off for commuters. To the west of Olympian Way is the relatively new Matteson Fire Department Headquarters. Continuing west along Lincoln Highway the remainder of the quadrant is comprised of a funeral home, and a daycare facility. The corner of Main Street and Lincoln Highway is the primary entrance into Matteson's neighborhoods and leads directly to Old Matteson (Matteson's original downtown). Currently there is a large vacant lot at this corner, which holds potential for a development to act as a gateway to the Study Area and also downtown Matteson, to the south.

5. Pace bus turnaround, kiss-n-ride, station entrance

6. Village of Matteson Fire Department Headquarters

SOUTHWEST QUADRANT OF THE PROJECT AREA

7. Hirsch Funeral Home

8. Commercial/institutional uses along Lincoln Highway

9. Commercial development opportunity at Main Street

Northeast Quadrant

The northeast section of the station area is comprised entirely of residential land. Set back from the roadway is a subdivision neighborhood of large single family homes. Adjacent to the Metra tracks and fronting 211th Street, is an area of vacant land on which The Reserve at Maynegaite, a new development of townhomes, has been approved, but construction is now on hold. These plots sit behind a new 'rusticated' precast sound wall along the sidewalk. The wall and the inward facing design of the proposed development reinforce feelings of separation from the street. Pedestrians walking along this stretch of Lincoln Highway are isolated from the adjacent development and left exposed to the fast moving traffic along the right-of-way.

10. Vacant land approved for townhomes - The Reserve at Maynegaite

11. The Reserve at Maynegaite neighborhood entrance monument

NORTHEAST QUADRANT OF THE PROJECT AREA

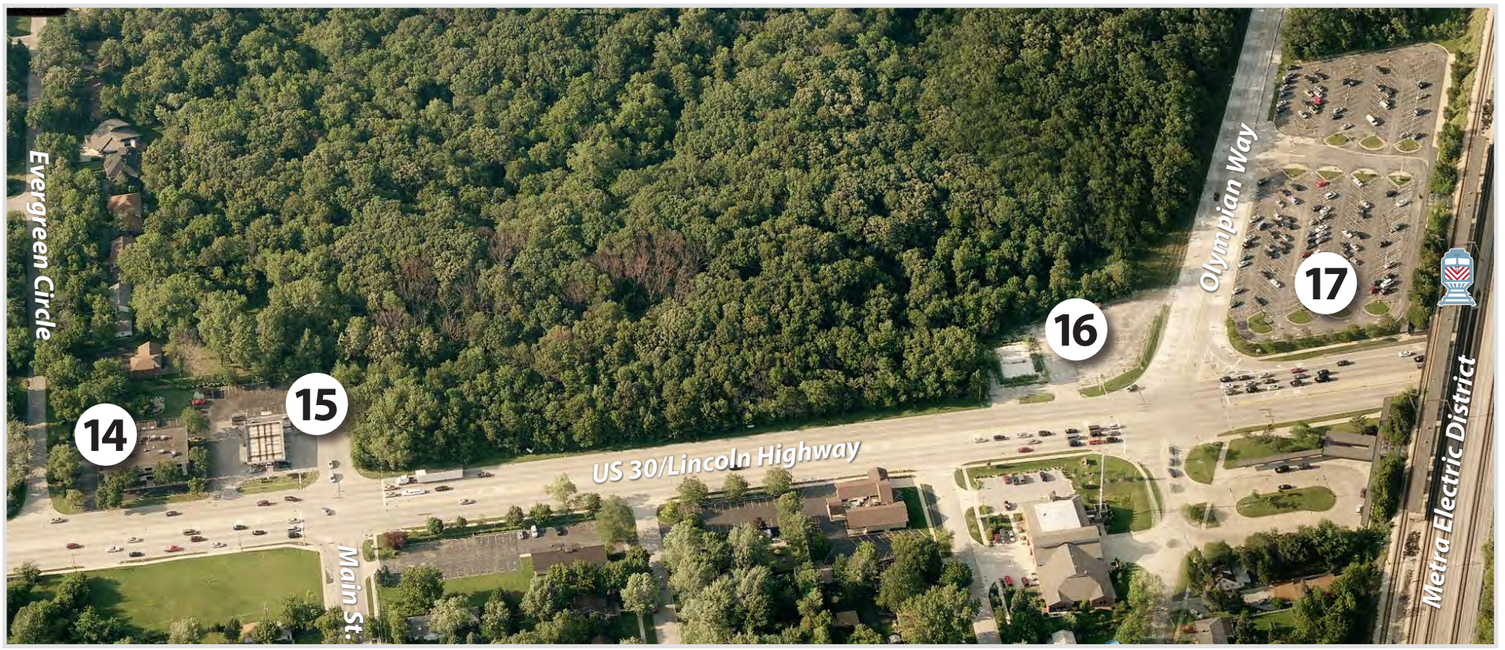
12. New townhomes at the Reserve at Maynegaite

13. Precast sound wall between Lincoln Highway and approved townhome development land

Northwest Quadrant

Just west of the Metra tracks on the north side of Lincoln Highway is a second station entrance and a surface parking lot for commuters (269 spaces). At the northwest corner of Olympian Way and Lincoln Highway, a new CVS convenience store and pharmacy with surface parking was completed in 2010. Continuing west along Lincoln Highway there is a 12 acre area of undeveloped wooded land contiguous with Spirit Trail Park to the north. At the intersection of Main Street there is a gas station and a two-story office building. These uses appear dated and may not be consistent with the development character demonstrated in the 2007 TOD master plan. As in the southeast quadrant, for pedestrians and cyclists, the placement of the current surface parking acts as a barrier between Olympia Fields and the station. The current land use is spread thinly along the highway, offering little incentive to move between businesses, whether by automobile or on foot.

17. Northwest commuter parking lot



NORTHWEST QUADRANT OF THE PROJECT AREA

14. Office building at Main Street

15. Speedway Gas Station at Main Street

16. New CVS convenience retail/pharmacy at Olympian Way

Study Area Character

The overall image and character of the area surrounding the 211th Street Metra Station is of a fast moving traffic corridor with intermittent commercial development. It lacks a cohesive or unifying character. The train station is Modernist in style and materials, while the fire station and pharmacy are of traditional design and materials. Those entering the area will struggle to feel as if they have arrived at a distinct "place." Whether arriving by car, on foot, or by train, high-speed traffic along Lincoln Highway is the most prominent feature. There is little identification of surrounding communities and no indication of nearby attractions, amenities, or bus and train services. The vacant atmosphere leads to feelings of insecurity and the perception that it is an uninviting place from a pedestrian perspective.

18. Pedestrian environment along underpass from the west

19. Lincoln Highway underpass from the east

OVERALL STATION AREA

Station Area

The station area currently includes large commuter parking lots adjacent to the tracks on both northwest and southeast sides, a bus turnaround, and kiss-n-ride. There are two entrances to the station platform, both on the west side of the tracks: one to the north of Lincoln Highway via the Olympia Fields commuter parking lot, and one to the south next to the bus turnaround. These entrances provide an option for Metra riders to avoid crossing Lincoln Highway at grade. Station entrances are accessed through pedestrian tunnels under the southbound tracks and up onto the central platform. Metra has recently completed renovating the platform, repairing and replacing ramps, handrails, roofing, foundations, warming areas, benches, and lighting.

The Metra station is Modernist in style and in good condition. The horizontal massing evokes a sense of "prairie style". Ramps instead of elevators are used to provide platform access for persons with disabilities. Current renovations have already updated the station ramps and handrails to meet ADA code requirements.

There are no seats or benches outside the entrance at grade level, with the exception of the edge of the concrete planter boxes, for those waiting for buses or pickup. The exposed structure is Cor-ten steel, which is left to intentionally rust but can be perceived as un-maintained. It has 'brutalist' concrete walls both inside and out. These materials, an abandoned planter, and the high pressure sodium yellow 'shoebox' downlights contribute to the sense that the area is in need of aesthetic upgrades.

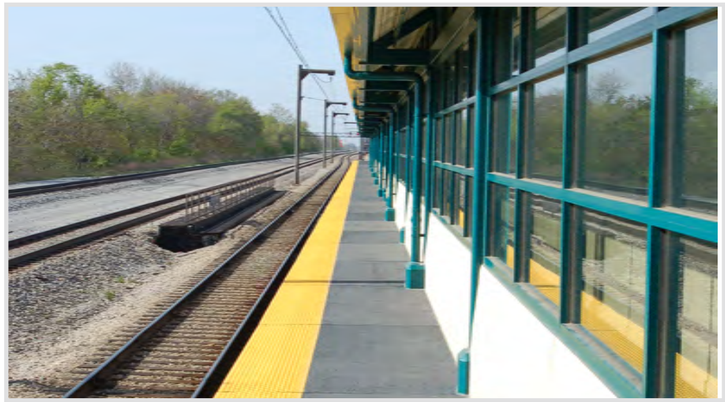
Exterior space west of the railroad embankment is maintained by Chicago South Suburban Mass Transit District. Potentially attractive but overgrown landscape obstructs views to the southwest station entrance and creates hidden corners.

The IDOT viaduct is heavy in appearance and constructed of Cor-ten steel, like the adjacent station structure. The viaduct underpass walls are 'brutalist' in style with hammered concrete, contributing to a sense of being out-of-date and strictly utilitarian. The sidewalks through the underpass are narrow with minimal vertical clearance. Pedestrians and bicyclists are forced to share the narrow sidewalks through the underpass. High traffic noise and water\salt spray contribute to the sense of a hostile environment.

20. Commuter parking lot

23. Commuter parking lot from south

26. View from beneath bus canopy



21. Station platform

24. Pedestrian underpass and stairway to eastern commuter parking lot

27. Pedestrian Canopy with bicycle storage

22. Commuter parking lot from northeast

25. Southern station entrance, bus stop, and kiss'n'ride

28. Dark pedestrian passageway beneath railway overpass

29. Cor-ten steel canopy with 'shoebox' downlights

31. Cor-ten steel canopies along Lincoln Highway underpass

33. Commuter parking lot payment box - Park Forest

30. Ramp access to station platform

32. Stairway to station entrance with non-compliant ADA handrails

Streetscape

US 30 / Lincoln Highway was the first coast-to-coast road built in the United States and boasts an interesting history. It was, in part, landscaped according to a plan by the famous landscape architect Jens Jensen, who also designed the bronze highway medallion (see inset), which is utilized throughout the length of the corridor. A wooden gazebo commemorating the history of Lincoln Highway is located in the northeast corner of the commuter parking lot in Park Forest.

The streetscape conditions along Lincoln Highway and its cross-streets vary from one block to the next within the study area.

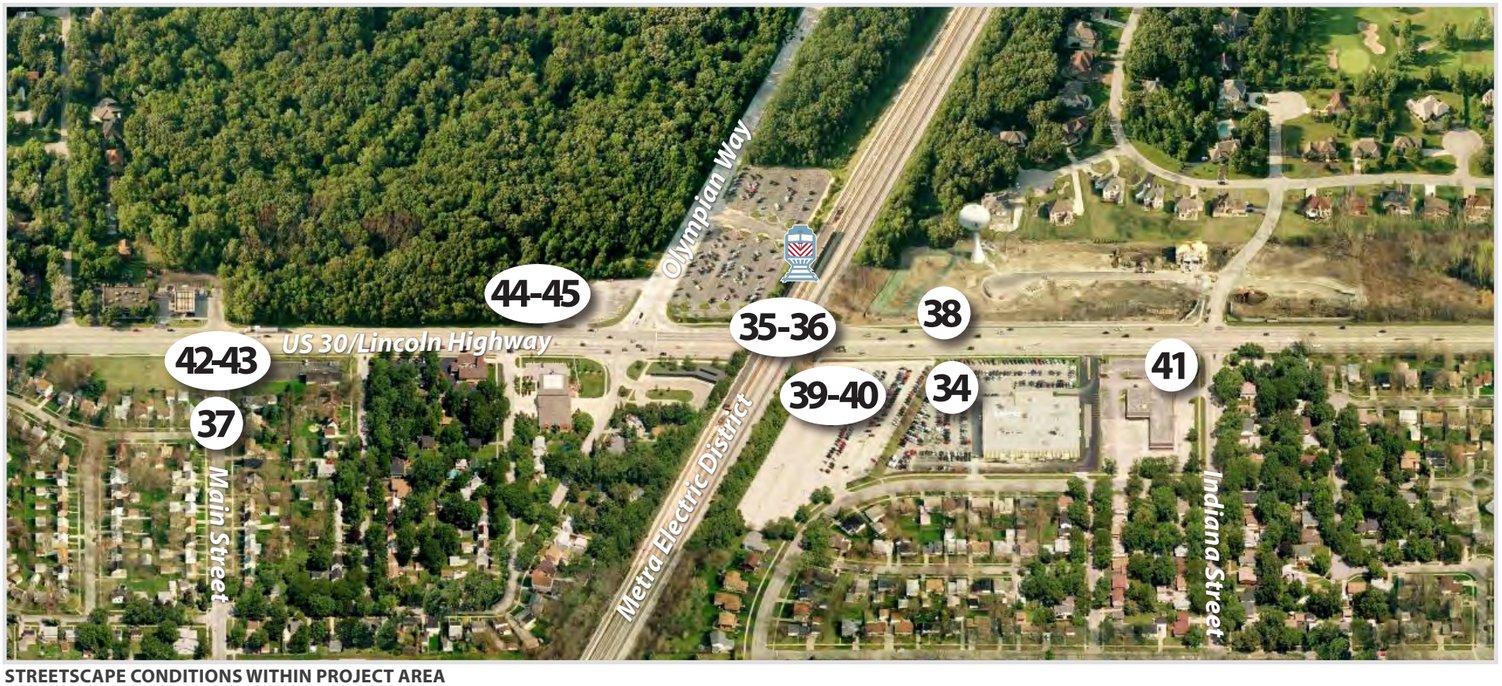
Lincoln Highway is comprised of three lanes of traffic in each direction with a continuous curb-style median, and left and right turn lanes at intersections. Noise and automobile speeds along the highway contribute to an unfriendly pedestrian environment and perceived safety issues within the area.

Sidewalks within the TOD Study Area are generally narrow, but in acceptable condition where present. Sidewalks along the north side of Lincoln Highway begin at Indiana Street to the east, and continue through the newly developed CVS property. West of the CVS property the sidewalk abruptly ends. Cross streets to the north provide sidewalks on a single side. There is a sidewalk leading to a shared-use path running north along the east side of Olympian Way, and a very short stretch of sidewalk running north along the west side of Indiana Street into The Reserve at Maynegaite subdivision.

Sidewalks are present along the entire south side of Lincoln Highway from the west end of the study area at Evergreen Circle to an area just west of Indiana Street, where the sidewalk ends. All cross streets to the south of Lincoln Highway have dual sidewalks, except for Oak Street, which has a sidewalk on the west side only.

There is very little landscaping other than a narrow grass parkway, ranging from 0-8 feet wide, separating the sidewalk from traffic lanes. Very few street trees are present along this portion of Lincoln Highway, and street furnishings are limited to highway signs, non-decorative utility poles, and various lamp posts on adjacent properties. There is a lack of significant pedestrian level lighting and directional signage within the area.

34. Lincoln Memorial Highway commemorative gazebo



STREETSCAPE CONDITIONS WITHIN PROJECT AREA

35. View east from station platform

36. View west from station platform

37. Sidewalk access into neighborhood along Main Street

38. Looking east along sound wall adjacent to The Reserve at Maynegaite

39. Looking east adjacent to commuter parking lot

40. Looking east from railway overpass

41. Looking west from Indiana Street

42. Looking west from Main Street

43. Looking east from Main Street

44. Sidewalk termination west of CVS property

45. Looking east towards Olympian Way

Pedestrian and Bicycle Circulation

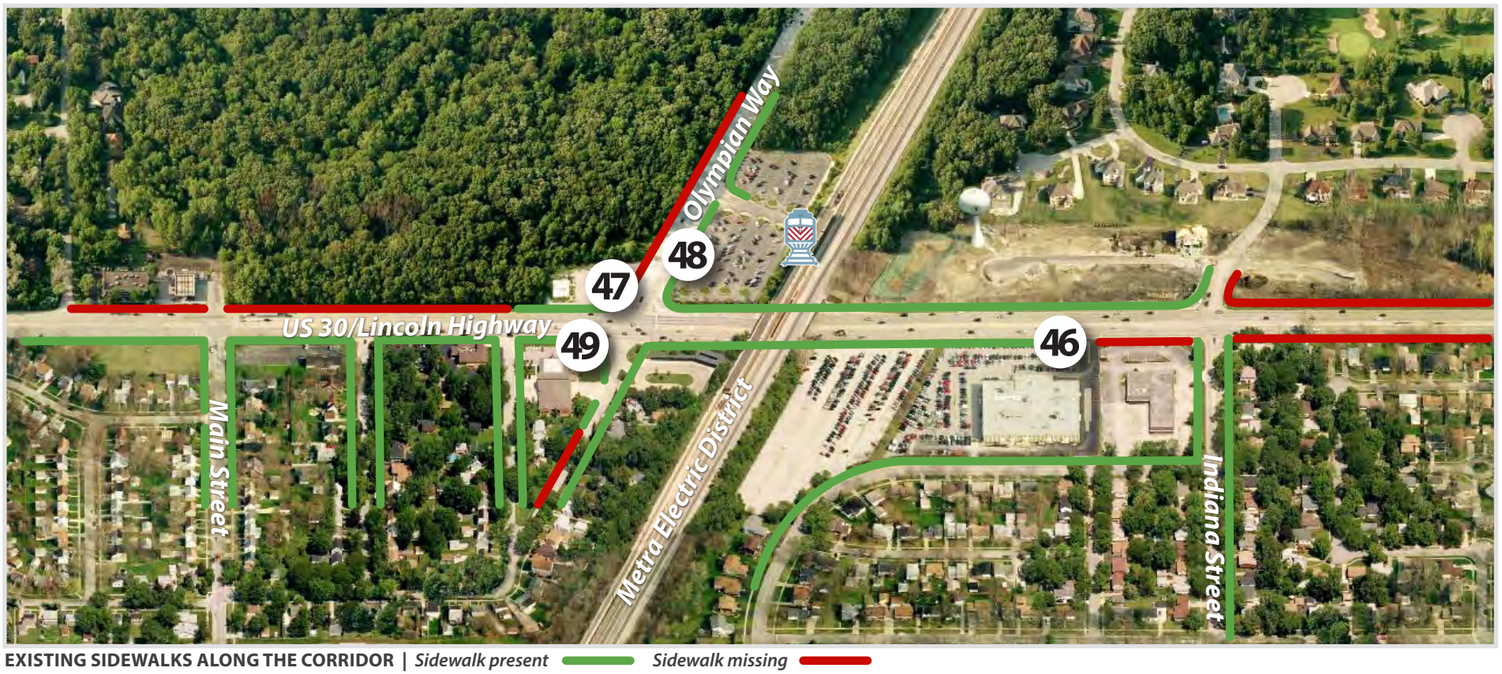
Both entrances to the station platform are on the west side of the Metra tracks. Passengers arriving by car can enter the station platform directly from the Olympia Fields parking lot or by passing west under the railroad bridge from the Park Forest commuter lot. Pace bus riders and passengers dropped off at the Kiss-n-Ride enter the platform directly from the turn-around on the Matteson side of the station.

Passengers arriving at the station by foot can travel along continuous sidewalks through the adjacent Matteson neighborhoods. If coming from Olympia Fields, most pedestrians are forced to walk on grass parkways or make dangerous crossings of Lincoln Highway or Olympian Way in order to reach a station entrance. Residents of Park Forest neighborhoods must approach the station from the east by walking on the grass parkway along Lincoln Highway, or cut through business and commuter parking lots if coming from the south.

Crosswalks are generally insufficiently marked. Right hand turn lanes make crosswalks especially dangerous for pedestrians. On properties with recent development sidewalks have been included for pedestrians. However, at this time the new sidewalk segments do not adequately connect with a network linking pedestrian origins and destinations.

Passengers traveling to the station by bicycle can navigate the neighborhood streets in Park Forest and Matteson or use the shared use path from the north in Olympia Fields. However, if traveling from the east or west along Lincoln Highway, the lack of designated bicycle lanes, a shared use path, or, in some locations, sidewalks (especially adjacent to Indiana Street) makes travel along this route especially dangerous and ill-advised.

46. Discontinuous sidewalk leading to Metra Station



EXISTING SIDEWALKS ALONG THE CORRIDOR | *Sidewalk present* *Sidewalk missing*

47. Unclear pedestrian crossing with right-hand turn lanes at Olympian Way

48. Discontinuous bicycle pathway

49. Dangerous link to existing bicycle pathway

Signage / Gateways

Current signage within the study area includes commercial signs, standard traffic signage, and a welcome sign for the Village of Park Forest. The majority of business signs are double-faced freestanding monument signs placed to maximize visibility to automobile traffic along Lincoln Highway. The only sign indicating the 211th Street Metra Station is a very small standard-design Metra sign above the platform on the east and west sides of the tracks. Wayfinding signs are limited to one bicycle route sign which poorly identifies the shared use path along Olympian Way and one bicycle route sign leading into the Maynegaite subdivision.

Olympia Fields water tower with advertising

Public information sign at the Matteson Fire Department headquarters

Park Forest monument sign

The Reserve and Maynegaite monument sign

Bike route sign at Maynegaite entrance

Bike route sign at Olympian Way

Combined village and retail sign

Pace bus route signage

Metra Station sign above Lincoln Highway

Monument sign for Hirsch Funeral Home

Commercial and realty brokerage sign along Lincoln Highway

Fuel station signage at Main Street

STAKEHOLDER INTERVIEWS

To augment the review of previous planning studies, as well as the study area visual assessment, a series of stakeholder interviews were held with Steering Committee members, local real estate developers, lending institutions, property managers, and property owners. The purpose of these interviews was to gauge the development potential of the TOD site as seen by those in the development industry, and to fully understand the issues, desires, and opportunities that exist within the study area.

Steering Committee members were contacted by email with a list of open response questions. Additional stakeholders were contacted individually by telephone and asked to give input on the topics below and other pertinent subjects related to the 211th Street Metra Station TOD project. Details of interviewee responses are summarized on the following pages within this section.

STAKEHOLDERS INTERVIEWED:

The following stakeholders were contacted and asked to provide their input in regards to the 211th Street Metra Station TOD Study Area:

- **Bonita Dillard**, Trustee, *Village of Park Forest*
- **Doug Price**, Plan Commissioner, *Village of Park Forest*
- **Sebronella Howard-Davis**, Plan Commissioner, *Village of Matteson*
- **Hildy Kingma**, Director of Economic Development & Planning, V*illage of Park Forest*
- **Sandra Zoellner**, Assistant Director of Economic Development & Planning, *Village of Park Forest*
- **Pam Hirth**, Director of Community Development, *Village of Matteson*
- **Tony Manno**, Local Planning and Programs Project Manager, *Regional Transportation Authority*
- **Reggie Greenwood**, Director of Economic Development, *South Suburban Mayors and Managers Association*
- **Matthew Fiascone**, Senior Vice President, *Inland Partnership*
- **Peter Tremulis**, Managing Principal, *National Asset Management Group*
- **Bruno Bottarelli**, Managing Director of Development, *Marquette Companies*
- **Kevin Augustyn**, Principal, *KGPA Realty*
- **Michael Rourke**, Vice President of Commercial Management, *@ Properties*
- **Paula Farr**, President, *Old Matteson Home Owners Association*
- **Melvin Kaplan**, Land Owner, *3250 Lincoln Highway*
- **John L. Rogers**, President, *Portfolio Properties*
- **Sara Lindholm**, Director of Real Estate Development, *The Community Builders, Inc.*
- **Catherine Kannenberg**, Department Head, *Systems Performance & Data, Metra*

Summary of Responses

A significant amount of valuable input was provided by the diversity of stakeholders who participated in the interviews. The following is a consolidated synopsis of the input categorized into key topic areas. Bulleted summaries of individual responses are also provided on the flowing pages for reference purposes.

Current Market Conditions

The economic recession of 2007 dramatically altered the market potential for most segments of development (especially residential, commercial, industrial). According to those interviewed, residential development, particularly condominium residential, is among the hardest hit, such that it is not viewed as a viable option in the near term. Successful residential land use may be in the form of market rate rental apartments. Retail opportunities are scarce, as there is currently a significant amount of vacant retail space on the market within the region. Much of this retail space is older construction with floor plates that may not be attractive to new retailers as well as building conditions that could incur significant rehab/upfit costs.

Consistent with conclusions of the market analysis update, office space was not viewed by stakeholders as a viable land use option at this location in the near term.

Obstacles to Past Development

Interviewees identified several obstacles to the various past development attempts at this location. High tax rates were mentioned by multiple stakeholders, as well as site constraints including size and shape of parcels, amount of street frontage, traffic configuration, and cost of demolition. Difficulty in maintaining cooperative efforts between multiple entities was also cited as an issue that hindered development in the past. Interested parties have not been receptive to land sale prices that change based on the amount of development investment; they desire a fixed sales price. Inconsistencies between market rates and existing rents and mortgages have also discouraged past development attempts.

Development Incentives Play a Role in New Development Efforts and Retention

Incentives

Financial incentives can play an important role in attracting development interest and creating economically viable projects, especially during challenging times. Stakeholder interviewees identified numerous incentives which may make the site more attractive to potential developers. These include:

- Sales Tax Abatement
- Lower Real Estate Taxes
- Enterprise Zone Designation
- Cook County Class 8 Property Tax Incentive
- Business District Designation
- Special Services District Designation
- General Obligation Bonds
- Sales Tax Revenue Sharing Program
- Density Bonuses
- Tax Credits
- Land Offered at No Cost
- New Markets Tax Credits
- Low Income Tax Credits
- Section 221(d)(4) – FHA mortgage insurance for HUD-approved lenders

Financing

Development financing has become and remains as of 2012 one of the greatest challenges to any development project. Most interviewees stated that traditional loans from banks are not available in the current economic climate. As a result, alternative financing options must be maximized to the greatest extent possible if development is to be initiated. Alternative financing options suggested for the 211th Street Metra Station TOD project include:

- Investment from Local Pension Funds
- Institutional Lending (e.g. insurance companies, etc.)
- Agency Lending (HUD, etc.)
- Tax Increment Financing (Pay-as-You-Go TIF Notes in Park Forest)
- Public/Private Partnerships

Development Regulations

As stated previously, development regulations are the foundation upon which every development project is based. Interviewees expressed limited concern over the villages' existing development regulations and development review processes. Suggestions for enhancement included making the process more efficient, less time-consuming, and less costly; as well as parceling and rezoning PUD land for multi-family rental development. There was an expressed preference for straight zoning over PUDs, suggesting that rezoning of the site may be most amenable to attracting potential developers as a result of the certainty created by the establishment of the specific zoning designation and associated regulations. Interviewees emphasized the importance of creating a joint and/or complementary review process, where feasible, with intergovernmental planning and cooperation between each of the respective municipalities.

Streetscape Elements

The aesthetic characteristics and visual appearance of an area immediately generate positive or negative perceptions of that area in the minds of visitors, patrons, and commuters. When asked to describe current streetscape conditions of the 211th Street station area, interviewees used phrases such as: wide, fast moving traffic, boring, nondescript, dangerous, dark, little green space, lack of signage, difficult to make turns, stark concrete, overgrown, and outdated.

Streetscape elements considered most important for achieving the desired vision for the site (see 2007 TOD Plan) include: trees, hedges, medians, pedestrian friendly crosswalks, timed pedestrian lights, murals, better lighting, banners, flags, a consistent palette of building materials, an updated station building, and increased station amenities.

Recent development of the CVS/Pharmacy in the station area

Existing streetscape condition impacts perceptions of the area

Interview Response Details

The following are summaries of the input collected during each of the respective stakeholder interviews conducted in July 2011.

Bonita Dillard, Trustee | *Village of Park Forest*

- Past incentives offered by the Village within the area have been focused on sales tax breaks for retailers.
- New incentives offered by the Village at the TOD site would very likely be limited, depending on what types of retail businesses were attracted to the site.
- The Village of Park Forest is supportive of the TOD plan, and hopefully willing to work through any issues developers may have with zoning and/or the development review process.
- Impressions of the current 211th Street station area:
  - As a motorist: there is no indication of or distinction between the three villages that intersect there.
  - As a pedestrian: it is a very boring walk to the station, and feels quite dangerous attempting to cross Lincoln Highway.
- The most important streetscape design elements needed to project the municipally desired image/character for the area include:
  - green plants, trees, hedges; and
  - pedestrian friendly crosswalks with pedestrian lights.

Sebronella Howard-Davis, Plan Commissioner | *Village of Matteson*

- The current zoning regulations and development review process is very supportive of a TOD type project, primarily because of the Village's existing PUD regulations.
- The impressions of the current 211th Street station area are dependent on your point of view as a motorist or pedestrian. As a motorist, the corridor is nondescript, but as a pedestrian, it is open, clean, well-kept, and safe.
- The most important streetscape design elements needed to project Matteson's desired image/character for the area include overall building scale and use of complementary architectural materials.
- Among the current streetscape elements, issues related to signage volume and design as well as balancing the need for signage with aesthetics are problematic within the area.

Doug Price, Plan Commissioner | *Village of Park Forest*

- There are a series of obstacles to past development attempts, including:
  - regional property tax rates (prohibitively high);
  - red-lining by private and public entities; and
  - difficulty in maintaining cooperative efforts among multiple entities.
- Past developer incentives have been ineffective, as evidenced by the lack of significant development in the area.
- Possible incentives to consider offering to attract TOD complementary projects should include funding for public infrastructure.
- The current development regulations in the area are not viewed as obstructive to TOD development.
- The development review process could be improved to reduce the time from submittal to approval thereby reducing costs to developer and Village.
- Among the most important streetscape design elements needed to project the municipally desired image/character for the area include:
  - inviting visuals;
  - slower traffic (within reason); and
  - enhanced pedestrian crossings between the four quadrants in the station area.
- Among the most problematic current streetscape elements include:
  - fast moving traffic;
  - grade separation of Lincoln Highway right-of-way;
  - limited visual appeal of existing architecture;
  - solid wall along sidewalk in northeast quadrant;
  - Train station seems hidden from motorists/pedestrians along US 30;
  - limited pedestrian or cyclist activity; and
  - very little landscaping.
- There are several desired characteristics that may enhance the 211th Street Metra Station area. These include:
  - creation of an inviting train station structure using architecture different than the current steel minimalist structure; and
  - utilizing common building materials in all 4 quadrants to create a cohesive character for this important intersection.

Sandra Zoellner, Assistant Director of Economic Development & Planning | *Village of Park Forest*

- The Village of Park Forest has experienced a diversity of obstacles to past development efforts. These include:
  - Site being too small for consideration by some developers.
  - Inadequate parcel frontage and/or parcel depth.
  - Site being unprepared to pursue development (still needs demolition and there are no incentives or reimbursement programs to address this).
  - Cook County Class 8 property tax incentive designation does not apply to residential construction.
  - Access and circulation issues due to the site's lack of a traffic signal.
  - Concern that parking would be insufficient and the idea of shared parking was not feasible.
  - Mortgage or rent costs may be higher for new construction than homes in the immediate area.
  - Interested parties desired a fixed sales price. They were not receptive to hearing that sales price relates to the development investment (ie., the more the developer brings to the development, the lower the land cost).
  - Existing rents for retail/commercial/office in the area are below market.
  - Vacancy rates in the immediate vicinity are viewed as high.
  - Parcel assembly from multiple owners is difficult due in part to disagreeable property owners.
- The Village has attempted to utilize a variety of incentives to spur development. These include:
  - Cook County Class 8 property tax incentive designation.
  - Lower acquisition cost in exchange for quality development.
  - Sales tax revenue sharing.
  - Density bonuses for residential construction.
  - When asked, acknowledgement and acceptance of the circumstance that rental apartments are possible and desirable, and that developers will likely rely on housing tax credits for 20-50% of the project so that it is mixed-income.
- Effectiveness of past incentives has been limited due to the fact that Cook County's Class 8 property tax incentive is misunderstood by developers and attorneys. There is a need for better education on how this incentive can benefit a development.

- To assist with development, the Village is willing to consider other possible incentives as part of a TOD project. These may include:
  - Business district designation
  - Special services district
  - TIF
  - Federal tax credit programs for housing
- The portion of the study area within Park Forest is currently zoned for commercial use, while the plan calls for multi-use. Park Forest negotiates Planned Unit Developments, but this process can be perceived as time-consuming and costly for the development community.
- Impressions of the current 211th Street station area as a motorist and pedestrian are:
  - As a motorist: wide, nondescript thoroughfare; high speeds; nothing grabs attention; difficult to slow for turns; difficult to turn from Indiana Street onto US 30; residential backyards abut the road; uninviting.
  - As a pedestrian: the area is scary; loud traffic; wide street; narrow sidewalk; steep step to sidewalk from parking lot; dark parking lot; no signage for station; no village signage; stark concrete; peeling paint; overgrown landscaping.
- The streetscape design elements that are important to project the municipally desired image/character for the area are:
  - landscaped medians;
  - timed crosswalks for pedestrians;
  - wider sidewalks;
  - murals or different surface material to enhance the overpass; and
  - landscaping consistent with the climate.

Reggie Greenwood, Director of Economic Development | *South Suburban Mayors and Managers Association (SSMMA)*

- Impression of the current 211th Street station area is that it lacks a sense of "place."
- Great access to Chicago from our region creates great opportunities to live and access the city from the Southland.
- We have to improve recognition of Chicago employees and employers. The fate of the 211th Street station area is linked to all of our issues.
- A major priority is to focus on finding end users and tenants.
- The Villages and other organizations have to really use our web sites to attract potential residential and office/commercial tenants who may work in the City of Chicago.

Catherine Kannenberg, Department Head, Systems Performance & Data | *Metra*

- The 211th Street Metra Station is currently under construction. Repairs include new platforms and warming shelters. Metra does not have plans beyond the scope of this project at this time. The contract amount for this project is $4.468 million.
- Metra has station and parking design guidelines (available from the Technical Services website at http://www.metrarr.com/techservices). We do not have requirements for streetscape design, because the streets are not on Metra property and we do not design or build on property owned by others. If a community wants to do something in conjunction with a Metra project, we may be willing to coordinate. Access roads separate from Metra/railroad property are also not the responsibility of Metra.
- When communities have desired redevelopment of Metra facilities in the past, all communities' leaders have had input in the design process. Metra hosts a kick-off meeting and then communities review 30, 60 and 90% plans. Metra pays for basic station design/construction once it has been determined that there is a need and funding is secured to start the process to design the rehabilitation of the station facilities. If a municipality requests design features beyond a basic station and platforms, it is Metra's practice that the municipality must pay the difference.
- Funding availability is often a major issue related to station renovation projects.

Pam Hirth, Director of Community Development, *Village of Matteson*

- The Village of Matteson has had no expressed development interest in its two 211th Street TOD parcels since 2009. Prior to 2009, interest was expressed in the west parcel and geared towards commercial oriented uses. The overall lot depth as well as tax issues on the east parcel have contributed to the inability to get a project done on the sites.
- Matteson's primary desires for the sites, other than uses complementary to context of the community are for enhanced entry/gateway signage along Main Street to guide visitors to the Downtown district.
- Matteson does not currently promote any development assistance initiatives for 211th Street TOD sites.
- The Village's marketing efforts for these sites have been limited as a result of their size and depth constraints. The Old Matteson Association are very strong activists/advocates for the area and remain well organized proponents for quality redevelopment of these sites.

Tony Manno, Local Planning and Programs, Regional Transportation Authority (RTA)

- The RTA is very interested in ensuring that the end product of the Phase 2 Implementation Study builds very closely off the recommendations from the 2007 TOD Preferred Concept Plan.
- The RTA desired to see clear programming recommendations coupled with TOD guidelines that promote the desired goals and objectives of the respective communities as well as RTA, Metra, and Pace. Specifically, efforts need to be made to work the programming evaluations into the pro-forma, including projected development programs, financing strategies to make things happen, and parking strategies to preserve the necessary balance between existing commuter and future residential and commercial uses.

Hildy Kingma, Director of Economic Development & Planning, *Village of Park Forest*

- The parcels in Park Forest have had a challenging history since the late 1990's. The existing buildings have transitioned between automobile oriented uses (e.g. Honda Dealership, Budget Rental Car, others), alternative schools, and miscellaneous other uses. The majority of uses have been viewed as less than highest and best use for the properties. The structures on the existing parcels are currently vacant.
- The Village of Park Forest is the current owner of both the Metra Parking Lot and 3200 Lincoln Highway parcels. 3200 Lincoln Highway was acquired by the Village through a no-cash bid process and most recently appraised in 2007 for approximately $650,000.
- The parcel and building at 3250 Lincoln Highway is currently bank owned. Various reactivation and redevelopment plans have been put forth over the years none of which conform to the permitted uses for the site and/or development desires of the Village of Park Forest.
- Park Forest is willing to consider assisting in providing development incentives for a desired project. The Village policy is "pay as you go." The 3200 Lincoln Highway parcel is currently eligible for Cook County Class 8 property tax incentive designation. While not currently in a TIF district, the Village is willing to consider establishment of a district if it should meet the necessary criteria.
- The 2007 TOD Master Plan is the Village's guiding document for development recruitment for the site. The plan is viewed as a concept and the Village is willing to move uses around as necessary to implement projects with the various sites.
- Park Forest participates in various economic development marketing initiatives. These include but are not limited to the Village's web site, joint lobbying group with Matteson, Olympia Fields, and Richton Park, attendance at local and national events (e.g. ICSC, Chicago Southland Chamber of Commerce, others). As much as possible the efforts are focused at a regional level and based identified gaps in the Village's retail uses as provided through various economic evaluation studies undertaken by the Village. These efforts have been particularly challenging over the past several years as a result of the economic recession that began in 2007.

Matthew Fiascone, Senior Vice President | *Inland Partnership*

- Expectations for development are not in line with current economic reality:
  - Suburban towns want high end, high architectural quality, which is often difficult to achieve with market rents.
  - Current need is for rental housing, but not the same units. Need to have higher density, no office space, and no live-work units.
  - Need to get people living for economic advantages, not as a lifestyle choice.
- The incentives developers are looking for include:
  - Sales tax sharing.
  - Tax Increment Financing.
  - Land contributions.
- If the numbers don't work on paper, it is unlikely that incentives will make a project work.
- In regards to new construction, developers are looking at the following parameters:
  - 35% construction expense ratio.
  - $7,000 per unit net income.
  - Cap rate of 8.75.
  - Development cost of approximately $80,200 per unit.
  - One bedroom units with 700sf.
  - Two bedroom units with 900sf.
  - No brick or stone cladding.
  - No underground parking.
  - No union labor, except where required.
- Given the difficulty of traditional financing, projects need to look to new options. Consider local pension funds as investors. This also supplies local employment opportunities and an opportunity to invest in local community.
- Suggestions for TOD supportive regulations:
  - Joint review with an intergovernmental agreement is key. All three villages need to know what uses are going where, and when, before things get started. Coordinate, don't compete.
  - For a developer, the format doesn't matter as much, but straight zoning is somewhat preferable.

Peter Tremulis, Managing Principal | *National Asset Management Group*

- Visited site in June of 2011 and talked with local builders/developers in regards to its assets and liability.
- Biggest for-sale market at this time is small lot single family detached housing with 45-55' lot widths, 1,500-2,100sf units (smaller than in 2005-2007).
- There is limited willingness to attempt condos right now because of construction costs and the overall market uncertainty.
- The 2007 TOD Study was already overshooting with its identified potential.
- Obstacles to development at 211th Street station include:
  - Heavy train and automobile traffic produce excessive noise, which will make residential development difficult and costly.
  - There is saturation of empty/available retail space nearby, which will make it difficult to build new retail at the site.
  - Don't count on residential development, because of market conditions and because of noise. It is not just an issue of waiting for the market to return.
- Public uses may be a good land use alternative for the area if it is something that serves all 3 Villages.
- The Metra station is dated and needs aesthetic and safety improvements.

Bruno Bottarelli, Managing Director of Development | *Marquette Companies*

- Condos are currently not a viable option - no financing available; no market; too much inventory on the market already. All the metrics are going down for condominiums.
- Rentals are the only thing affordable right now.
- Buildings can be built as rental units in different ways based on the anticipated real rental rate:
  - $1/sf – Garden and 3 story apartments. 2 story back to back with direct entry. Up to 12 units/acre.
  - $2/sf – Multistory with elevator. If mixed-use and close to transit, 3+ stories with elevator.
  - Park Forest/Olympia Fields/Matteson – will probably rent for $1per square foot. Villages will need to subsidize to get over 12units/acre. This is a market issue, not a financing issue.
- Mixed-use retail – the price for the building will go up. You will not get more rent for a 4-story building than in a 2-story building, but the 2-story will cost 30% less to build.
- Equity is the main issue, not financing. Investors are currently seeking a 20% yield on their investments.
- Among the financing opportunities that may be secured for the area are:
  - Agency debt (HUD, etc.)
  - Institutions (insurance companies, etc.) However, the only way to create a return on this is in high rent markets.
- Subsidies:
  - New Markets tax credits – if mixed-use, these can be used for up to ½ of the equity needed.
  - Low income tax credits program – Use to build equity for residential above retail.
  - Section 221(d)(4) - FHA mortgage insurance for HUD-approved lenders.
- Game Plan for the Villages:
  - Near term: there is a need to make some growth happen immediately in the form of rental units.
  - 5-10 years: layer in some for-sale units.
  - Beyond 10 years: layer in condominiums.
  - How: secure agency debt; tax credits; low income credits; push developers to do it.
- Existing inventory needs to burn off before things will significantly change.
- Development Regulations:
  - PUD land should be parceled out and rezoned for apartments.
  - Land should be rezoned to accommodate more reasonable development patterns.
  - Decisions by the municipalities need to be implemented soon because market opportunities come and go quickly.

Kevin Augustyn, Principal | *KGPA Realty*

- In the Chicagoland area, only the high quality market has returned to 2006-2007 levels. Well located infill development is in demand.
- Lesser quality and exurban development is not doing as well. Banks are saddled with many existing projects and land.
- It makes no sense to build new construction unless you have a very, very prime location.
- Abandoned retail is available for $30/sf, while the replacement cost would be $100/sf.
- Small scale retail at a TOD is not going to generate a lot of money and will not act as an anchor. Specific uses are needed to create retail traffic, such as a library or a health club.
- The transit station alone is not enough – a majority of people park their cars and leave.
- People in the far suburbs want single family housing (that's why they moved there), and some people (such as young professionals) want rental apartments. This is inconsistent with the expressed desires of many municipalities, which want to build for-sale condos.

Michael Rourke, Vice President of Commercial Management | *@Properties*

- The market is currently accepting low density development; however, low density housing is not attractive to retailers.
- The 211th Street Station area will not attract the same high-end restaurants and retailers as in Orland Park.
- Significant incentives are needed to entice developers, such as:
  - Tax Increment Financing
  - Sales tax abatement
  - Lower real estate taxes
  - Even land offered at $0 will not make condominiums feasible
- Apartments would be the best option for Olympia Fields, creating a mix of product types within the Village. There may be people who want to remain in the community, but cannot afford large single family homes anymore, so a nice rental apartment product in the Village would be beneficial.
- Development Regulations:
  - There have been no issues with development review in Olympia Fields.
  - The biggest issue is that the 3 Villages may have 3 sets of expectations regarding which demographics they want to attract.
- The station area does possess positive qualities, including:
  - High traffic volumes along Lincoln Highway.
  - Regional connectivity via the 211th Street Metra Station.
  - Proximity of some high income demographics.
- Along with the positives, the site also has obstacles which include:
  - High real estate taxes
  - Very little new construction is occurring, especially in southern Chicagoland. Once some development gets going, it may attract more.

Paula Farr, President | *Historic Old Matteson Home Owners Association*

- Many Matteson residents do not use the 211th Street Metra Station because there is no parking on the Matteson side of the station.
- The Homeowners Association would like to see the aesthetics around the 211th Street station match the old charm feel of historic Matteson.
- Gateway signage is needed along Lincoln Highway to welcome people to the community.
- The biggest obstacle to successful retail will be the lack of parking.
- If the Metra station were upgraded, more residents may use it.
- Lincoln Highway lacks visual interest. There is no compelling reason to stop as you are passing though.

Melvin Kaplan, Land Owner | *3250 Lincoln Highway*

- High taxes are contributing to tenants moving out of the area.
- The Villages could be more helpful in marketing vacant space and land.
- There are non-profit businesses interested in property around the 211th Street Metra Station, but this is not allowed under the current zoning.
- Lack of a traffic light at Indiana Street hinders accessibility for potential retail and apartments.
- Consolidation of all 3 parcels within the Park Forest quadrant would make it more attractive to developers.
- There have been a number of interested parties, including: assisted living complex; waterpark; job training school with government funding; school from Matteson.
- Best financing options are government funded loans.

Sara Lindholm, Director of Real Estate Development | *The Community Builders, Inc.*

- Impediments to development within Cook County include the County itself failing to develop projects.
- The Community Builders works on mixed income projects combining tax credits and market rate development. This approach blends private and public financing. All units are rental units.
- Based on past creativity of one of more of the villages, it may be possible to get them to a point where the type of development Community Builders does would be possible at the 211th Street Metra Station site.
- Condominium developers are currently not building or counting on home-ownership.
- Public money is being used for most current development projects.
- In order to do home-ownership projects, you need to be local and have first hand experience with the local market. Small lenders with their own construction capacity are able to do this.
- A developer like the Community Builders is looking for a civic community with an understanding of, and a commitment to mixed income housing. It can take years to build the support and understanding needed.
- Low income housing should, and can, look exactly like market rate condominiums.
- For any suburb that can grasp these ideas quickly, there are currently great opportunities. Toni Preckwinkle, Cook County Board President, can direct resources toward a project if a community comes to her with the right concept.

John L. Rogers, President | *Portfolio Properties*

- Portfolio Properties is currently looking at areas to build market rate apartments, rather than condominiums.
- In lieu of the most superior demographics, developers are seeking:
  - allowances for high or higher density development;
  - the ability to build vertical;
  - waver of building permits and/or impact fees;
  - fully improved land that is ready to build; and/or
  - if the land were not improved and ready to go, disposition of the land at zero ($0.00) cost.

TOD-SUPPORTIVE DEVELOPMENT REGULATIONS

An important component of implementation for any project is how municipal regulations both permit and encourage the type of development desired for the site. The following is a review of existing ordinances in each of the three villages, and how they may impact implementation of the preferred TOD concept plan. Following this review of existing codes is a discussion of nationwide best practices for TOD supportive regulations and incentives. These sections will contribute to recommendations for adapted or new regulations to support the 211th Street TOD Plan.

211th Street Metra Station TOD Preferred Concept Plan

The 2007 211th Street Metra Station TOD Study resulted in a preferred concept plan for the area comprising a multi-use program. The proposed long term land use program for the entire site includes:

- Retail: 131,000 square feet
- Office: 36,000 square feet
- Residential: 220 condominium units
- Parking: 1,373 shared use commuter parking spaces (1,125 spaces structured parking; 248 spaces surface parking

Preferred Concept Plan - Bulk and Building Massing	Quadrant		
	Northwest	Southwest	Southeast
Height			
Residential	2 stories	N/A	4 stories
Commercial	1-4 stories	2 stories	1-2 stories
Density			
Residential	24 - 28 units/acre	N/A	39 units/acre
Commercial	0.13 FAR	0.39 - 0.43 FAR	0.85 FAR
Setbacks			
Lincoln Highway West of Olympian Way	110 - 160 feet	25 feet	N/A
Lincoln Highway East of Olympian Way	25 - 100 feet	N/A	N/A
Lincoln Highway East of Metra Tracks	N/A	N/A	30 feet
Land Use			
Multifamily Residential	Y	N	Y
Retail	Y	Y	Y
Office	N	Y	Y
Structured Parking	Y	N	Y
Parking			
Shared Commuter/ Commercial Spaces	656 spaces	N/A	717 spaces

Park Forest

The Code of Ordinances for the Village of Park Forest contains two main chapters significant to development in the 211th Street Metra Station TOD study area: Chapter 94 – Subdivisions; and Chapter 118 – Zoning, which includes sections on PUDs and Signage.

Subdivision Code

The current iteration of the Subdivision Code for Park Forest, adopted in 2005, sets out relatively traditional regulations for subdivision development. Design requirements include conformance with adjacent development and the current comprehensive plan. Minimum and/or maximum dimensions are provided for rights-of-way, street design, block size, and lot size. Specific flood plain and environmental protection measures are required. Sidewalk and street lighting standards are set, and street trees are required throughout the subdivision. Stormwater drainage of streets is to be through "pipes, tiles, manholes, inlets and other necessary facilities…" while limited swale systems are allowed in residential back yards.

The subdivision ordinance lays out a process for approval, involving a pre-application conference with the planning department, submission of preliminary plats and stormwater information, submission of final plats, approval by the Plan Commission, Mayor and Board of Trustees, and certification by the village clerk. Residential developers are also required to donate a set amount of land, or pay a fee-in-lieu of dedication of land for schools and for parks and recreation uses, based on size and density of the new development.

Zoning Code

The Village of Park Forest's Zoning Ordinance is derived from the Village's 1966 Code, but has been substantially reorganized and rewritten since that time. It is organized as a Euclidean zoning code. Among other things, its regulations limit height and bulk of buildings, limit intensity of use, determine areas of open space around buildings, relieve and prevent congestion, enhance aesthetic values, regulate stormwater, and protect from harmful encroachment by incompatible uses.

The Zoning Ordinance defines 10 types of zoning districts, including a Planned Unit Development district. It also includes regulations for nonconforming buildings, structures and uses, supplementary district regulations, off-street parking and loading standards, and regulations for signs.

The area around the 211th Street Station is currently zoned as **C-2 and R-1 districts**.

The two vacant commercial uses in the station area comprise a C-2 commercial district. C-2 districts are defined as commercial developments in which the minimum size of the district is three acres. Uses permitted as of zoning right in a C-2 district include almost any legal retail or service establishment dealing directly with consumers. Fabrication, repair, or processing is only permitted in limited situations as a conditional use.

Village of Park Forest C-2 Commercial	
Building Coverage	
Maximum Coverage	80%
Minimum District Size	3 acres
Minimum Lot Area	None
Setbacks	
Minimum From Street Line	25 feet
Minimum From Adjacent Residential Property Line	50 feet

The commuter parking lot adjacent to the Metra tracks in the 211th Street station area is currently part of an R-1 single-family residential district. Uses permitted as of zoning right in R-1 districts include single-family dwellings, home occupations, and group homes. Conditional uses within R-1 include a number of public and institutional uses, and off-street parking lots serving adjacent commercial or industrial uses.

Village of Park Forest R-1 Single-Family Residential	
Height	
Maximum Height	2 stories or 30 feet
Building Coverage	
Maximum Coverage	30%
Lot Size	
Minimum Lot Area	7,200 square feet
Minimum Lot Width	60 feet
Minimum Lot Depth	120 feet
Setbacks	
Minimum Front Yard	15 feet
Minimum Side Yard	5 feet; sum of both side yards must be 20% of lot width
Minimum Rear Yard	30 feet
Minimum Corner Yard	15 feet (both front and side)

Planned Unit Developments
The Village of Park Forest's Planned Unit Developments (PUDs) are defined via overlay zones. PUD overlays may be established for areas of development containing multiple buildings including single-family residential; multifamily residential; educational, business, commercial and industrial uses; and recreational, park and common use areas. Application procedures for a PUD include a preliminary conference with the Plan Commission, formal petition, recommendation by the Plan Commission, and approval by the Village Board. There is a two-year time limit for commencement of work on the proposed PUD. Standards for PUD land use offer some flexibility from underlying zoning districts, but final approval is ultimately at the discretion of the Plan Commission and the Village Board.

Signs
The Village of Park Forest Zoning Ordinance includes an article on signs, regulating the outdoor sign display advertising within the village. Non-commercial signs and certain directional signs purchased through the village are exempt from permitting. Flashing and mechanical signs, as well as any commercial sign in the right of way, are prohibited. Design standards for signs include regulations on illumination, size, height, placement, landscaping and number. Signs that do not comply with official standards may still be approved if within an overall development proposal or submitted as part of a PUD proposal.

Conclusions Related to Park Forest Ordinances

The biggest obstacle to TOD implementation in the current Park Forest ordinance is separation of uses. The area of the preferred TOD concept plan within Park Forest proposes a mix of residential condominiums, retail, office, and station with public open space and parking. Multiple uses and principal buildings are planned within single parcels, which is not currently permitted by zoning right. The Subdivision Code is targeted toward residential neighborhood development, and therefore does not address issues of mixed or multiple uses within single parcels. Under the current zoning code, the TOD would need to be approved as a PUD. While this would be a feasible option, it is not the most desirable method for developers, due to a long approval process, and somewhat unclear design standards. Final determination is based on opinions of the Plan Commission and Village Board, which may appear subjective to some prospective developers.

A number of standards defined by the current code do not allow for certain design elements in the preferred plan, including multi-family housing within a C-2 commercial district, ground floor retail within a R-1 residential district, and the narrow 30 foot right of way between residential and commercial buildings. In order to achieve features such as the public plaza, right-of-way accessing the parking deck, and commercial development adjacent to the sidewalk, a special consideration in the form of an overlay zone or new zoning district with different regulations may be required.

Matteson

Subdivision Code

The Village of Matteson's Subdivision Code provides the regulations controlling subdivision design and the process for approval of a new subdivision of land within the Village. The code also establishes requirements for school provision (or contributions in lieu of) based on the number of housing units proposed in a subdivision.

Design standards include: conformity to official plan and zoning code; preservation of natural features; consistency with existing street pattern and street standards; required marginal access streets; minimum and maximum block sizes; minimum lot sizes; and utility and drainage easements. Engineering requirements include specific street lighting specifications and placement, as well as sidewalk standards.

The code defines three stages for approval of a new subdivision: Sketch Plan, Preliminary Plat, and Final Plat and Engineering Plans. The Sketch Plan stage involves an informal pre-application conference with the Plan Commission. The Preliminary Plat must be filed with an application, approved by the Plan Commission, and accepted by the corporate authority. The Final Plat will normally be approved automatically if it conforms closely to the approved preliminary plat. Special provisions are made for Minor Subdivisions, which contain ten or fewer lots fronting existing, improved, minor streets. For these types of subdivisions, only the Final Plat stage is required.

Zoning Code

The Village of Matteson's Zoning Code is a traditional Euclidean zoning code. Among other things, its goals are to regulate intensity of use, prohibit incompatible uses, prevent overcrowding of land, and protect the character and stability of various Village districts.

The Zoning Code defines 17 zoning districts, including a Mixed-Use District and two specific overlay districts. Permitted uses within the districts are listed by use type. The code also includes sections regulating adult uses, area, bulk and density, setbacks, off-street parking, landscaping, performance standards, signs and special use permits.

The area around the 211th Street Metra Station is currently zoned as **R-3 Residentia**l, and **C-4 and C-5 Commercial**.

The residential homes adjacent to the station area, as well as the Matteson portion of the station area itself are part of a larger R-3: Moderate Density Residential District. This district is intended to conserve existing platted lots, rather than be used to create new moderate housing density zones. Commercial and industrial uses are not permitted, but some public and institutional uses are allowed by special use permit.

Lots along Lincoln Highway containing the Fire Department Headquarters, funeral home, and the vacant land at Main Street are zoned as C-4: Highway Commercial. This type of development includes facilities which are more appropriately located adjacent to major roadways, commercial uses requiring large areas of land, those not depending on comparison shopping and pedestrian trade.

Lots along Lincoln Highway containing the language school and its associated parking are zoned C-5: Limited Commercial. This designation is intended for areas where commercial uses are appropriate, but the previously defined lot sizes are smaller than one acre.

Bulk and height requirements for C-4 and C-5 zones include minimum lot areas, minimum setbacks, maximum building height, minimum footprint and maximum building coverage.

Village of Matteson C-4 Highway Commercial	
Height	
Maximum Height	3 stories or 38 feet
Building Footprint	
Minimum Building Footprint	3,000 square feet
Lot Size	
Minimum Lot Area	1.5 acres
Minimum Lot Width	100 feet
Setbacks	
Minimum Front Setback	50 feet
Minimum Side Setback	20 feet
Minimum Rear Setback	20 feet

Special Use Permits

For each zoning district, certain uses are permitted by right. Other uses are allowed only by special use permit, and must be reviewed by the Plan Commission and approved by the Board of Trustees in each case. A table listing all permitted and special uses is included in the Uses Permitted Districts section of the Zoning Code. The process for obtaining a SUP involves an optional pre-petition conference with the Plan Commission, filing of a petition, public hearing, recommendation by the Plan Commission, and approval by the Board of Trustees. Building or commencement of the special use must occur within one year of obtaining the SUP.

Village of Matteson C-5 Limited Commercial	
Height	
Maximum Height	25 feet
Building Coverage	
Maximum Coverage	20% site coverage with 30% open space
Lot Size	
Minimum Lot Area	8,400 square feet
Minimum Lot Width	50 feet
Setbacks	
Minimum Front Setback	25 feet
Minimum Side Setback	20 feet
Minimum Rear Setback	20 feet

Planned Unit Development
The Village of Matteson's Planned Unit Development (PUD) chapter of the Zoning Code was updated in 2007. The purpose of PUDs in the village is to provide flexibility to the normal zoning standards in order to pursue the community vision outlined in the comprehensive plan. Objectives of a PUD are to stimulate creative approaches to development, provide more efficient use of land, and preserve or enhance natural features and provide open space areas.

PUD is mandatory for certain types of development, but otherwise a tool for development that does not fit the standard zoning code requirements. Development standards for a PUD include single ownership, compatibility with the comprehensive plan, compliance with specific Village design guidelines, accessibility to public services, and designation of land for schools or open space.

Approval procedures for PUDs include a pre-application meeting and review of concept plan by Plan Commission, submission of preliminary development plan, public hearing, recommendation by Plan Commission and approval by Village Board of preliminary development plan, submission of Final Development Plan, public meeting, Plan Commission recommendations and approval by the Village Board. If approved, the PUD is authorized as a special use permit. As with other Special Use Permits, development must commence within one year of authorization.

Signs
The Village of Matteson's Zoning Code includes standards for signs throughout the village. All signs require a permit except government signs, directional signs contained within associated property, warning signs, and a few others. The sign regulations include guidance regarding the messages permitted on signs, location, height, design and mounting, illumination, and number and total area of signs allowed. All signs must be maintained, and removed if the message becomes obsolete.

Updates to Matteson Codes
The Village of Matteson is currently working on updates and amendments to the zoning code which reflect current trends and desired village goals related to development quality.

Matteson Design Guidelines 2007
In 2007, the Village of Matteson prepared a set of design and development guidelines to be applied to the respective use types designated in the Land Use Plan.

The design guidelines address the following topics for various land use types:
- building height and scale,
- building orientation and relationships,
- materials,
- massing,
- garages and driveways,
- architectural style,
- building design,
- parking and vehicle access,
- pedestrian oriented street patterns,
- open space and landscaping,
- signage,
- site design,
- big-box commercial building and site design, and
- residential conversions.

A number of these guidelines may be particularly relevant to design decisions for the 211th Street TOD project. Commercial and retail development, and open space are land uses that may occur on the site.

For commercial and office development, site design guidelines recommend minimizing pedestrian/vehicle conflicts, providing cross-access between adjacent properties, and limiting the number and size of curb-cuts along arterial roadways. Smaller parking areas at the rear of buildings with ample landscaping are preferred over expansive lots facing the street. Material recommendations include high quality siding or masonry, and the use of setbacks, color, texture and windows is encouraged to break up the façades of large buildings. Parking guidelines are similar to those stated above: rear access, with ample landscaping and screening from adjacent uses is preferred.

Conclusions Related to Matteson Ordinances
Under the current Matteson Zoning Code, the proposed mix of office and retail uses along Lincoln Highway at Main Street would be permitted by right. However, setbacks shown in the preferred concept plan, particularly in the C-4 district, illustrate a setback smaller than those required by the code. Although the features necessary to allow for a pedestrian environment of superior quality are allowed by the code, regulations within these parcels restrict these areas from achieving their most desirable outcome.

Although Matteson's Design and Development Guidelines begin to address issues of parking placement, landscaping, and building massing, the guidelines are written in a very general manner, to be applied based on land use rather than specific location. More detailed design guidelines for the 211th Street Metra Station area could address unique characteristics of the site block by block. Streetscaping guidelines will also be important for ensuring a consistent, high quality pedestrian environment throughout the area.

Olympia Fields

The Code of Ordinances for the Village of Olympia Fields contains two main chapters significant to development in the 211th Street Metra Station TOD study area: Chapter 19 – Subdivisions; and Chapter 22 – Zoning, which also includes a distinct section on PUDs.

Subdivision Code

The Subdivision Ordinance for the Village of Olympia Fields provides design standards, required improvements and the approval process for platting and development of a subdivision. Design standards include specifications for streets, alleys, easements, block sizes, lots and provision of public sites and open spaces. Required improvements include monuments, utility and street improvements and storm water drainage features.

The approval process involves submission of pre-application plans and data, informal approval by the Plan Commission, submission and conditional approval of a preliminary plat, submission of a final plat, recommendation by the Plan Commission and approval by the Board of Trustees.

Zoning Code

The Olympia Fields Zoning Ordinance is a brief, but effective zoning ordinance. Its goals include protecting the character and stability of different areas within the village, regulating intensity, establishing reasonable standards for buildings and structures, prohibiting uses incompatible with the character of adjacent development, limiting congestion, preventing overcrowding, and eliminating nonconforming uses which adversely affect the character and value of development.

The zoning ordinance identifies eight types of zoning districts and defines regulations for each district. Supplemental regulations for the entire village are also provided, including lot coverage, performance standards, off-street parking, office development area, and sign regulations.

Land along Lincoln Highway near the 211th Street Metra Station is currently zoned as B-3 Commercial, or is an approved Planned Unit Development (e.g. the CVS convenience store project).

The service station and office building at Main Street, as well as the commuter parking lot adjacent to the Metra station are both zoned as B-3: Commercial Service District. This district requires a minimum area of one acre and "is intended to accommodate a wide range of specialized commercial and business uses including highway-oriented service and commercial recreation types of establishments to serve a trade area embracing the village and inter-community traffic through the village." Maximum floor area ratio for lots within this district is 1.5, and front and rear yards of 60 and 25 feet, respectively, are required.

The land east of the service station, up to and including the recently built CVS store, is part of an approved PUD. The unfinished townhome development east of the Metra rail tracks is also part of an approved PUD.

Village of Olympia Fields B-3 Commercial Service District	
Building Coverage	
Maximum FAR	1.5
Setbacks/Yard	
Minimum Front Yard	60 feet
Minimum Side Yard (none required, but if provided)	5 feet; 10-20 feet if adjoining street
Minimum Rear Yard	25 feet

Planned Unit Developments

Planned Unit Developments are addressed in a separate article of the zoning ordinance. PUDs include areas of land of 10 acres or more with multiple buildings and/or multiple uses. The purpose of the PUD designation is to provide some exemption from the subdivision provisions, as determined by the final authorization of the PUD.

Standards are provided for PUD development in the following areas: street classifications, common open space, residential density, and lot size. The procedures for PUD approval include a preliminary conference with the Board of Trustees and the Plan Commission, formal petition, public hearing, recommendation by the Plan Commission and approval by the Board of Trustees. Work on the PUD must commence within 2 years of the approval.

Signs

Sign regulations are administered by a designated Sign Commission. Restrictions include those on illumination, projecting signs, flashing or neon signs, and banners. Permits are required for commercial signs, with standards set regarding content, placement, height, area, number, projection and uniformity. All signs must be maintained and removed if the content becomes obsolete.

Conclusions Related to Olympia Fields' Code of Ordinances

Olympia Fields currently has an approved concept plan for a PUD on the land west of Olympian Way, and an approved final plat for residential PUD subdivision development east of the Metra tracks. As a result, the development pattern for these parcels is well established and unlikely to significantly change. Based on the successful approval of these plans, Olympia Field's existing zoning and PUD regulations appear to support the desired type of development for the Village's respective portion of the study area.

Development plans between Olympian Way and the Metra tracks have yet to be approved. Current setback regulations require development to sit far from the parcel line, which is not consistent with the preferred concept design and does not contribute to a high quality pedestrian environment. Design guidelines promoting connected sidewalks, parking behind buildings, and landscaping would improve pedestrian access on both sides of the Metra tracks.

BEST PRACTICES & CASE STUDIES

To assist in identifying the elements of successful transit-oriented development regulations, national best practices and two representative case studies were selected and evaluated as part of the 211th Street Metra Station TOD Implementation Study including:

- **South San Francisco Transit Village** | South San Francisco, California
- **Orland Park Crossing** | Orland Park, Illinois

Case studies were selected based on their representative similarities to the 211th Street Metra Station TOD Study Area. Characteristics considered include the combination of transit-supportive socioeconomic conditions, land use configuration, and roadway cross-section and traffic volumes, as well as success in attracting the types of land uses and massing expressed within the 211th Street Metra Station TOD Study Preferred Concept Plan (2007).

Types of TOD Supportive Regulations

Support of transit-oriented development through municipal regulations is typically accomplished using one or more of the following:

Rezoning

Regulations for TOD projects can be established by rezoning the area to an existing zoning classification or a new classification specific to the transit area. If a mixed-use/multi-use zoning district or a special transit village zone is established, it can be applied to the entire TOD project area. Alternatively, multiple zoning districts (residential, commercial, etc.) can be arranged in a fine-grain pattern across the site to achieve the desired mix.

Numerous examples of TOD supportive zoning configurations are found throughout the country. The City of Mountain View, California, has prepared precise plans that function as zoning codes for under-utilized property. Montgomery County, Maryland, has created its own version of mixed-use zoning by using traditional zoning classifications in very small zones. Arlington County, Virginia's Ballston Sector Plan has had a mixed-use zoning district for over three decades, allowing higher densities, and requiring ground floor retail uses. Carrollton, Texas, approved a new Transit Center Zoning District for areas around the city's light rail stations.

Zoning Overlay District

An alternative to rezoning is to keep the underlying zoning district and regulations, but apply an additional overlay district to the TOD area. This is common for sites where there is existing development. The overlay code imposes additional requirements on the specific TOD area. Eugene, Oregon has a Nodal Development Overlay Zone that includes design guidelines, street pavement sections and densities for areas designated as activity nodes.

Planned Unit Development

Establishing a TOD as a Planned Unit Development (PUD) allows developers and city planners flexibility to vary from land use and density requirements in the context of a large scale development project. PUDs allow for a mix of uses and building types combined with public open space. Unlike lot by lot development in traditional zoning districts, a PUD is planned as a complete area before gaining planning approval. Advantages of PUDs include efficient land planning, flexible project design, and the ability to negotiate with city planners. Park Forest, Olympia Fields, and Matteson currently would each have to address TOD in the study area through PUD processes.

Form-Based Code / SmartCode

Form-based codes regulate the physical urban form of a district rather than allowing/restricting specific land uses. For a TOD, primary goals include a mix of uses and a physical environment that adequately considers pedestrian, bicycle, and vehicle access and movement. Advantages to using this type of code for TODs include: graphical representation of regulations; consolidated information; and a more efficient development review process. Clear criteria set out in form-based codes may enable expedited administrative approval of plans. Many communities have chosen to use form-based codes to meet their TOD objectives. Bush Central Station in Richardson, Texas, is an example of form based coding used to implement a successful TOD project.

SmartCode is an alternative model code that can be used to develop municipality specific form-based codes across all planning scales, from rural to urban. It incorporates multiple planning elements, such as zoning, subdivision regulations, and design standards, into one document. The City of Leander, Texas, implemented a TOD project using a SmartCode Ordinance enacted through a PUD.

Context Based Design

Whether by form-based code, design guidelines, or mixed-use zoning regulations, context-based design can help mitigate increased density around a transit station by carefully considering and responding to existing conditions around the site. Context based design provides lot-specific transitions between existing residential and new mixed-use development.

Design Guidelines

Design Guidelines can be written for a TOD as part of a new zoning district/code, or as a separate guide for developers and designers. Compliance with design guidelines may or may not be a requirement for planning approval, based on how the guidelines relate to the code. Palo Alto, California has integrated context-based design guidelines into their TOD Overlay District.

Matteson's existing Design and Development Guidelines would apply to retail and office redevelopment shown in the preferred concept plan at Main Street. The guidelines are consistent with the proposed placement of parking at the rear of mixed-use buildings. Architectural and landscaping guidelines would apply to the proposed development as well.

The Villages of Park Forest and Olympia Fields do not currently have design guidelines that apply to the study area.

Expedited Development Review Process

Obstacles to TOD implementation can include various components of the development review process. Application fees, review periods, service fees, public hearings, and environmental analysis requirements can potentially deter otherwise interested developers. If the ordinances regulating TOD development provide clear criteria, the review process can be streamlined through administrative approval, elimination of public hearing requirements, and/or reduced fees. Density and parking bonuses in exchange for public amenities can further incentivize development that fits the vision for a TOD. Hercules, California and Kendall, Florida have established a system for TOD development by which the planning director can approve projects that meet clear approval criteria specified in the code.

Content of TOD Supportive Regulations

Regardless of the mechanism chosen by a municipality, the following components help ensure built form that meets the overall goals of a TOD:

- Mix of uses, vertically, horizontally, or a combination of both
- Minimum residential density required to support retail and transit
- Minimum FAR requirements for commercial and mixed-use buildings
- Pedestrian oriented design and access to transit
- Reduced parking standards
- Rear and side parking, rather than surface parking between buildings and the street
- Restriction of auto-oriented uses, such as auto sales, manufacturing, and storage
- Building entrances that face principal streets
- Ground floor transparency for commercial buildings
- Maximum front and side setback requirements to ensure a consistent streetwall
- Allowance for increased density in the future

Case Study: South San Francisco Transit Village

Overview

The South San Francisco Transit Village is a mixed-use TOD surrounding the South San Francisco BART Station. The project was planned in 2001 along the El Camino Real corridor in conjunction with plans to open a new BART commuter rail station. Implementation of the project was achieved through use of a special Transit Village Zoning District, design guidelines, and a variety of financing mechanisms.

Location

South San Francisco is a suburb of San Francisco, located in San Mateo County just west of the San Francisco Bay. The South San Francisco BART Station lies within the city's El Camino Corridor Redevelopment Project Area, between El Camino Real - a regional arterial ultimately leading into the City of San Francisco, and Mission Road - a minor arterial linking suburbs to the north and south.

Transit Village Location

Demographics

The population of South San Francisco has comparable median income and diversity to that of Park Forest, Matteson, and Olympia Fields; however, South San Francisco has a population density of over 7,000 people per square mile, significantly higher than the combined density of the three villages, which is less than 3,000 people per square mile.

Predevelopment Conditions

Land Use

Prior to construction of the TOD, the El Camino Real Corridor was a highly automobile oriented area, with high traffic volumes, wide streets, and poor pedestrian connections. Streetscape conditions did not meet ADA requirements and contained little landscaping and poorly signed crossing. Neighborhoods surrounding the site of the new rail station comprised mainly large and medium lot single family homes. El Camino High School's 1,500 student campus was across Mission Street from the station area.
Retail in the nearby area included aging shopping centers, several anchor supermarkets, a new regional shopping center, and a new Costco store just northwest of the station site.

Station Project

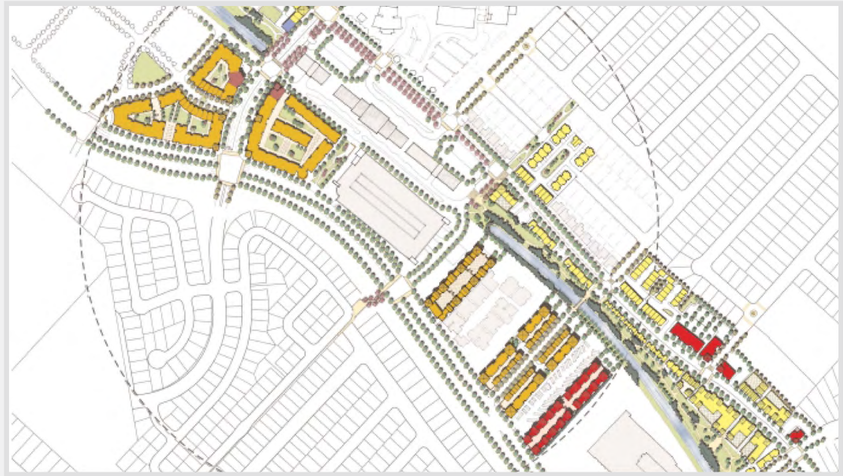
As early as 1995, BART, SamTrans, and the City of South San Francisco began making plans for the BART San Francisco Airport Extension Project, including a new station at South San Francisco. In 2000, construction began on the $47 million project, which links 2 train lines with 6 bus routes, and includes a 1,100 space parking structure and 30 bicycle lockers.

Transit Village Plan Elements

The South San Francisco General Plan, adopted in 1999, envisioned the area around the future South San Francisco BART Station to be "a vital pedestrian-oriented center, with intensity and a mix of uses that complement the area's new role as a regional center." Based on this direction, the South San Francisco BART Transit Village Plan was completed and adopted in August 2001, establishing a new zoning district and design guidelines to direct development around the station.

"While the market will likely shift and change between now and the time that these parcels will redevelop, the overriding principle of the South San Francisco BART Transit Village Plan is to establish basic guiding criteria through new zoning and design guidelines that will ensure quality developments and a well-defined public realm throughout the Transit Village." *(Section 1.4 of the Transit Village Plan)*

TRANSIT VILLAGE ILLUSTRATIVE PLAN



The Transit Village Plan covers a 1/4 mile radius surrounding the BART Station, and includes mixed-use development comprising 361 housing units, 23,000 square feet of retail, 3,500 parking spaces, and the inter modal BART transit station.

For comparison purposes, the 2007 211th Street Metra Station TOD Preferred Concept Plan projects development consisting of 220 housing units, 95,000 - 131,000 square feet of retail, and 1,373 shared commuter/commercial parking spaces in the TOD study area.

In South San Francisco, the new rail line was built underground, creating a 50 foot wide right of way of open land on the surface. The Transit Village Plan proposed a linear park along this corridor, linking South San Francisco Bart Transit Village with the San Bruno BART Station to the southeast. Eventually the park will run over seven miles, from Colma to Milbrae.

Implementation

Zoning Districts

The main implementation tool enabling development of the Transit Village is a new "Transit Village District" added to the South San Francisco Zoning Ordinance. This zone is divided into four distinct subdistricts:

1. Transit Village Commercial (TV-C)
2. Transit Village Retail (TV-R)
3. Transit Village Residential, High Density (TV-RH)
4. Transit Village Residential, Medium Density (TV-RM)

TABLE 20.250.003: LAND USE REGULATIONS FOR TRANSIT VILLAGE SUB-DISTRICTS

Uses Permitted	*TV-C*	*TC-R*	*TV-RM*	*TV-RH*	*Additional Regulations*
Transportation, Communication, and Utilities Use Classifications					
Light Fleet-Based Services	C	-	-	-	See Section 20.350.036 Taxi and Limousine Services
Utilities, Major	C	-	-	-	
Utilities, Minor	P	P	P	P	

Specific Limitations:

1. Not permitted as a principal ground floor use on a street where retail storefronts occupy 50 percent of more of the building frontage.

2. Customer service offices are permitted on the ground level, and other offices are permitted on the second floor or when conducted as a accessory use with a permitted use on the site, occupying no more than 25 percent of the floor area. Additional office space may be allowed with a Use Permit, upon finding that such use will not conflict with adjacent street level retail uses.

3. Permitted as a secondary use on the second floor, occupying no more than 25 percent of the total building area.

Zoning Regulations/Requirements

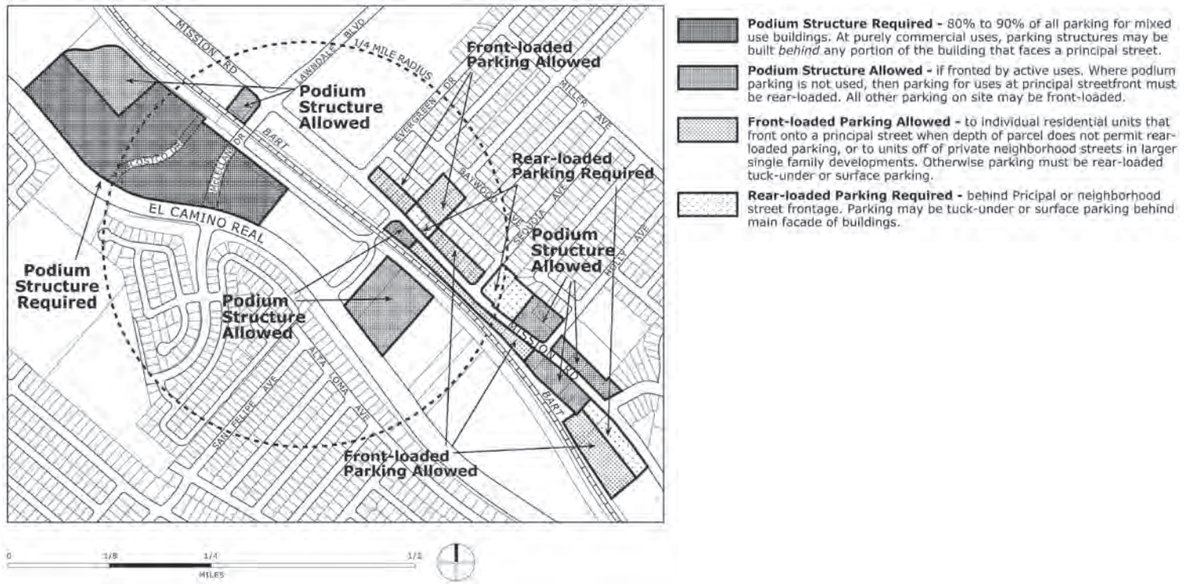
Permitted uses, setback requirements, pedestrian orientation, vehicle accommodations, and other standards are defined for each subdistrict in a series of tables and overlay maps. Additional development regulations for the entire Transit Village district include building scale, building form and location, pedestrian orientation, and vehicle accommodation.

TABLE 20.250.004: DEVELOPMENT REGULATIONS FOR TRANSIT VILLAGE SUB-DISTRICTS

Standards	*TV-C*	*TC-R*	*TV-RM*	*TV-RH*	*Additional Regulations*
Building Scale-Intensity of Use					
Minimum Lot Area (square feet)	10,000	5,000	5,000	5,000	(A)
Minimum Site Area per Unit (square feet)	1,000	1,000	1,500	1,000	-
Maximum Density (units per acre)	30	50	30	50	(B)
Maximum Nonresidential FAR	2.0	2.0	0.75	1.0	See (C) and Chapter 20.040 Rules of Measurement
Maximum Lot Coverage (%)	100	100	75	75	See Chapter 20.040 Rules of Measurement
Building Form and Location					
Maximum Building Height (feet)	See Figure 20.250.004(D)				(D)
Minimum Yards (feet)					
Front	See Figure 20.250.004(E)				See (E) and 20.300.011 Projections into Required Yards
Side	0	0	5	5	See 20.300.011 Projections into Required Yards
Street Side	0	0	10	10	See (F) and 20.300.011 Projections into Required Yards
Rear	Yes	Yes	Yes	Yes	See (G) and 20.300.011 Projections into Required Yards
Build-to Lines	See Figure 20.250.004(E)				(H)
Longest Façade Length (feet)	300	300	250	250	(I)
Pedestrian Orientation					
Retail Frontage Continuity	See Figure 20.250.004(J)				(J)
Depth of Retail Space (feet)	40	40	20	20	-
Building Transparency	Yes	Yes	-	-	(K)
Blank Walls	Not allowed				(L)
Building Entries	Yes	Yes	Yes	Yes	(M)
Vehicle Accommodation—Driveways and Parking					
Required Parking	See Chapter 20.330, On-site Parking and Loading				(N)
Driveway Restrictions	Yes	Yes	-	-	(O)
Location of Parking	See Figure 20.250.004(P)				(P)
Percent allowable of parking podium visible from principal street	20	0	-	20	(P)
Required distance (feet) behind building façade	40	40	20	20	(P)
Fee/Public Parking Structures	Yes	No	No	No	(Q)
Parking Structure Landscaping	Yes	Yes	Yes	Yes	See (R) and Section 20.300.007 Landscaping
Loading and Service Areas	Yes	Yes	Yes	Yes	(S)
Pedestrian Walkways	Yes	Yes	Yes	Yes	(T)

Construction of the Transit Station

LOCATION OF PARKING



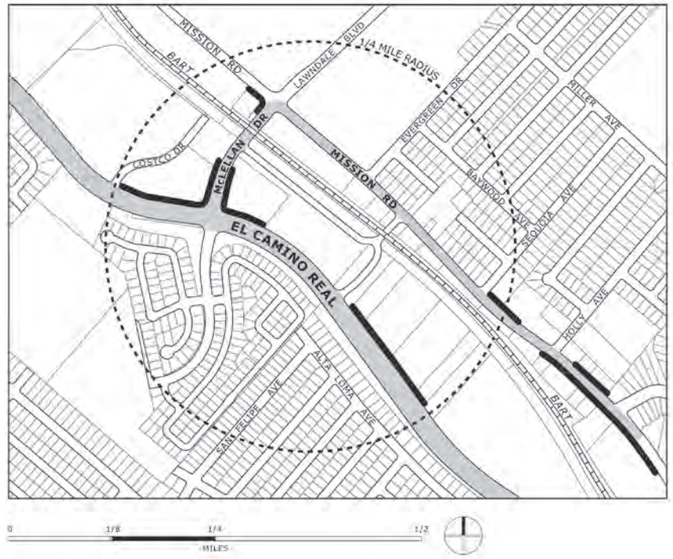
Podium Structure Required - 80% to 90% of all parking for mixed use buildings. At purely commercial uses, parking structures may be built *behind* any portion of the building that faces a principal street.

Podium Structure Allowed - if fronted by active uses. Where podium parking is not used, then parking for uses at principal streetfront must be rear-loaded. All other parking on site may be front-loaded.

Front-loaded Parking Allowed - to individual residential units that front onto a principal street when depth of parcel does not permit rear-loaded parking, or to units off of private neighborhood streets in larger single family developments. Otherwise parking must be rear-loaded tuck-under or surface parking.

Rear-loaded Parking Required - behind Pricipal or neighborhood street frontage. Parking may be tuck-under or surface parking behind main facade of buildings.

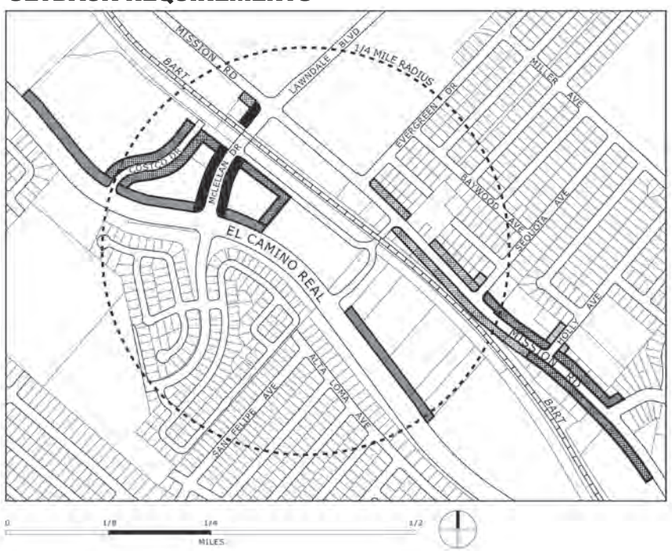
RETAIL FRONTAGE



Allowable Retail Frontage

Principal Streets

SETBACK REQUIREMENTS



A-1-80 6 feet minimum to 16 feet maximum, 80% of building to streetwall.

B-1-80 No Setback 80% of building to streetwall.

C-1-80 0 feet minimum to 10 feet maximum, 80% of building to streetwall.

C-1-60 10 feet minimum to 15 feet maximum, 80% of building to streetwall.

C-3-60 5 feet minimum to 15 feet maximum, 60% of building to streetwall.

MAXIMUM BUILDING HEIGHT

25 Feet

35 Feet

45 Feet

55 Feet

Transit Village Policies and Design Guidelines
Transit Village Policies and Design Guidelines were created as part of the Transit Village Plan to provide more detailed guidance to those designing and/or reviewing development proposals within the Transit Village District. These guidelines set the standard by which proposals are evaluated during the design review stage of the development review process, ensuring the intended character of the place and buildings is met. The guidelines are intended to be "specific enough to be able to guide development, while at the same time flexible so as not to preclude creative design solutions."

Transit Village Policies:

- Create a pedestrian oriented "main street" district along McLellan Drive.
- Establish a wide linear park and natural resource in the community with direct connections to the BART station along the BART right-of-way.
- Establish Mission Road as a significant street and community connection that also buffers the adjacent neighborhood from the Transit Village activity and traffic.

Design Guidelines:

Streetscape & Open Space Guidelines

Circulation & Streetscape Design Guidelines

Streetscape guidelines classify each street as either a Regional, Local, or Neighborhood Street (based on city engineering "street classifications") and recommend cross sections, landscaping, streetscape elements and traffic calming for specific sets of blocks within each classification.

Open Space Design Guidelines

Open space guidelines provide direction for each element of the open space network within the TOD area. Recommendations are included for specific parks and plazas, and for private residential open space as well.

Development & Architecture Guidelines

The purpose of this section is to "assist in obtaining the best possible designs, that will be compatible with existing uses, while allowing for greater intensity of future development in proximity to the transit station."

Transit Village Character Guidelines

Character Guidelines establish principal design features for architecture along three key streets within the Transit Village.

Architectural Prototype Guidelines

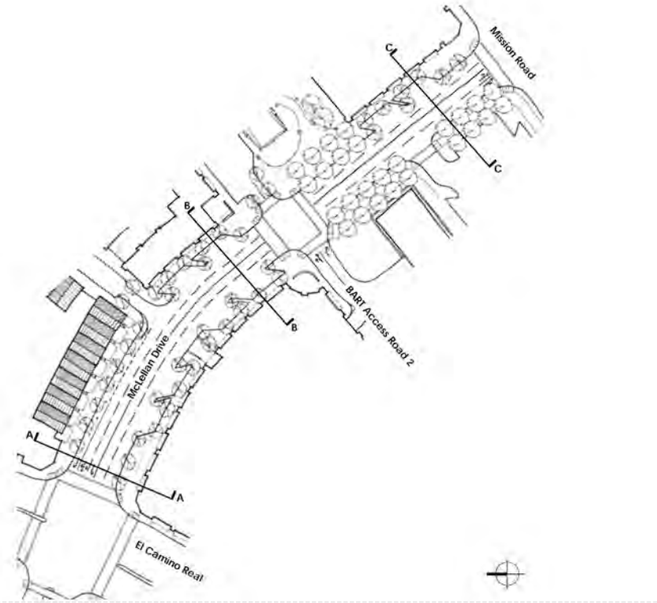
The Prototype Guidelines provide examples of architectural design and site planning principles appropriate for the Transit Village. Prototypes are given for areas of different density and land use in specific sections of the TOD. Design recommendations include frequency of entrances/stoops, setbacks, distance between mid-block breaks for pedestrians, percentage storefront street frontage, parking design, roof types, awnings, signage, and numerous other architectural features.

Detail Design Guidelines

Detail Design Guidelines provide examples of site design and architectural details to help ensure quality development at a material level. Recommendations include specifications for paving materials, fencing, garage door design, lighting, building articulation, windows, and other detailed elements.

Urban Design Framework Plan

Circulation & Street Design Guidelines Plan



Detailed Plan for McLellan Drive

Financing Mechanisms
The Transit Village Plan suggested a number of financing mechanisms that could be applicable to the South San Francisco BART Station TOD. Many of those listed are specific to the state of California or are county/local programs. The programs highlighted in bold are available for consideration in Illinois, either as federal programs or as similar state/local initiatives.

Capital/Public Improvements

- **Tax Increment Financing (TIF)**
- Metropolitan Transportation Commission's Transportation for Livable Communities (MTC/TLC) – planning grants and capital grants

Affordable Housing

- TIF Housing Set-Aside Funds – 20% of TIF funds have to be used for low/moderate income housing according to California Redevelopment Law
- California Low Income Tax Credit Allocation – federal and state program – encourages investment in rental housing for low/lower income families and individuals. New construction or acquisition and rehabilitation are eligible.
- MTC/TLC Housing Incentive Program – maximizes public investment in transit infrastructure
- Community Development Block Grants – federal funding; distribution determined by localities

Streetscape; Linear Park – Bicycle/Pedestrian Pathway; Open Space

- MTC/TLC Neighborhood Capital and Planning Grant Program
- Caltrans and California Highway Patrol – **Safe Routes to School - federal transportation funds for construction of bicycle and pedestrian safety and traffic calming projects**

Other

- County Enhancement Programs
- Caltrans Community-Based Transportation Planning Demonstration Grant Program
- Transportation Development Act (TDA) Article 3 – bicycle projects
- **Surface Transportation Program (STP)/Congestion Mitigation and Air Quality (CMAQ) Improvement Program**
- **Regional Transportation Improvement Program (RTIP)**
- State Transportation Enhancements Program
- State Bicycle Transportation Account
- Transportation Fund for Clean Air

Development Review Process
Projects in South San Francisco's Transit Village are subject to the city's standard development review process. During the design review step of the process, proposals are evaluated for consistency with the Transit Village Design Guidelines, outlined in the Transit Village Plan.

The zoning code for the Transit Village district explicitly states that, "all development shall be subject to design review, pursuant to Chapter 20.480 ("Design Review"). Design guidelines for the Transit Village, adopted as part of the South San Francisco BART Station Transit Village Plan, shall be used, and should take precedence over other design guidelines that otherwise would apply in the case of conflicts."

Development Completed
Solaire Village and Archstone mixed-use residential developments have been built out on both sides of McClellan Drive, totalling 361 units of rental and condominium housing, plus ground floor commercial/retail space. Commercial tenents include Starbucks Coffee, Trader Joe's, Chase Bank, and a Dental practice office.

The 2.85 mile linear park connecting the Transit Village with the San Bruno BART Station - "Centennial Way" was completed in 2009, including a 10' wide Class 1 bicycle and pedestrian trail with signalized intersections, low maintenance landscaping, and a dog park. The trail added approximately 15 acres of parkland to the city's open space. Centennial Way was one of three statewide trail award winners from the Trails and Greenways Conference.

The City of South San Francisco won the 2010 Helen Putnam Award for Excellence in the Planning and Environmental Quality category for the park. Since the station's opening in 2003, the South San Francisco Bart Station Ridership has risen from 1,198 to 2,748 average weekday exits.

Recent Development of Mixed-Use Building Along El Camino Real

Aerial Perspective of Development South of El Camin Real Fronting McLellan Drive

Analysis of TOD Success
Completed development around the South San Francisco BART Station successfully embodies the overall urban form envisioned in the Transit Village Plan. Medium-high density housing with ground floor commercial space, built to the streetwall at McClellan Drive, creates a pleasant pedestrian atmosphere. The number of existing commercial tenants is somewhat limited. With higher occupancy rates, the area would create a node of activity with strong identity in the community.

Beyond McClellan Drive, the pedestrian experience is slightly less inviting. The plaza built between the BART Station entrance and El Camino Real suffers due to limited ground floor activity or beautification efforts of the existing parking structure. The plaza space is very wide in proportion to the height of enclosing buildings, and feels exposed with little street furniture or landscaping to break up the expanse of hardscape surface.

Although it follows the design guidelines, the architecture of the residential units is bland, providing limited variation in color and form between buildings, and having modest articulation on the facades.

Centennial Way linear park has been a great success. It has improved and stabilized land values of nearby housing, added a significant amount of park land to the city's open space, and offers safe, non-motorized connections to destinations within the city and beyond.

Case Study: Orland Park Crossing

Overview

Orland Park Crossing is a multi-use development located in the Village of Orland Park in the south suburban Chicagoland area. The project was planned as a two-phase development combining retail, office, and residential space in a walkable community with easy access to the Orland Park Metra Station. The area adjacent to Orland Park Crossing, and immediately surrounding the Metra Station, has now been planned as the Main Street Triangle mixed-use TOD, but is yet to be developed.

Location

The Village of Orland Park is a suburb located approximately 25 miles southwest of Chicago. It is split between Cook County and Will County. The Orland Park Metra Station lies within the new Village Center zoning district, near the intersections of Southwest Highway, LaGrange Road (IL Rte 45), and 143rd Street. Orland Park Crossing was developed east of LaGrange Road, and north of 143rd Street. LaGrange Road experiences traffic counts of 45,000 vehicles per day, slightly greater then that of Lincoln Highway (38,800 vehicles per day) in the 211th Street Metra Station area.

Demographics

The population of Orland Park has a significantly higher median income and is somewhat less diverse than that of Park Forest, Matteson, and Olympia Fields; however, Orland Park is situated within the same regional market as the study area and has a very similar population density at 2,600 people per square mile.

Predevelopment Conditions

Land Use

Prior to construction of Orland Park Crossing, the area was a mix of poor quality commercial uses and vacant land. Existing development catered to automobile access, with wide streets and poor pedestrian connections. Streetscapes contained little landscaping and dangerous crossings.

Neighborhoods to the east of the site comprise mainly large and medium lot single family homes, while the area to the south is low density commercial with expansive parking lots. To the west is land reserved for TOD development around the Metra Station, as well as Orland Grove Forest Preserve.

Major retail in the nearby area includes Orland Square shopping mall, a successful regional shopping destination located just south of 143rd Street.

Metra Station Project

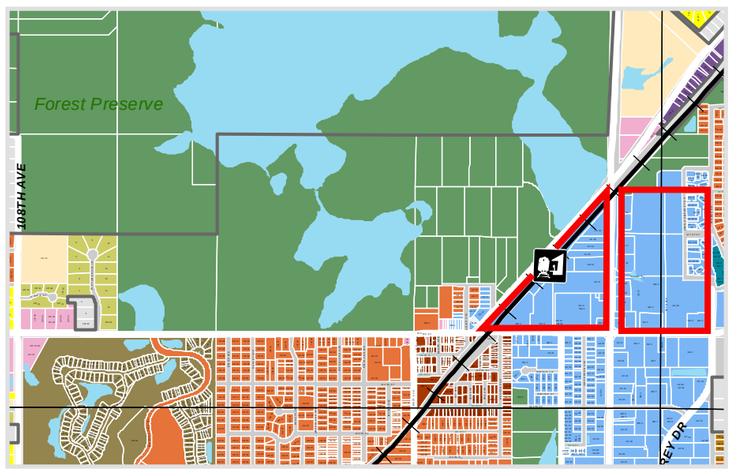
In 2007, the 143rd Street Metra Station reopened after extensive renovations. Metra's SouthWest Line connects Orland Park to downtown Chicago's Union Station, with trains running every 20 to 90 minutes during peak hours. Weekend service was recently added, with three daily trains running in either direction. The renovated station includes an air conditioned waiting room, newsstands and shops, paid parking, and free wi-fi. It also benefits from a new park and concert venue, built as part of the pending Main Street Triangle development adjacent to the station. One Pace bus route runs along LaGrange Road, connecting Orland Square Mall with Midway Airport.

Orland Park Crossing Plan Elements

Orland Park Crossing was originally planned to include 500,000 sf of retail, a 16 screen movie theater, and 2 department stores. Later revisions decreased the size to 300,000 sf of high-end retail, office and for-sale townhomes.

The first phase of the project opened in 2005, comprising 57,000 sf of retail. An additional 58,000 sf was completed in 2007. The vacancy rate of the development has consistently been approximately 15%, comparatively low for the region.

The second phase of the project added 92 townhomes north of the retail area. These units were planned in part to serve as a buffer between the new commercial space and adjacent single family homes to the east. Future elements of Phase II include specialty retail, restaurants, and a park.



Implementation

Zoning

In the earliest stages of planning and development, Orland Park Crossing was zoned as part of the General Business District. In conjunction with plans for the Main Street Triangle TOD, and an update to the Village's Comprehensive Plan, Orland Park Crossing has now been rezoned as part of the new Village Center District (VCD). The purpose of the VCD is to promote mixed-use development and higher densities, and focus on pedestrian oriented design with a concentration of civic uses and commercial development. New density requirements in the VCD may soon be raised to 2.0 or higher, compared to the previous maximum FAR of 1.0.

The Land Development Code provides specific design requirements for development in the VCD which regulate setback requirements, pedestrian orientation, materials requirements, sidewalk area uses, street level transparency, and other standards which promote strong pedestrian environmental features.

Orland Park Village Center District - Bulk Requirements

Maximum Impervious Lot Coverage	75%
Maximum Impervious Lot Coverage When Employing Best Management Practices Such as Porous Pavements and Green Roofs (40% of which will be considered pervious)	80%
Minimum Residential Lot Area	2,500 sf
Residential Lot Width	25 - 50 feet
Minimum Commercial Lot Area	10,000 sf
Minimum Commercial Lot Width	80 feet
Maximum Height (All Uses)	3 stories / 40 feet
Maximum Height within 600 feet of Metra Station	6 stories / 70 feet
Maximum Height for Corner Buildings at Public Intersections	4 stories / 55 feet
FAR - Used for Both Residential and Commercial Development:	
Maximum FAR - Mixed-Use	1.0
Maximum FAR - Single Use	0.6
Parking Requirement Reduction for Mixed-Use	-25%

Orland Park Village Center District - Building Setbacks from Street Right-of-Ways

STREET NAME	BUILDING SETBACK FROM STREET	PURPOSE OF THE SETBACK AREA
All streets carrying moderate to high auto traffic: • La Grange Road • 143rd Street • John Humphrey Drive • Ravinia Avenue (south of 143rd Street) • 151st Street • Southwest Highway	15 feet minimum, provided that a 5 foot sidewalk and an 8 foot parkway is maintained in the right-of-way; For La Grange Road, 25 feet minimum from the future right-of-way south of 143rd Street;	For streets carrying moderate to high regional and local traffic, a setback area of 15 feet will be required. This will allow commercial buildings to maintain high visibility from the street, and also provide a significant landscaped area along the street.
All other pedestrian oriented streets, including: • 142nd Street • 144th Place • 147th Street • 149th Place • Ravinia Avenue extension (north of 143rd Street) • West Avenue, and • Any new internal street in the district	5-15 feet, provided that a 5 foot sidewalk and 8 foot parkway is maintained in the right-of-way; 0 (zero) lot line buildings will be allowed without a parkway when the sidewalk is at least 10 feet wide, with room for trees in grates;	These pedestrian oriented streets shall be defined by buildings with active street fronts, multiple entrances and well articulated street facades, and by parkway trees along the sidewalk. Buildings shall be allowed to be placed at the lot line or set back up to 15 feet to strengthen the pedestrian character of the street.

Financing Mechanisms
The Village of Orland Park's Business Incentive Program provides a number of financial incentives for commercial development. A number of those listed are specific to the Village of Orland Park, but could possibly be replicated within the Villages of Park Forest, Matteson, and Olympia Fields, or preferably as joint programs between all three municipalities.

Revolving Loan Program

The Village of Orland Park has an Economic Development Fund to assist local businesses. The program provides low interest financing (1/2 of prime rate) to assist new and existing businesses that desire to locate or expand in Orland Park. While the program has been in existence since 1987, the Village Board recently approved changes to the program. These changes were in recognition of the current economic climate. To assist businesses, the program now allows greater flexibility in determining maximum loan amounts, private/public investment ratios, and removes public funding percentage caps. The Village works cooperatively with the business' lender to ensure the needs of the project are met. The Village's goal is to retain and create quality full-time permanent jobs and to encourage private investment through these public loan dollars. Office, industrial, warehouse, distribution, and related businesses are given preference. Retail establishments and restaurants will be considered, but are given secondary priority.

Mayor's Business Retention & Expansion Program

This program provides funds to help existing businesses expand. Incentive potential is reviewed on a case-by-case basis and is based on projected growth in sales and property tax revenue.

Tax Increment Financing (TIF)

TIF incentives are offered on a case-by case basis. The use of TIF is restricted by State statute. Designated property must meet the "blighted" definition. Currently, there are two TIF districts located in Orland Park - Orland Park Place Shopping Center and the Main Street Triangle Mixed-Use project. Information is available from the Illinois Tax Increment Financing Association.

State of Illinois Programs

Various business development programs are available through the State. Information is available from the Illinois Department of Commerce and Economic Opportunity.

Cook County Property Tax Incentives

Cook County offers certain incentives to reduce property taxes for industrial property. For qualifying projects, rates can be lowered more than 50% for up to 20 years. Incentives must be approved by both the Village of Orland Park and Cook County. Information is available from the Cook County Assessor.

Infrastructure Cost Sharing Incentives

Cost sharing is offered on a case-by-case basis, dependent upon the amount of real estate and sales tax proposed to be generated by the project. Eligible reimbursement costs typically include road construction, utility extensions and other related public improvement costs.

Development Review Process
Projects in Orland Park's Village Center District are subject to the Village's standard development review process. Steps include:

- Concept meeting with staff to discuss the project and verify approval requirements and timelines.
- Prepare detailed plans.
- Submit planning petition and preliminary engineering plans.
- Public Hearing required for subdivision, special use, or variances
- Appearance review approval.
- Site plan review and formal approval by Plan Commission, followed by Development Services and Planning Committee, and then Village Board.
- Submit final engineering plans and building plans for review and approval.
- If applicable, establish appropriate letter of credit.
- After all permits are approved begin construction.

Development Completed
Phase I of Orland Park Crossing has been built out as a lifestyle center retail development. It is occupied by the intended high-end retailers, including chain stores such as Ann Taylor, White House Black Market, Chicos, Cold Water Creek, Talbots, Omaha Steaks, PF Changs, and Francesca's. Total retail/restaurant space is over 100,000 sf. The vacancy rate has held steady at 15%, which is lower than most in the region.

Residential development completed to date includes 92 townhomes. Current listings for these units range from $250,000 - $300,000 for 2- and 3-bedroom units.

Analysis of TOD Success
Completed development at Orland Park Crossing carries out the goal of providing a high-end retail lifestyle center in an outdoor, pedestrian-scaled setting. Pedestrian orientation could have been stronger in the development if placement of buildings addressed the street, rather than placing parking lots between retail entrances and the sidewalk. Despite recent foreclosure due to financing issues, the development has successfully managed to retain high-end retail tenants through several years of difficult economic circumstances. Implementation of Phase II of the project has been slower, based in part on the economic recession that began in late 2007.

Orland Park Crossing is an example of a strong retail development, however, it does not necessarily embody true TOD characteristics. The proposed Main Street Triangle development immediately surrounding the 143rd Metra Station has been planned as a true TOD, and its successful implementation will strengthen connections between Orland Park Crossing and the station area.

The regulatory elements of Orland Park Crossing's implementation were based on traditional density, and the built form of Orland Park Crossing lacked necessary design controls to sufficiently shape building forms and pedestrian-oriented elements. Plans for the Main Street Triangle TOD integrate increased FAR and a well-thought rezoning of the area, and provide specific design requirements to ensure a high quality pedestrian environment.

MARKETING PROGRAM ASSESSMENT

Successful implementation of transit-oriented development around the 211th Street Metra Station will depend on attracting developers and businesses to invest and build at the site. As described earlier, supportive regulations and appealing incentives are essential to achieving this goal. Of equal importance is effective marketing of the site to promote its development potential, the incentives available, and assurance of a smooth development review process.

The following is a review of each municipality's current marketing efforts, as well as the marketing strategies of three locally competitive communities. These case studies, combined with nationwide best practices, form the basis of recommendations for marketing the 211th Street Metra Station TOD plan.

Current Economic Development & Marketing Efforts:

Village of Matteson

The Village of Matteson's current marketing efforts include the Village website, participation in trade shows, and maintaining relationships with a network of local developers and investors.

Website

Matteson's main website provides a link in the list of village departments to a separate Economic Development website: *www.choosematteson.com*. This Economic Development / Choose Matteson website is clear and well-organized, and includes a marketing slogan: "In the Center of it All." Its homepage provides a brief promotion of Matteson as an attractive location for Retail, Business, and Residential development, shows a selection of current commercial tenants, lists six key economic development facts, and features prominent contact information.

Subpages on the website include:

- *About:* Brief history and present description of the Village
- *Demographics:* Demographics; 2009 Retail Sales; Demographic Trend; Home Values
- *Maps:* Aerial Retail Map (extent does not include 211th Street station area); Zoning Map
- *Available Sites:* Shopping Centers; Office Buildings (with photos); Open Land (with aerial photos of each property); Available Buildings (some with photos)
- *Transportation Access:* Expressways; Airports; Public Transportation
- *Labor Force:* Major Employers; Labor Force; Wage Rate; Employment & Training Services; Utility Resource
- *Financial Incentives:* 6 TIF Districts; Cook County Property Tax Incentives; State Programs

Using the Economic Development / Choose Matteson website, interested parties should be able to quickly gather a significant amount of baseline due diligence information about sites available for development within the Village of Matteson.

Trade Shows

Representatives from the Village of Matteson participate in several trade shows throughout the year, including the ICSC RECon Chicago Deal Making forum. The purpose of attending these events has been to market the Village as an attractive business and development location, and to promote specific development sites to interested developers. Trade shows of this type tend to have limited success, based on the volume of attendees and brevity of face to face contact with the target audience. Follow-up on the part of the Village is paramount to advancing potential land deals and development activity.

Related Initiatives

Matteson Business Association (MBA): According to the MBA website – www.mattesonbusiness.com – the mission of this organization is "to support and strengthen the uniqueness and vitality of the Matteson business community by developing innovative ways to increase commerce and expand business opportunities." The primary function of MBA is to support and develop new and already-established local businesses within the Village.

"Shop Matteson" Campaign: Several years ago, the Village initiated this program to encourage residents to support local businesses by shopping within Matteson, rather than in neighboring communities.

Matteson Avenue Newsletter: The Village puts out a monthly newsletter online, which includes a section on Economic Development. Past issues have highlighted recent and anticipated business openings and expansions within the community.

The above initiatives each focus on promotion and support of businesses within the existing Matteson community. Potential developers, investors, and new businesses do not necessarily receive information from these sources.

Village of Olympia Fields

The Village of Olympia Fields markets development opportunities using the Village website, attendance at regional trade shows, and by maintaining relationships with a network of local developers and investors.

Website
Olympia Fields' website is nicely laid out, with links on the home page to important Village information. From the home page, it is initially unclear where to find Economic Development information, but a link exists as a subpage of "About Our Village." The Economic Development webpage lists available office space, retail space, medical office space, buildings, and land in very general terms, with little direction regarding whom to contact for further information. Interested parties can use the general Village email address and/or phone number shown at the bottom of the website.

Additional information given on the Village website which is relevant to potential development includes:

- Link to the Code of Ordinances
- Listing of Plan Commission members
- Schedule of Public Meetings

The Village could benefit from adding more specific information to the Village website. Olympia Fields could benefit from providing a phone number and specific contact person for economic development issues.

Trade Shows
Additional information needed from Olympia Fields.

Network Relationships
Additional information needed from Olympia Fields.

Paid Advertising
Additional information needed from Olympia Fields.

Related Initiatives
The Village's Business Committee "promotes and encourages the Business Community within the Village. This is achieved by meeting with the owners of businesses to discuss the various aspects of doing business in Olympia Fields." This organization is primarily focused on meeting the needs of current business tenants, rather than marketing the Village to those outside the community.

Village of Park Forest

The Village of Park Forest's current marketing initiatives include the Village website, a variety of online social media resources, email and print newsletters and notifications, attendance at regional trade shows, and maintaining a network of relationships with local investors and real estate developers.

Website
Park Forest's website provides access to a substantial amount of information on many Village topics. The Economic Development webpage includes a brief overview of the community and current development activity, and states that the Economic Development and Planning Department staff will assist in retaining and attracting businesses to the Village. Complete contact information is given for staff members.

Subpages under Economic Development include:

- *Village Profile:* a map of Village boundaries, population demographics, overview of downtown development, and Village housing options
- *Business in Park Forest:* business registration, events, incentives list, local business directory, and links to quarterly business newsletters
- *Current Developments:* information on development currently underway
- *Development Opportunities:* map and table of Available Properties and Space using Location One Information System; links to 211th Street Metra Station documents
- *Promotional Products:* promotional merchandise
- *Sustainability Plan:* information regarding current status of a new sustainability plan for the Village.
- *Strategic Plan for Land Use and Economic Development:* links to the plan documents

While the development opportunities map and information sheets have the potential to provide crucial information to potential developers, several listings are incomplete. Only four of the 10 listings are linked to the main map. The listing for a property within the study area is missing details on square footage, transportation access, utilities, and shows an inaccurate point on the location map.

Overall, the Village of Park Forest website could benefit from a clearer, simpler hierarchy of pages. Critical information for prospective developers and businesses, such as demographics, incentive programs, and available property, should be available through immediate links on the main Economic Development page, rather than buried beneath multiple layers of subpages.

Email Campaigns
The Village of Park Forest has initiated email campaigns including:

- Friday Business Bulletin - distributed to a compiled email list to notify contactees of programs, business openings, and other activities in Park Forest.
- Monthly e-mails to developers, owners, retailers, tenants, brokers and real estate agents to maintain on-going communication; some emails are bulk and some are personal.
- Regular emails to retailers, brokers, and property owners regarding new business openings, how available property meets their needs, and congratulations on opening businesses elsewhere (while pointing out availability of property that matches criteria).

Social Media
The Village of Park Forest has accounts with Youtube, Facebook, Twitter, and Flickr, providing general information about the community and hosting photos and event details. These social media outlets may be used to market development sites as well.

Some of the Various Social Media "Tools" used by Municipalities Throughout the Region

Trade Shows
Park Forest regularly participates in trade shows within the Chicagoland region and nationally, including:

- International Conference of Shopping Centers (ICSC) RECon
- ICSC Deal Making
- ICSC Chicagoland Retail Connection
- South Suburban Mayors and Managers sponsored trade shows
- Chicago Southland Chamber of Commerce Business Expo - Park Forest hosts a booth with paid advertising in the Expo directory and contributes a giveaway for the Expo raffle
- Prairie State College & Governors State University job fairs

Free Advertising
The Village of Park Forest utilizes free advertising through the following two resources:

- Location One Information System: a widely used economic development building, site and communtiy database system
- Property Line: a free national commercial real estate listing and marketing search engine

Paid Advertising
Park Forest pays for advertising in the following print and online publications:

- Buy Lease Build magazine: editorials and feature full-page advertising, exclusive back cover.
- Business Resource Guide: annual directory of local businesses published every year by Park Forest; available in print and online.
- Chicago Southland Chamber of Commerce Business Directory.
- Chicago Southland Convention and Visitors Bureau annual magazine.
- Economic Development and Planning Department Quarterly Newsletter: print/online newsletter includes information about new business openings, economic development events and initiatives such as the "3/50 Project," and business trainings and seminars; target audience is current business owners and operators within the Village.
- Russell Publication newspaper insert (serving Crete, Steger, University Park, and Peotone).
- Southland Voice.
- Discover Magazine: The Village publishes a print newsletter quarterly and mails it to all registered addresses in Park Forest. Past issues have included information on new businesses opening in Park Forest, local investment in renovations, and economic development initiatives.
- Heartland Real Estate Business: advertising for Chicago area, advertising for business parks, advertising of contact information.
- Midwest Real Estate News: advertising for Chicago area, advertising for business parks, advertising of contact information.
- Shopping Centers Today (SCT): full page and ½ page advertising before ICSC RECon to drive traffic to the Park Forest booth.
- DealMakers and SCT Email Blasts: pre-ICSC Deal Making meetings and/or RECon to drive traffic to the Park Forest booth.
- Provide a giveaway for Chicago Southland Chamber of Commerce sports luncheon fundraiser.
- CoStar account: lists all available property.
- Rich Township Food Pantry Fashion Show program guide.
- Postcards and/or door hangers: advertising incubator space, available space, The 3/50 Program, etc.

Data Sources
Park Forest has subscriptions to Sites to Do Business On-line (an ESRI data source).

Network Relationships
Representatives from Park Forest's Economic Development team keep in contact with local developers, business owners, and real estate agents through phone calls, emails and in person meetings, as needed.

Awards
The Village has received awards for its development efforts, including:

- The Burnham Award for Planning for DownTown Park Forest from the Metropolitan Planning Council; and
- The Community Vision Award from Urban Land Institute-Chicago, Metropolitan Planning Council, Home Builders Association of Greater Chicago, and the Metropolitan Mayors Caucus.
- Forbes Award for Most Livable Chicago Suburb

LOIS Property Search Website

Best Practices & Locally Competitive Strategies

Marketing efforts of three locally competitive communities are summarized here as case studies that may inform future marketing recommendations for the Villages of Park Forest, Olympia Fields, and Matteson. The Villages of Tinley Park, Hoffman Estates, and Orland Park have similar demographics to the three villages, and were chosen as examples of villages which have successfully attracted and retained businesses and new development.

Village of Tinley Park

Ivan Baker – Director of Economic Development (interviewed 6/28/11)

Tinley Park is a village that has fared relatively well through the current economic recession. The Village has had net new growth and has avoided staff layoffs. According to Ivan Baker, the Village's Director of Economic Development, a small budget has made the primary marketing goal maximizing the use of resources that provide good exposure for little or no cost. Email, internet marketing, and face to face networking are key strategy components.

While the Village markets both its retail and industrial properties, the economic development philosophy is that base jobs in industry and services such as hotels will further drive and support retail development. Retail marketing must primarily emphasize the many incentives offered by the Village, such as façade grant programs and Cook County's Class 8 Property Tax Incentive.

For both retail and industrial development sites, the Village chooses to market sites that represent a good product. Only those that are ready to develop, are in good condition, and connected to infrastructure are included in Village marketing efforts. Properties that are not maintained are fined, and ultimately demolished.

Website

The Village website's Economic Development page strongly emphasizes that Tinley Park is a global, national, and regional competitor. The main page provides quick facts and introductory information in seven languages.

Subpages include:

- *Why Tinley Park?*: An overview of the amenities and advantages of business in Tinley Park (in 7 languages), and details about business incentives.
- *Business Advantages*: a consolidated list of important information for businesses including such information as:
  - National Standards Dataset
  - Demographics
  - Business Climate
  - Market and Population
  - Area Employers
  - Labor
  - Transportation
  - Technology
  - Incentives, Financing, TIF Maps
  - Taxes
  - Comprehensive Plan Map
  - Quality of Life
  - Illinois Business Statistical Abstract
  - Community Profile
  - Education and Training Programs
  - Utilities
  - Zoning Map
  - Retail Trade
  - Economic Development Allies
  - Illinois Development Report Card
  - Starting a Business
  - Building Department
  - Planning and Zoning
  - Zoning Ordinance and other Ordinances
  - Federal Government Stats
  - Real Estate Market Information
  - Business License Fee Schedule
  - Map of Tinley Park, Illinois
- *Community Profile*: tables and LOIS interactive maps showing business data and demographics
- *Available Sites*: LOIS map and tables with descriptions and full details of available sites
- *Available Buildings*: LOIS map and tables with descriptions and full details of available buildings
- *Demographics*: summary as well as links to market specific details
- *Data Standards*: data provided in standardized charts, as developed through a coordinated effort between the International Economic Development Council and major economic development consultants
- *Starting a Business*: State of Illinois business start-up resource page
- *Latest Business News*: headlines of the latest business news, updated monthly, ranging from local to regional to national topics

Tinley Park's website design and content carefully considers its target audience. Development decision makers are typically middle aged and older, with families, and generally work long hours. A majority of prospective development information is gathered from the internet before an interested party makes any contact with the Village. Immediate access to detailed information that is accurate and complete allows for efficient decisions and quick action. Website design should be simple and intuitive; content should be relevant, thorough, and legible.

Chamber of Commerce

The Tinley Park Chamber is one of the largest and strongest chambers in the region, attracting members from all over the region. Structured networking, referrals, advertising opportunities and more help create those connections, which, in turn, along with seminars, speakers and information dissemination, build businesses in Tinley Park and across the region.

Trade Shows

The Village of Tinley Park participates in a very limited number of trade shows. Paid participation (i.e. setting up a booth) at reasonably priced regional shows can be helpful if the Village has a specific parcel of land to make a deal on. Otherwise, mingling with other attendees is a more cost-effective method.

Network Relationships

A key component to Tinley Park's marketing efforts is face to face contact with local real estate development consultants, particularly those representing multiple clients who may be interested in development opportunities. This is done through one on one meetings, and involvement in organizations such as the International Economic Development Council, the Association of Industrial Real Estate Brokers, CoreNet Global, FIOR, and the International Development Council.

Print Advertising

Print advertising offers less value for money when compared to online resources. Tinley Park's print material is generally limited to cooperative advertising with neighboring communities in regional and national publications that may have a specific focus on the Chicagoland area for one issue or volume. If cooperating with six other towns, a two-page spread becomes affordable and has a larger impact than smaller ads.

Email

The Village of Tinley Park subscribes to Constant Contact and sends out specific targeted emails once every 6-8 weeks.

Related Initiatives

The Economic Development Department also believes in promoting the Village to its own residents and business tenants. Staff regularly publicize local talent and achievements, and enter the community for awards with organizations such as National League of Cities; Illinois Development Council; Economic Development Administration; International Economic Development Administration; American Planning Association; American Institute of Architects Illinois.

Village of Orland Park

Karie Friling – Director, Development Services (interviewed 6/29/11)

The Village of Orland Park has had success in past years attracting and retaining retail development. According to Karie Friling, Director of Development Services, the Village's marketing efforts involve online advertising, attendance at regional trade shows, and person to person networking with local developers. A key element to their marketing success has also been comprehensive understanding of the community market and trade area.

Website

Orland Park's website is clear and well maintained. The community slogan is "Village of Orland Park, Illinois…where you want to be." Business & Development is a prominent heading on the homepage, linking visitors to an overview of the community's assets and full contact information for the Director of Development Services.

Subpages include:

- *Business Climate*: provides fact sheets on demographics and other business related information
- *Current Developments*: fact sheets with details of current and recent development projects
- *Business Incentive Programs*: includes descriptions and contact details for local, regional, and state incentive programs
- *Community Profile:* overview of community features and assets
- *Development Review Process*: summary of the process in clear bullet point format
- *Economic Development Slideshow:* provides an overview of community facts, existing retail, and new development, along with detailed contact information for those interested in development opportunities
- *Main Street Triangle Development*: highlights this key project in a prominent spot on the webpage, giving information for residents and prospective developers
- *Available Sites & Buildings:* Interactive map of all available locations, set up to let visitors click on a development site to see details

The Village maintains a list of Recent Commercial Development Activity from Commercial Centers to Stand-Alone Developments

Trade Shows

Karie Friling stated that Orland Park attends the same trade shows as Park Forest, Olympia Fields, and Matteson, and that the Village has been successful in setting up appointments with the developers they are targeting. The ICSC and Chicago Regional Show are key events.

In Person Networking

The Village maintains communication with all local contacts they have in the development industry.

Related Initiatives

Build Orland Project: In 2010, the Village promoted development activity by offering discounts and delayed payments on fees associated with the development review process. Water tap fees were also discounted. This program was marketed on the Village website.

Email Notifications: The Village has a voluntary email notification system set up for a variety of topics. Economic and business development is not currently covered by the notification system, but may potentially be a topic in the future.

Village of Hoffman Estates

Gary Skoog – Director of Economic Development (interviewed 9/14/11)

The Village of Hoffman Estates uses a multi-media approach to market retail property to potential developers and businesses. Online, print, and in-person methods are central components of the Village's strategy to attract retail to Hoffman Estates.

Shop Local

A primary marketing campaign in Hoffman Estates is the Shop Local campaign, encouraging residents to spend money within the municipal boundaries of Hoffman Estates. The Village has developed logos and branded marketing materials for this initiative. In addition to print advertising, newspaper articles, promotion on the Village websites, and the use of Twitter and Facebook, the Village hosts events connected with this effort. Events may include shopping center-wide sale days, raffles and prizes for shoppers, games for youth, and attractions such as a car show.

Website

The Economic Development webpage for the Village of Hoffman Estates highlights the Village's regional location and provides direct links to Real Estate, Demographics, News & Publicity, Resources, and Current Projects.

Subpages include:

- *Available Sites and Buildings*: An information sheet with a map and critical data is available for each site, and for the Village as a whole
- *Business Climate*: overview of business specific data for the community
- *Current Projects*: details and renderings of current development projects and those completed in the last few years
- *News/Publicity*: business news monthly postings
- *Resources*: Links to information about starting and running a business in Hoffman Estates
- *Entertainment District*: Highlights development opportunities within the entertainment district - Poplar Creek at 59/90; Slogan – "Things are Happening…in Hoffman Estates"
- *Economic Development Commission:* Provides an overview of the Commission, as well as names and contact details for Commissioners
- *TIF & BID*: information about Hoffman Estates' business district and available space
- *Golden Corridor*: description of the Village's position within the Interstate-90 regional corridor through the northwestern Chicagoland area

In addition to the main Village website, Hoffman Estates' Economic Development and Tourism office hosts a "Visit Hoffman" website (www.Visithoffman.com), which promotes retail and entertainment businesses within the Village. This website promotes the "Shop Local" campaign as well.

Trade Shows

The Village participates in local, regional and national trade shows, including ICSC Deal Making Chicago, and ICSC's ReCon in Las Vegas. Normally, Village representatives host a booth and attend the shows with deal-ready properties to promote. They have had success with this technique over the years, attracting multiple restaurants, a Target store, and other retail and entertainment tenants in the *Poplar Creek at 59/90* development.

Network Relationships

Economic Development staff keeps in touch with local and regional developers and brokers, particularly by hosting networking events which also include property owners with available development parcels. A typical event may include a golf outing for 12-15 brokers and real estate agents, along with three property owners or their representatives. The event would include a dinner and a short presentation of the available property. These types of events are organized by the Village, and funded by participating property owners.

Print Advertising

Poplar Creek at 59/90 is the Village's new Entertainment District, hosting the Sears Centre Arena, numerous restaurants, shops and regional superstores. Advertising for this development includes printed advertisements and brochure publication with professional branding, funded by the Village's Economic Development department.

The Village regularly pays for advertisements in local, regional, and national newspapers and magazines. However, this has not provided any direct return on investment in recent years. In addition to traditional paid advertisements, the Village actively pursues free publicity for retail development through newspaper articles which tell a story about new businesses, shop owners, etc. This method is more effective at attracting business from curious area residents.

An additional source of free advertising is use of designated space on the Village's water bills to deliver messages to local residents. The Economic Development Department has used this medium to promote their Shop Local program and economic development events within the community.

Hoffman Estates officials set up this booth at the 2011 International Council of Shopping Centers RECON conference in May in Las Vegas.

Online Advertising

The Village advertises available sites using the free Location One Information System. Facebook and Twitter accounts for the Village of Hoffman Estates regularly advertise available properties, economic development events, and announcements of new businesses in the area as well. Online methods are important for broadening the Village's audience to include younger, technology-oriented generations.

Conclusions and Recommendations:

Each of the three Villages: Olympia Fields, Park Forest, and Matteson, currently rely on a combination of online media, personal contact, and print advertising to provide information to stakeholders and attract potential business tenants and developers. This is consistent with the strategies of the three locally competitive communities interviewed. However, each municipality has found success using specific tactics within each medium. A key goal highlighted by multiple interviewees was to consider the amount of exposure received compared to costs of each marketing activity.

Online social media resources are the newest marketing sources being explored by municipalities for economic development purposes. In 2010, the International Economic Development Council (IEDC) sponsored a survey of 300 economic development IEDC members regarding their use of social media for economic development purposes. At that time, 57 percent of those surveyed were using social media outlets for organizational and communications efforts. According to a discussion on survey findings, the most important factor in social media use is providing information that is timely, relevant, and engaging to those outside the community, rather than simply using these tools as "electronic newsletters" for self promotion.

The Indy Partnership is a regional economic development organization that has developed a holistic social media campaign for promoting employment and investment in the Indianapolis Region. They employ a wide variety of media sites (LinkedIn, Flickr, Facebook, Twitter, and many more) and have maximized their hits from search engines, such as Google, hunting for new content from trusted sources.

Park Forest, Olympia Fields and Matteson have each invested significant effort in important economic development marketing activities, including website development, trade show attendance, national database participation, and personal networking with local real estate brokers and developers. The locally competitive communities interviewed provided additional marketing ideas which they have found successful in the past: branding for development sites, cooperative print advertising, promotion through newspaper stories, and partnership between municipal economic development staff and property owners in organizing and funding networking events. Throughout the United States, TOD marketing strategies also include the following:

- targeting local developers;
- building on early successes;
- promoting the RFP, streamlined development review, and flexible zoning to local developers through fliers and individual letters;
- organizing community interest groups;
- educating and informing residents and business owners of TOD plans and objectives;
- producing a TOD-specific developer kit;
- hosting "sketch walks" for prospective investors and developers to view TOD opportunities;
- inviting prospective investors and developers to afterhours open house events;
- early development of partnerships;
- enhanced branding; and
- pitching the project to local media.

Key Recommendations:

Based the examples provided by the three locally competitive communities interviewed, as well as the consultant team's experience across the country, the following are initial recommendations for building on the current efforts of Park Forest, Matteson, and Olympia Fields and enhancing the marketing of development sites around the 211th Street Metra Station:

1. **Create branding for the TOD site and a unified marketing campaign/materials between all 3 Villages:** Success of the 211th Street Metra Station TOD project will depend on dedicated cooperation between the Villages of Olympia Fields, Park Forest, and Matteson. A unified marketing campaign will solidify this partnership and maximize familiarity with the project among residents and interested parties. The final marketing strategy should be a joint effort between the three villages acting as one unified body.

2. **Reach out to developers in a targeted way:** Successful TODs throughout the nation are often the work of local developers who have an interest in long term economic success for the area. Creating a list of potential developers who have worked in the area and/or have worked on TOD projects within the region will help focus marketing efforts. Requests for Proposals for the site, as well as developer kits describing incentives, streamlined review processes, and background information can be sent directly to these developers.

3. **Pursue opportunities for promotion through local partners:** A number of local organizations and businesses may be resources for advertising the 211th Street Metra Station TOD project to a targeted network of real estate and development contacts. For example, the Chicago Southland Economic Development Corporation's Green TIME Zone promotes TOD as part of their strategy for sustainable redevelopment. The CSEDC website lists available buildings and land and highlights TOD projects in the Southland Region. @Properties, a local real estate brokerage firm, often highlights developments in the region on their website. Partnering with organizations such as these can expand the reach of marketing efforts for little or no cost to the communities.

4. **Join and actively participate in organizations specific to TOD:** Organizations such as Reconnecting America and the Center for Neighborhood Technology focus efforts on promoting and facilitating transit oriented development. Membership (both free and paid) would provide access to planning and networking resources, as well as educational programs for community leaders and the public to help promote and support the 211th Street Metra Station TOD project.

5. **Create a collaborative webpage for the 211th Street Metra Station TOD Project:** Efficient access to important information should be a primary objective of the marketing strategy for the 211th Street TOD project. A specific 211th Street Metra Station TOD webpage containing project plans, updates, critical data for the development community, and unified development review details should act as the central repository for the most up to date information. This website should be a prominent link on each Village's homepage.

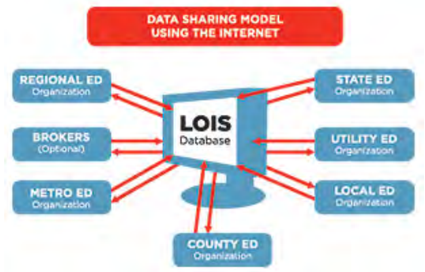
6. **Improve website design and information:** Village websites should be further improved to provide the most important information to potential developers in the most efficient manner possible. Front pages should contain key facts and figures that attract developer attention, as well as immediate links to more detailed information needed for front end due diligence.

7. **Coordinate targeted email blasts:** Using a service such as Constant Contact, the Villages should cooperatively promote development opportunities by periodically sending out a limited number of carefully targeted, focused emails. Choose content and recipients based on specific land use and pro forma objectives.

8. **Maximize use of online resources/online presence – FREE advertising!** Beyond Village websites and a centralized project website, social media is a highly effective tool in today's digital age. Facebook, LinkedIn, Twitter, Flickr, and YouTube are examples of online outlets known by a wide variety of users. Lesser-known websites include Google Places, Gowalla, and Foursquare. Use of these resources to promote development opportunities and associated events will expand the reach of marketing efforts to a wider demographic. These resources are low cost and have the potential to move quickly along networks to potentially interested parties.

9. **Maximize use of LOIS with up to date, standardized information:**

According to the International Economic Development Council (IEDC), site selection consultants are looking for accurate information in a format that can provide direct comparison between different communities. IEDC has developed a comprehensive set of data standards for use by municipalities presenting themselves to potential businesses and site selection consultants



LocationOne Information System (LOIS) is a popular online economic development site selection tool already utilized by many communities in the Chicagoland area (Including Park Forest and Matteson). Using LOIS's interactive mapping tool combined with standardized data sets as recommended by IEDC will ensure potential businesses and developers find the information they are looking for in a useful format. It is crucial to keep site information complete and up to date, and to assure that mapping and search functions embedded in Village websites are operating correctly.

10. **Continue to build pride at home - Apply for local/regional/national recognition and advertise the results:** Promote pride within the local community and gain regional and national recognition by nominating the Villages, local residents and businesses for awards. These efforts potentially build business and development networks through public acknowledgement and personal connections.

MARKET ANALYSIS UPDATE

Purpose

Since the completion of the 211th Street Metra Station TOD Plan in 2007, the market conditions impacting the 211th Street area have been dramatically altered as a result of the economic recession. As a result, targeted updates to the market analysis findings presented in the original 211th Street TOD Plan are required and presented on the following pages.

Methodology

In preparation of the targeted market analysis updates for the 211th Street Metra Station TOD Plan, the following preliminary initiatives and processes have been undertaken:

- Project Kick-Off meeting with the Project Steering Committee and consultant team on March 10, 2011 to articulate and refine where necessary the goals and objectives of the overall assignment from the perspective of the three individual communities.
- A visual assessment/site tour of the 211th Street TOD study area, which encompassed the area within a ½ mile radius of the intersection of Route 30 and Olympian Way in Park Forest, Olympia Fields, and Matteson.
- Stakeholder interviews to investigate and understand strengths, weaknesses, opportunities and constraints of the study area, past development initiatives, available and where appropriate desired municipal financing mechanisms, and to receive historical context in relation to the development of the 2007 TOD Plan.
- Review of the findings and conclusions of the 211th Street Metra Station Area Market Analysis prepared by Valerie S. Kretchmer Associates, Inc. (Completed in January 2007), as well as other background data, studies, and reports related to development activities within the TOD station study area.
- Collection, review and analysis of updated demographic characteristics and real estate market data related to retail, office, and residential market uses as it relates to development opportunities within the TOD station study area.
- Comparison of relevant data and development of the requisite targeted findings and conclusions based on updated market conditions.

Updated Summary Findings / Conclusions

Based on an updated evaluation, the overall development potential for the 211th Street Metra Station TOD study area is different than that proposed by the 2007 market analysis, particularly for residential uses. Retail potential remains fairly consistent for the near term, at 32,000 to 41,000 square feet. This considers the recent completion of a CVS convenience store at the corner of Olympian Way and Lincoln Highway. Office space in the South Suburbs still suffers from high vacancy rates, offering very limited short term demand, and limiting development potential in the longer term to a small amount of neighborhood and satellite office space. Residential development potential has changed from that proposed by the 2007 analysis. Previously approved and planned units totaling 120+ have now been put on hold, and current potential is reduced to 35-45 units. Supported residential unit type has also changed substantially, as the market now favors rental apartment development over condominiums and single family homes.

The housing market has shifted from a "for sale" to "for rent" market over the last few years for a number of reasons. First, with the banking crises of the last few years, banks have been increasingly restrictive in approving new home mortgages despite the low interest rates. That coupled with the large number of foreclosure and short-sale properties has led to a major slow down in new home construction. At the same time rental properties are on the rise. According to Multi-Housing News, "the rental housing industry stands to benefit from a number of trends, including the increasing emphasis in urban planning and land use policy to encourage compact development in infill locations where people can walk or take public transit. Policy makers are realizing rental housing is generally more sustainable because it is usually built at higher densities."

The following table identifies the anticipated supportable demand for residential, office and retail uses within the station area.

Supportable Uses/Demand		
Residential/Rental	35-45	Units
Office	0*	Square Feet
Retail/Restaurant/Services	32,600-41,000	Square Feet

**Note: There is likely to be some limited demand for neighborhood office/ commercial in the station area as the project builds momentum and the economy continues to recover. However, based on current trends and the high vacancy rate in the South Suburban market, little demand is forecast over the near-term period.*

For comparison purposes the following table demonstrates the anticipated supportable development potential findings presented in the 2007 market analysis conducted by Valerie S. Kretchmer Associates.

2007 Market Analysis - Supportable Uses/Demand		
Development Type	**Units or Square Feet**	**Timing**
Condominiums / Townhomes	32 units	Approved – near term
	72-80 units	Planned – near term
	45-50 units	Medium term
Single Family Detached	13 units	Approved – near term
Retail, Restaurant, Service	41,000 s.f.	Planned – near term
	20,000-30,000 sf	Medium term
Office	20,000-25,000 s.f.	Medium & long term

Near term: 0-3 years
Medium term: 3-5 years
Long term: 5-7 years

Residential / Housing

Methodology

Utilizing census based household projections from ESRI Business Solutions, the evaluation determined the net new demand for housing based on new households within the three villages in proximity of the intersection of US 30 and Olympian Way, between 2010 and 2015. This information was correlated where appropriate with the input provided during the stakeholder interview process.

The Center for Transit-Oriented Development recently completed a study that revealed that the demand for housing within walking distance of transit will more than double by 2025. The Center went on to state that currently, properties within a 5 to 10-minute walk to a transit station are selling for 20-25% more than comparable properties farther away. According to a study by the nonprofit Congress for New Urbanism, while less than 25% of middle-aged Americans are interested in living in dense areas, 53% of 24 to 34 year olds would choose to live in transit-rich, walkable neighborhoods, if they had the choice.

Based on the current offerings and a typical capture of a representative TOD project of this nature, a capture rate of 20% of the net new households is reasonable and achievable. Using case studies, best practices conducted on TOD projects along with institutional experience, a transit-oriented development capture rate premium of 20% over the projected number of net new households has been applied. It is important to note that market projections between 2010 and 2015 are based on recent 2010 census data provided by ESRI Business Solutions. These figures assume new construction of market rate housing within the 211th Street Metra Station area.

Net New Households (2010-2015)	
Net New Households	184
Residential Capture	20%
Net New Household Demand	**37**
% Transit / TOD Premium	20%
Transit/TOD Household Demand	7
Range of Total Net New Household Demand	**35-45**

Source: ESRI Business Solutions & BBP LLC

Results/Conclusions

Residential development potential has changed significantly since completion of the 2007 market analysis. The 2007 analysis estimated residential potential of up to 175 new housing units in the near to medium term, including condominiums, townhouses, and single family homes. This included several already-approved or planned developments, which have subsequently been put on hold indefinitely due to market conditions. The currently estimated number of new units supported in the TOD area is only 25% of the previous figure, totaling 35-45 units in the near to medium term (0-5 years) (2010-2015).

Also in contrast to the earlier study, the current market strongly favors market rate rental apartments over condominiums, townhomes, or single family homes. Based on interviews with local real estate professionals and other key stakeholders, market rate rental in the area can anticipate achieving approximately $1 per square foot in rent. This corresponds with the expressed market desire for smaller square footage residential units of approximately 700 square feet for 1 bedroom and 900 square feet for 2 bedroom units. While some market may exist to warrant development of residential units other than market rate apartments this demand is projected to remain weak due in part to parcel assembly, site size constraints, surrounding land uses, market saturation, and development cost in comparison to existing available residential units within the area.

Office

Methodology

The anticipated demand for office space was determined through examination of local and regional office market data provided by CB Richard Ellis. Among the data collected and reviewed by BBP LLC, include:

- Vacancy Rates
- Total Vacant Space
- Net Absorption

Office Market Trends in the South Suburbs (Q1 2011)	
Vacancy Rate (%)	24.8%
Net Absorption (SF)	(21,571)
Vacant Space (SF)	599,093

Source: CB Richard Ellis

Results/Conclusions

Office market conditions are fairly consistent with the findings of the 2007 market analysis. Vacant office space in the South Suburbs remains substantially higher than in other Chicago suburban areas. In the near term, there is limited to no market for new office development around the 211th Street Metra Station. In the medium and long term, as the economy continues to recover and development activity of complementary projects begin in the station area, support may develop for limited amounts of neighborhood and other Chicago satellite oriented office uses. Given the economic and development uncertainty it is not possible to determine specific figures at this time.

Retail

Methodology

In relation to retail potential for the study area, two retail trade areas were defined for the study area, a primary ½ mile radius and a secondary 1-mile radius. Utilizing retail gap data (difference between supply and demand) the total available expenditure potential for both the primary and secondary trade areas was calculated. Supportable square footage was then calculated using average sales per square foot data from Urban Land Institute Dollars and Cents of Retail. For each retail category, a total market supported square footage was then identified. Using a similar methodology to residential analysis conducted previously, anticipated capture rates were applied to both the primary and secondary trade areas. The total supportable retail square feet is shown as a range of potentials for the study area.

Results/Conclusions

The ½-mile station area has a retail expenditure gap of nearly $8.1 million or 27,730 square feet. The 1-mile station area has an additional retail expenditure gap of nearly $10.8 or 37,640 square feet. Based on area stores within the primary and secondary trade areas, as well as the neighborhood makeup, the range of capture rates for the Primary Trade Area (70-80%) and Secondary Trade Area (35-50%) were applied to the Net New Leakage figures. As a result, the ½-mile station area can capture approximately 19,410 to 22,180 square feet of retail space. The ½-mile to 1-mile "ring" can capture an additional 13,170 to 18,820 square feet of retail space. The total range of likely capture is 32,580 to 40,960 square feet of retail space.

While the previous 2007 market analysis estimated retail demand at 41,000 square feet in the near term, plus an additional 20,000-30,000 square feet in the medium term, current square footage projections are more conservative. The updated retail development potential shows demand for a total of 32,600 – 41,000 sf, all to be realized in the medium term (3-5 years) as the economy improves. This figure does not include any TOD boost, as the Chicago metropolitan area does not typically achieve the same level of increase in retail around transit sites as do other areas of the country. Since the time of the 2007 analysis, a CVS convenience store has been completed as a portion of the larger approved retail development in Olympia Fields.

Retail Market Profile: Supportable Retail SF - 1/2-Mile Radius

	Gap	Sales / SF	Supportable SF
Auto Parts, Accessories, and Tire Stores	$245,000	$172	1,420
Furniture & Home Furnishing Stores	$650,000	$174	3,740
Electronics & Appliance Stores	$579,000	$302	1,920
Bldg Materials, Garden Equip & Supply	$797,000	$380	2,100
Food & Beverage Stores	N/A	N/A	N/A
Health & Personal Care Stores	N/A	N/A	N/A
Gasoline Stations	$1,740,000	$1,321	1,320
Clothing & Clothing Accessory Stores	$743,000	$256	2,900
Sporting Goods, Hobby, Book & Music Stores	$235,000	$230	1,020
General Merchandise Store	$1,601,000	$243	6,590
Miscellaneous Store Retailers	N/A	N/A	N/A
Food Services & Drinking Places	$1,465,000	$218	6,720
Total Supportable Retail Square Feet			**27,730**

Note: N/A in the table suggests there is no excess expenditure potential in that category.
Source: ESRI Business Solutions & ULI Dollars & Cents of Retail

Retail Market Profile: Supportable Retail SF - 1/2 to 1-Mile Radius

	Gap	Sales / SF	Supportable SF
Auto Parts, Accessories, and Tire Stores	$260,000	$172	1,510
Furniture & Home Furnishing Stores	$1,820,000	$176	10,350
Electronics & Appliance Stores	N/A	N/A	N/A
Bldg Materials, Garden Equip & Supply	$1,835,000	$374	4,910
Food & Beverage Stores	N/A	N/A	N/A
Health & Personal Care Stores	N/A	N/A	N/A
Gasoline Stations	$2,500,000	$1,321	1,890
Clothing & Clothing Accessory Stores	N/A	N/A	N/A
Sporting Goods, Hobby, Book & Music Stores	$467,000	$228	2,050
General Merchandise Store	N/A	N/A	N/A
Miscellaneous Store Retailers	$470,000	$264	1,780
Food Services & Drinking Places	$3,441,000	$227	15,150
Total Supportable Retail Square Feet			**37,640**

Note: N/A in the table suggests there is no excess expenditure potential in that category.
Source: ESRI Business Solutions & ULI Dollars & Cents of Retail

FINANCIAL FEASIBILITY ANALYSIS

Based upon the findings of the updated Market Analysis, a series of financial feasibility analyses and corresponding pro-forma evaluations have been conducted for the TOD area. The analyses present the analytical findings of market support for retail and residential uses in the TOD area. Given the impact of the current economic recession it is the opinion of the stakeholder communities that market supportable development in today's economy may not be the appropriate position from which to evaluate financial feasibility of this key activity node. As such, taking into consideration the beginning of an economic recovery, trends in employment growth, benefits of living in proximity to a transit station, and a calculation of the capture potential of net new households, more optimistic projections of both retail and residential development were used for the following financial feasibility analyses. Specifically, a total of 75,000 square feet of retail use and 90 residential units were assumed as supportable over the moderate term (3-5 years).

The retail and residential pro-forma in the Park Forest / Lincoln Highway Metra Station analysis was modeled to solve for "supportable land cost" for the uses. This is because in the recent economic downturn with vacant and underutilized retail space, and foreclosure and short sale residential product flooding the market, new construction projects have been financially challenged. Many of these projects have had little to no supportable land value.

The supportable land value in the tables below represent the amount a developer/business would be willing and able to pay for the land. This "payment" can either be a land lease payment which is typically 9% of the market value per year, or a mortgage payment amount providing the land is sold. For those properties controlled by the villages/boroughs, a long-term land lease might be the best option. It would maintain ultimate ownership and control of the site while bringing in important revenues. Where the sites are under private ownership sale might be the only option, but the sales price may not reach market pricing until the residential recovery is in full swing.

The analyses/evaluations are organized into three (3) main subsections. First is a brief discussion of the scope and assumptions used to build each evaluation model. Next, the results of the retail model are presented starting with model-specific assumptions and followed by the operating results of the pro-forma analyses. Finally, the last section provides a corresponding assessment of the residential uses in the TOD area.

Retail Pro-Forma Evaluation

General Retail Model Assumptions

Basic assumptions and an explanation of the program are described below, followed by the order of magnitude financial feasibility assessment. The scope of the financial feasibility analysis was not intended to be so detailed as to include site specific planning, architecture/design or project specific costing. National average construction costs from RS Means were localized for the Chicagoland market. Rental revenue and operating cost assumptions for both retail and residential uses are based on data from regional commercial brokerage companies and regional real estate websites, including Loopnet.com.

The Retail Pro-Forma is based on a program of 75,000 square feet of new retail space in proximity to the 211th Street Metra Station area. This represents a five-year forecast and assumes that regional and statewide market conditions strengthen as private investment is revived. Current indicators suggest that such a trend is taking place as real estate and job markets have begun to gain momentum.

Currently, the vacancy rate of retail space in the Chicago market overall averaged 9.6%, down 2.0% from the same time last year. Comparatively, the vacancy rate in the South Suburbs in the 3rd quarter was 17.4%, which is equivalent to 1.24 million square feet, nearly double the regional average. This suggests that successfully enticing retail development near the 211th Street Metra station area will depend on completing the basic planning, zoning, market analyses and other preliminary project work well in advance of a major uptick in the economy. Such works includes the development of a community-supported mixed-use project and feasible implementation plan.

Retail Model Assumptions

The following components were used to build and adjust the parameters of the model that was used to produce economic impacts of new retail development in the station area.

Common Areas	As previously mentioned, the financial model is based on 75,000 square feet of retail space along a strip of land that will be externally accessed. Because of this, there will be no common areas consistent with an inside mall layout.
Rental Rate	The rental rate of $15.00/square foot is based on average asking lease rate for the South Chicago Suburb market as defined by the CBRE Group, Inc. in their Third Quarter 2011 Retail Market Report. Rental rates throughout the Chicago suburbs range from low of $14.45/square foot in the South Suburbs to a high of $22.41/square foot in the Northwest Suburbs. Rental rates in the City of Chicago are higher still.
Vacancy Rate	An industry standard vacancy rate of 5% has been applied to the retail revenues in the model. This lost income represents space that is not rented, between tenants or where a tenant is not paying rent but is still in the space.
Operating Expenses	An average operating expense of $3.50/square foot was used for general retail space. Tenants that have special heating and cooling needs or that have food or other refrigerated space will have higher operating expenses.
Construction Costs	The construction cost figure for $101.88/square foot is the midpoint for a single story 75,000 square foot building in the project area. The full range provided by RS Means is $91.69 to $127.35/square foot for high-end space. While based on national construction averages, these construction costs are localized for the South Suburban Chicago market.
Financing	Industry standard financing assumptions have been used including a 20% equity investment and 80% financing at the going rate of 5.8% for private commercial development. Also, as is typical for commercial development, a 20-year term was used.
Developer Profit	Developer profit on a typical commercial project will range from a low of 10%-11% to a high of 20% or more, depending on the project, market conditions and perceived risk. For the purposes of this analysis, a mid-point profit margin of 15% return-on-equity has been used. Given certain concessions regarding land cost, taxes, and other fees, negotiations with the chosen developer may slightly change this percentage.
Infrastructure	No significant infrastructure improvements were assumed for any of the project area development sites, as all properties – including the former car dealership –have existing utilities on site.

Financial Model Results

A ten year financial cash flow prediction was calculated for the retail operations. The table on the following page presents detailed results of this analysis. In summary, the retail operations are financially feasible with a developer profit of 15% and allowing residual income for land costs. Depending on the nature of the land acquisition – sale or long-term lease – the total profit realized by the developer may change.

Based on this analysis, the retail component of the project will have annual net revenue of $242,741 in Year 1 and increasing to $433,634 over ten (10) consecutive years. Although a portion of this income will be used to retire land acquisition debt or other financing expenditures, as noted above, the overall retail component of the project appears financially feasible.

RETAIL MODEL DEVELOPMENT PRO-FORMA

Pro-Forma Retail Assumptions:

Operations:	
Total Square Feet (SF)	75,000
Net Rentable (%)	100%
Net Rentable (SF)	75,000
Rental Rate	$14.45
Operating Expense	$3.50
Floor Area Ratio (FAR)	0.50
Acreage	3.44

Financing:	
Total Square Feet (SF)	75,000
Construction Cost per SF	$101.88
Total Construction Cost	$7,641,000
Equity (at 20%)	$1,528,200
Finance Amount	$6,112,800
Term (years)	20
Rate (%)	5.8%

RETAIL PRO-FORMA	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Rental Revenue	$1,083,750	$1,110,844	$1,138,615	$1,167,080	$1,196,257	$1,226,164	$1,256,818	$1,288,238	$1,320,444	$1,353,455
Vacancy Rate	$54,188	$55,542	$56,931	$58,354	$59,813	$61,308	$62,841	$64,412	$66,022	$67,673
Total Revenues	**$1,029,563**	**$1,055,302**	**$1,081,684**	**$1,108,726**	**$1,136,444**	**$1,164,855**	**$1,193,977**	**$1,223,826**	**$1,254,422**	**$1,285,782**
CAM Operating Expenses	$262,500	$269,063	$275,789	$282,684	$289,751	$296,995	$304,420	$312,030	$319,831	$327,827
Leasing Fee	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Expenses	**$262,500**	**$269,063**	**$275,789**	**$282,684**	**$289,751**	**$296,995**	**$304,420**	**$312,030**	**$319,831**	**$327,827**
NET Income	$767,063	$786,239	$805,895	$826,042	$846,693	$867,861	$889,557	$911,796	$934,591	$957,956
Debt Service	$524,322	$524,322	$524,322	$524,322	$524,322	$524,322	$524,322	$524,322	$524,322	$524,322
Net Income After Debt Service	$242,741	$261,918	$281,573	$301,721	$322,372	$343,539	$365,236	$387,475	$410,270	$433,634
Required Developer Profit	$229,230	$229,230	$229,230	$229,230	$229,230	$229,230	$229,230	$229,230	$229,230	$229,230
Net Income After Profit	$13,511	$32,688	$52,343	$72,491	$93,142	$114,309	$136,006	$158,245	$181,040	$204,404
Supportable Land Cost/Acre	**$3,924**	**$9,492**	**$15,201**	**$21,051**	**$27,048**	**$33,195**	**$39,496**	**$45,954**	**$52,574**	**$59,359**

Residential Pro-Forma Evaluation

The residential Pro-Forma assessment is based on a program of 90,000 square feet consisting of 90 new residential "for rent" apartments in proximity to the 211th Street Metra Station Area. As with the retail forecast, the residential forecast of 90 units analyzes a five-year period and assumes that regional and statewide market conditions continue to improve. The residential rental market remains stronger than the for-sale residential market and the premium conditions produced by a TOD station area are an added benefit for this project's financial outlook.

General Residential Model Assumptions

As noted above, the financial model is based on 90 units (90,000 square feet) of residential space in two 3-story, 45,000 square foot buildings. These buildings would be on the same site and would share parking and other common amenities. An alternative development option could support a single 6-story building; however, such a project would not be consistent with the surrounding development.

Residential Model Assumptions

The following components were used to build and adjust the parameters of the model that was used to produce economic impacts of new residential development in the station area.

Rental Rate	The average lease rate of $992/unit ($1.10/square foot) is based on average asking lease rate for existing apartment developments in the greater 211th Street Metra Station area.
Vacancy Rate	An industry standard vacancy rate of 5% has been applied to the residential revenues. This lost income represents units that are not rented, between tenants or where a tenant is not paying rent but is still in the unit.
Operating Expenses	An average operating expense of 40% of revenues was used. Operating expenses include taxes, property management, utilities, insurance, etc. This percentage applies nationally for all types of residential property including both those where the owner pays all utilities and those where the tenant pays all utilities. In this model, the tenant will pay their own utilities (gas, water, electric) and the owner/landlord will only cover these expenses on common areas and vacant space.
Construction Costs	The construction cost figure of $156.47/square foot is the average construction cost for 90 residential units in two 45,000 square foot buildings in the project area. As with the retail construction estimates above, the construction costs area localized for the South Suburban Chicago market.
Financing	After conducting a sensitivity analysis, the financing assumptions were adjusted to ensure a financially-viable project. These include a 35% equity investment and 65% financing at the going rate of 5.8% for private residential development. Also, as is typical for residential development, a 30-year term was used. Because of the longer-term nature of residential developments, longer-term financing parameters were used. As the results of the financials demonstrate, the longer-term was necessary to achieve positive cash flow after factoring debt service costs.
Infrastructure	No significant infrastructure improvements were assumed for any of the project area development sites, as all properties – including the former car dealership –have existing utilities on site.

Financial Model Results

A twenty year financial cash flow prediction was calculated for the residential operations. The table on the following page presents the detailed results of this analysis. In summary, the residential annual operations (after debt service) become cash flow positive in Year 6. Depending on the nature of the land acquisition, sale or long-term lease, the total profit of the developer may change.

APARTMENT (FOR RENT) DEVELOPMENT PRO-FORMA

Pro-Forma Apartment (for Rent) Assumptions:

Operations:	
Total Square Feet (SF)	90,000
Number of Units	90
Average Unit Size (SF)	1,000
Average Rental Rate per Unit	$992
Operating Expense per Unit (at 40%)	$397
Floor Area Ratio (FAR)	0.25
Acreage	1.38

Financing:	
Total Square Feet (SF)	90,000
Construction Cost per SF	$156.47
Total Construction Cost	$13,830,200
Equity (at 35%)	$4,840,600
Finance Amount	$8,898,600
Term (years)	30
Rate (%)	5.8%

APARTMENT PRO-FORMA	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Apartment Revenue	$1,006,521	$1,036,716	$1,067,818	$1,099,852	$1,132,848	$1,166,833	$1,201,838	$1,237,894	$1,275,030	$1,313,281
Vacancy Rate	$50,326	$51,836	$53,391	$54,993	$56,642	$58,342	$60,092	$61,895	$63,752	$65,664
Total Revenues	**$956,195**	**$984,881**	**$1,014,427**	**$1,044,860**	**$1,076,206**	**$1,108,492**	**$1,141,747**	**$1,175,999**	**$1,211,279**	**$1,247,617**
Apartment Operating Expenses	$402,608	$414,687	$427,127	$439,941	$453,139	$466,733	$480,735	$495,157	$510,012	$525,313
Leasing Fee	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Expenses	$402,608	$414,687	$427,127	$439,941	$453,139	$466,733	$480,735	$495,157	$510,012	$525,313
NET Income	$553,586	$570,194	$587,300	$604,919	$623,066	$641,758	$661,011	$680,841	$701,267	$722,305
Debt Service	$639,173	$639,173	$639,173	$639,173	$639,173	$639,173	$639,173	$639,173	$639,173	$639,173
Net Income After Debt Service	($85,587)	($68,979)	($51,873)	($34,254)	($16,107)	$2,585	$21,838	$41,668	$62,093	$83,131
Cumulative Profit/Loss	**($85,587)**	**($154,566)**	**($206,440)**	**($240,694)**	**($256,801)**	**($254,216)**	**($232,378)**	**($190,710)**	**($128,617)**	**($45,485)**
*Supportable Land Cost/Acre	$0	$0	$0	$0	$0	$1,877	$15,854	$30,251	$45,080	$60,353

*A Supportable Land Cost may become applicable beginning in 2017 but this value has not been factored into the Pro Forma.

APARTMENT PRO-FORMA	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Apartment Revenue	$1,352,680	$1,393,260	$1,435,058	$1,478,110	$1,522,453	$1,568,127	$1,615,170	$1,663,625	$1,713,534	$1,764,940
Vacancy Rate	$67,634	$69,663	$71,753	$73,905	$76,123	$78,406	$80,759	$83,181	$85,677	$88,247
Total Revenues	$1,285,046	$1,323,597	$1,363,305	$1,404,204	$1,446,330	$1,489,720	$1,534,412	$1,580,444	$1,627,858	$1,676,693
Apartment Operating Expenses	$541,072	$557,304	$574,023	$591,244	$608,981	$627,251	$646,068	$665,450	$685,414	$705,976
Leasing Fee	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Expenses	**$541,072**	**$557,304**	**$574,023**	**$591,244**	**$608,981**	**$627,251**	**$646,068**	**$665,450**	**$685,414**	**$705,976**
NET Income	$743,974	$766,293	$789,282	$812,960	$837,349	$862,470	$888,344	$914,994	$942,444	$970,717
Debt Service	$639,173	$639,173	$639,173	$639,173	$639,173	$639,173	$639,173	$639,173	$639,173	$639,173
Net Income After Debt Service	$104,801	$127,120	$150,109	$173,787	$198,176	$223,296	$249,170	$275,821	$303,271	$331,544
Cumulative Profit/Loss	**$59,315**	**$186,435**	**$336,544**	**$510,331**	**$708,506**	**$931,803**	**$1,180,973**	**$1,456,794**	**$1,760,064**	**$2,091,608**
*Supportable Land Cost/Acre	$76,085	$92,289	$108,979	$126,169	$143,876	$162,113	$180,898	$200,246	$220,174	$240,701

*A Supportable Land Cost may become applicable beginning in 2017 but this value has not been factored into the Pro Forma.

TIF & Induced Transit Ridership Impacts

Building upon the Market Update, Financial Feasibility, and Economic and Fiscal Impact Analyses, supplemental impact evaluations have been conducted related to potential tax increment financing and induced transit ridership.

The tax increment financing and induced transit ridership analyses can be utilized to structure a tax increment financing program that may support the proposed private sector development and/or be utilized to provide desirable public sector amenities as part of the desired transit-oriented development. The tax increment financial (TIF) analysis may be structured into an actual TIF program, or be used as a de facto basis for public sector investments in the project or the TOD area based on the incremental taxes generated. The induced ridership, similarly could serve as the basis for establishing the justification of various public sector amenities or investments complementary with the transit-oriented development objectives of the stakeholder communities.

For evaluation purposes, a conservative assessed value has been assumed based on estimated construction costs of $21.7 million and any property tax rate equivalent to 2% of value. The annual tax revenues estimated to be generated from this development would be approximately $434,000. Utilizing a generally accepted 2.2 debt service coverage ratio (dividing the revenue generated by the project by a factor of 2.2 determines the potential debt service available to support any TIF bonds) and a generally available debt service constant of 4% (the annual debt payments as a percentage of the amount of principal that could be borrowed) approximately $4.9 million in TIF bonds may be supported. The TIF bonds may be used for a diversity of purposes, which may include but are not necessarily limited to, covering a portion of the development costs that would otherwise have to be amortized by the private developer (e.g. infrastructure, site amenities, parking, etc.) or providing amenities and/or infrastructure improvements for the general transit-oriented development area.

Induced transit ridership represents the additional incremental ridership that may be generated and attributed to proposed transit-oriented development. Each of the envisioned 90 residential units within the TOD area may be assumed to generate at least two additional work trips per day (one trip to work & one trip home). As a result of individuals making a purposeful decision to locate/reside near a transit location, approximately 30% of these work trips may be captured by transit. With 260 workdays per year more than 14,000 transit trips may be generated from residents within the TOD area. In addition, the envisioned 75,000 square feet of retail may reasonably be expected to support approximately 100 employees (over two 8 hour shifts). Given the anticipated wage levels of the employees and the site's location, it is appropriate to assume a 10% transit mode share. Again assuming 260 workdays per year approximately 5,200 transit trips may be generated. When combined with the resident transit trips a total of approximately 19,000 additional transit trips may be generated to/from the 211th Street TOD area. This does not include any non-work trips by apartment residents, nor does it include any trips from shoppers visiting the retail component. Both of which may further contribute to the induced transit ridership numbers for development within the area.

Assuming there is sufficient capacity in the transit system to absorb these additional riders (which does appear to exist today), the additional ridership generates relatively little to no additional operating cost implications. The vast preponderance of the incremental ridership revenues provides benefit to the transit system and can be used as a financial justification for providing additional amenities and services within the TOD area. In addition, significant benefits are also generated as a result of reduced:

- user automobile and parking costs;
- vehicle miles traveled;
- congestion;
- fossil fuel usage;
- accidents;
- roadway maintenance; and
- ancillary environmental impacts.

Each of these benefits can be directly quantified to document the positive impact that induced transit ridership may have on the study area.

Innovative Financing and Funding Considerations

The baseline pro-forma analysis presented previously does not take into consideration opportunities for innovative transit related financing and funding and or public-private partnerships. The pro-forma analysis assumed conventional financing, and, no specific costs were allocated to land, infrastructure, or parking but rather were incorporated in the overall capital cost estimates. There are significant opportunities for innovative transit and public-private funding and financing to enhance both the individual private sector projects, overall station area TOD opportunities and value capture opportunities.

To enhance the financial viability of desired private sector projects and/or encourage projects to provide additional transit supportive amenities that may not otherwise be affordable, land costs may be reduced by public sector through land cost write-downs. The land write-downs may be justified in terms of the benefits the project created and in particular any revenue streams generated as a result of those write-downs, such as those identified in the fiscal/economic impact evaluation. Land costs can often represent 10% to 20% of the overall project costs, so land write-downs may have a significant positive effect on the financial feasibility of a desired project. Furthermore, the ability to provide more compact, pedestrian oriented development could in effect reduce the proportion of overall capital costs allocated to a given land parcel by creating additional or more efficient on-site development. Land write-downs could also help effectuate public-private partnerships where the goals and objectives of both the private sector development and public sector realm are mutually supported. Though not required, these land cost write-downs are imply another financial incentive offered to local municipalities.

Similarly, no capital cost was specifically allocated to site infrastructure or amenities. These elements may be part of a public-private partnership, supported by TIF or other financing, funding, and grant mechanisms such as:

- Federal Transit Administration (FTA) joint development financing;
- HUD Community Challenge Grants For Livability and Sustainability;
- benefit assessment districts;
- business improvement districts;
- transportation management districts; and
- value capture.

Eligible FTA and HUD costs can include: land acquisition, site preparation, transportation facilities, infrastructure, parking, open space, community service facilities, walkways, safety and security equipment and facilities, and pedestrian and bicycle facilities. FTA grants generally need to be physically/functionally linked to the transit improvements (generally within 1,500 feet) and contribute to the economic benefit or enhancement of the transit system. HUD grants need to address programmatic goals and objectives such as: provide more transportation choices, promote equitable/affordable housing, enhance economic competitiveness, support existing communities, coordinate and leverage federal policies and investments, and value communities and neighborhoods.

Special service area, benefit assessment, and business improvement districts generally charge an additional benefit fee within a defined area for the provision of amenities and services. These fees are justified by the benefits provided. A transportation management district (TMD) generally attempts to address transportation enhancements and parking needs within a defined area. A TMD can also serve many of the functions of an SSA or benefit assessment/business improvement district, often charging benefit assessment fees and/or generating revenues from parking either through operating parking districts and/or charging special payments in lieu of providing parking. All of these mechanisms can create significant opportunities for a public-private partnerships, provision of amenities, transportation and development capital and operating cost sharing, and value capture.

No specific parking costs were allocated in the development pro-forma analysis. The residential development however implicitly assumed one space per dwelling unit, while the retail analysis assumes approximately 3 spaces per 1000 ft.^{2} of retail. Both of these assumptions reflect proximity to the transit facilities, with a relatively low one space per residential unit and a retail parking ratio significantly below a suburban standard which often requires 5.5 spaces per 1000 ft.^{2}. This reduced parking allows more development on the identified sites and reduces the proportion of capital and operating costs allocated to parking. Further reductions in parking, stemming from a combination of more transit sensitive design, and parking and demand management potentially through a TMD could further enhance private sector development,which in turn may provide additional funds to support the desired developments and/or improvements and amenities within the station area. Shared parking opportunities could further reduce parking needs. In particular, attraction of various retail and entertainment uses with different hours of peak demand could allow shared parking and support additional development while not creating additional parking or peak hour traffic demand. Retail development with significant parking demand on weekends and evenings could also share parking with transit parking work trips which occur during the normal weekday work hours.

Restaurants and entertainment venues are examples of uses which may optimize shared parking with transit commuters, further enhancing private sector financial viability and funds available for community and transportation station area amenities.

The financial analysis generally assumed current prevailing rental rates and conventional financing. Proximity to the transit and an integrated public/private development and amenities program could further enhance the marketability of the projects reducing developer risk and creating premium rental rates. These in turn could combine to improve the financial viability of the private sector development and create opportunities for public-private partnerships and value capture, where a portion of the enhanced revenues and value could support necessary infrastructure, parking and desirable community amenities goals and objectives as well as help support transportation capital and operating costs. The use of various special districts and various credit enhancements such as contingent secondary financial commitments, public sector backup financial support for critical amenities or financing elements and other credit enhancing mechanisms may further enhance the economic viability of the desired projects.

ECONOMIC AND FISCAL IMPACTS

To demonstrate the potential impact of the desired commercial and residential development projects in the TOD study area, evaluations of project construction-related costs, estimates of employment and earnings, tax revenues, and household spending in the local economy were prepared. The evaluations of economic impacts are differentiated by those produced from construction build-out and the permanent, annualized impacts.

Commercial Operations

Employment Estimates

Development of the retail and residential projects will create and support permanent jobs, and generate wages and salaries that may, in turn, be re-spent throughout the local economy. The direct jobs and wages created and supported through this development are a key factor in assessing economic benefits of new commercial uses.

Because of the size and nature of these operations, the increase in employment will be relatively small. The table below shows estimated staffing levels for the proposed projects. Those marked "residential" represent administrative positions associated with the management and operation of the residential development. This analysis does not quantify employment impacts generated by the residents themselves since most will be dispersed throughout the greater community.

Direct Employment at Build-Out

Employees	Total Employment
Retail	150
Residential	9
TOTAL	**159**

Estimated Annual Earnings

Total direct earnings (wages and salaries) for this project are calculated based on the number of new jobs produced. These include 159 full-time equivalent, permanent positions supported by the development, which are projected to generate personal earnings of approximately $4,837,300 annually in 2011 dollars. The following table displays the estimated annual earnings for both retail and residential employment.

Estimated Annual Earnings Impacts & Expenditures - Permanent Employment

Employees	FTE's Total Employment	Average Employee Earning	Total Annual Earnings
Retail	150	$25,580	$3,836,700
Residential	9	$111,180	$1,000,600
TOTAL			**$4,837,300**

Direct and Indirect Impacts

The U.S. Department of Commerce's Regional Input-Output Modeling System (RIMS II) estimates how much a one-time or sustained increase in economic activity in a particular region will be supplied by industries located in the region. This model was used to estimate direct and indirect economic impacts from projected commercial and construction activity near the 211th Street Metra facility. The RIMS II model employs regional input-output (I-O) multipliers which account for inter-industry relationships within regions.

Total Full-Time Equivalent (FTE) Employment Impacts

Employees	Total FTE's Jobs	Employment Multiplier	Indirect Employment Impact	Total Employment Impact
Retail	150	1.1504	23	173
Residential	9	1.5467	5	14
TOTAL	**159**		**28**	**187**

The model shows that employment at the two projects will support an additional 28 indirect full time equivalent (FTE) jobs. Additionally, wages earned by employees in these new operations will generate earnings of approximately $1.2M within the local economy. The total annual earnings for the employment of the retail and residential projects, including indirect earnings, exceed $6 million.

Total Earnings Impacts

Employees	Total Annual Earnings	Earnings Multiplier	Indirect Earnings Impact	Total Earnings Impact
Retail	$3,836,700	1.2214	$849,450	$4,686,100
Residential	$1,000,600	1.3471	$347,300	$1,347,900
TOTAL	**$4,837,300**		**$1,196,750**	**$6,034,000**

Construction Impacts

Economic impacts from the construction of projects such as the retail and residential projects envisioned for the TOD study area are of great relevance to the economic health of the local communities, as well as that of the State of Illinois. Based on total construction costs of approximately $22 million, including on and off-site infrastructure, approximately 188 full-time equivalent construction jobs would be sustained during the course of project development. Based on average earnings per hour of $22.16, we project that total annual earnings from construction will equal approximately $11.2 million.

Various supplier and support industries will also benefit from expenditures and employment associated with the construction of the retail and residential units. Although the distribution of these benefits will exceed the limits of the local and regional economies, local suppliers will still realize a significant yield from the construction expenses of the project.

The table to the right provides additional details regarding the outlook for construction employment, earnings, and economic impacts.

Economic Impacts from Construction

Direct Impacts	
Hard Construction Costs	$21,723,300
Labor Costs	40%
Total Labor Expenditure	**$8,689,320**
Average Earnings per Hour	$22.16
Total FTE Jobs	**188**
Indirect Impacts	
Output ($)	$21,723,300
Output Multiplier	1.8460
Indirect Economic Impact	$18,377,912
Total Economic Impact	**$40,101,212**
Total FTE Jobs	188
Employment Multiplier	1.3433
Indirect Employment Impact	65
Total Employment Impact	**253**
Total Annual Earnings	$8,689,320
Earnings Multiplier	1.2918
Indirect Earnings Impact	$2,535,544
Total Earnings Impact	**$11,224,864**

Sales Tax Revenue

Construction Impacts: Materials Purchase

Non-recurring sales taxes will be generated during the project construction phase, through the sale and purchase of building materials. These sales tax revenues are estimated at $445,950.

Material Purchases

Output Type *(by component)*	Total Construction Material Costs	% Regional Material Costs	Total Regional Purchases	Total Regional Sales Tax
Retail	$4,584,600	30.0%	$1,398,303	$87,394
Residential	$8,449,380	30.0%	$2,577,061	$161,066
TOTAL	**$13,033,980**	**30.5%**	**$3,975,364**	**$248,460**

Income Tax Revenue

Income taxes from new employment represent additional fiscal revenue to the state. Annual recurring income taxes generated from the retail and residential projects are estimated at $195,822.

Income Taxes from Direct Ongoing Employment

Output Type *(by component)*	Baseline Estimated Number of FTE Jobs	Estimated Annual Earnings Per Job	Estimated Individual Taxable Income	Total Taxable Income	Realized Personal State Income Taxes
Retail	150	$25,578	$20,656	$3,084,707	$155,15
Residential	9	$111,181	$89,389	$804,502	$40,507
TOTAL	**159**			**$3,889,209**	**$195,822**

Additional non-recurring income taxes will accrue during the construction phase from construction jobs, as well as design and engineering work, legal services, marketing, promotion, etc. Income taxes generated from construction are estimated to equal approximately $427,400, as shown in the table to the right.

Income Tax - Construction Period

	TOTAL
Construction Jobs	188
Total Taxable Income	$6,968,410
State Income Tax Rate	5.30%
INCOME TAX	**$427,416**

DESIGN GUIDELINES

The design guidelines included below provide a framework for sustainable, context-sensitive, and aesthetic redevelopment of sites as well as encourage greater transit and pedestrian friendly amenities on public/private property within the 211th Street TOD district. The goal of the design guidelines is to provide clear and concise directives for the Economic Development, Planning, and Community Development departments, elected officials, and the surrounding communities to collaboratively achieve the development objectives for the area surrounding the 211th Street Metra Station. The stakeholder input obtained as part of the focused public participation plan, Image Preference Survey, and streetscape design process combined with the underlying physical and socioeconomic characteristics of the area have shaped the design guidelines.

The design guidelines are organized into two primary sections; the first section titled 'Redevelopment Guidelines' addresses private property improvements such as the built environment, off-street parking, vehicular access, and transit/pedestrian amenities. The second section titled 'Transit and Pedestrian Guidelines' deals with public improvements along the study area's major streets (e.g. US Route 30, Olympian Way) in terms of transit and pedestrian access improvements and streetscape amenities.

Redevelopment Guidelines: Private Property

1.1 Block-Face Design

Buildings along major streets within the district should respect, reinforce, and enhance the entire block-face. Block-face design is essential to creating an attractive and pedestrian-friendly station area environment.

- Consistent building frontage is encouraged for each block with structures positioned, where feasible and appropriate, at a build-to line.
- Landscaping is encouraged along the entirety of the block to establish and/or reinforce continuity between buildings and define the block-face where buildings are absent.
- Corner buildings should clearly define the intersection with distinctive architectural and design features.
- Building massing and site design should be coordinated as appropriate with adjacent properties and their corresponding neighborhoods.
- At each end of a block, structures may consider a transition in height to that of adjacent areas to strengthen compatibility with surrounding neighborhoods.

Clearly defined corner entrance with pedestrian-scale and landscape amenities

Corner buildings to hold and define intersection

Mixed-use structures with consistent frontage at build-to line

Consistent building frontage to help define street edge

1.2 Building Placement & Architecture

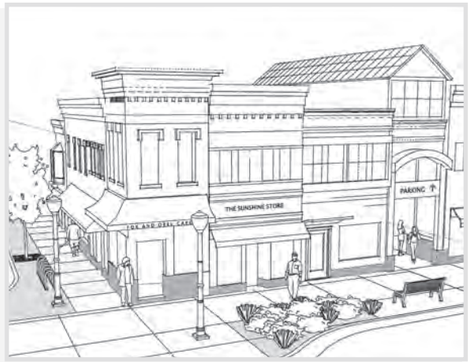
The location and design of individual buildings on redeveloped parcels within the district help create the block character. These guidelines help new buildings and renovated buildings complement the existing character of adjacent neighborhoods as well as the surrounding communities (e.g. Park Forest, Matteson, & Olympia Fields) and strengthen a transit/pedestrian friendly environment.

Building Location and Orientation

- » Redevelopment projects should utilize the concept of build-to lines versus setback lines. A build-to line establishes the point nearest the right of way or curb line to which buildings should be placed. Development projects should maintain a consistent build-to line with adjacent buildings to establish continuous building frontage.
- » In instances where buildings are not located close to the build-to line, the space should be occupied by an active use (outdoor seating, outdoor dining, or pocket park) to create a sense of place and maintain a continuous block-face.
- » Building edges should be parallel to the street right-of-way.
- » Public entrances should be clearly defined and face the street. Porticos, awnings and other entryway features that are integral to the building design are encouraged.
- » For corner buildings, the front of buildings should face the major street. The side of buildings may face onto the major street provided the orientation is required by the building use. All sides of the building visible from a major street should comply with the design guidelines.
- » Landmarks and focal points should be created by placing "signature" civic and institutional facilities in high visibility locations, such as at major intersections or at the end of a prominent street.
- » Retail buildings along major streets (e.g. Lincoln Highway) should open directly onto pedestrian paths with mostly transparent facades on the first floor.
- » Clustering retail establishments should be considered for vehicle and pedestrian shopper convenience as well as traffic reduction. In this scenario, circulation is better served via clustering groups of businesses that utilize one stop as opposed to a single use per parcel development.
- » Service areas and loading facilities should not be visible from major streets or intersections. They should be enclosed, screened, and positioned to minimize their physical and visual impact on adjacent uses and neighborhoods.

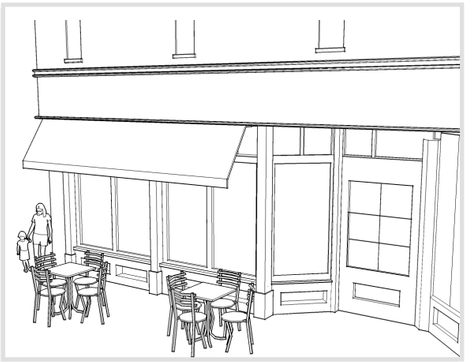
Active outdoor uses

Build-to lines for redevelopment projects



Buildings opening directly onto pedestrian paths

Service areas & loading facilities screened from public rights-of-way



Outdoor seating areas located in front of buildings

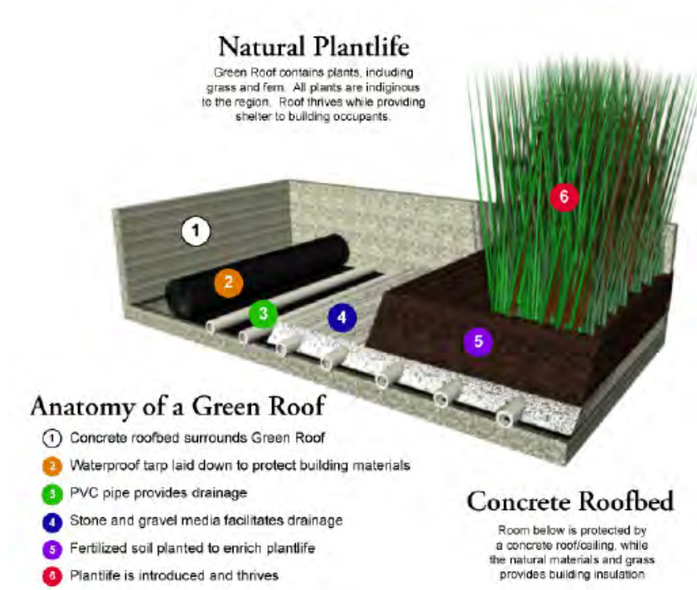
Building Height, Proportion, and Design

- Variation of building heights should be encouraged to create an attractive roof line.
- In general, the height of buildings should be complementary to surrounding uses, with a minimum height of 2-3 stories recommended for economic viability.
- Corner buildings, where appropriate, should be at least 2-3 stories in height so as to anchor major intersections. In cases where this is not possible, buildings should have extended facades and parapets to increase building height.
- Structures should meet the ground with a strong base, preferably with the main floor appearing to be 1.5 stories tall.
- Building facades should be organized into three major components (tripartite composition):
  - **Base:** Ground level, where the building meets the ground
  - **Body:** Upper architecture, forming the majority of the structure
  - **Cap:** roof or parapet
- Large buildings should divide their façades vertically with windows, columns, and other architectural features to avoid blank or windowless façades facing major streets.
- Windowless expanses of wall on street facing façades are discouraged.
- Roof forms should be integral to the massing of buildings and cover the entire width and depth of the buildings. Superficial roof forms such as 'mansards' affixed to the building façade are prohibited.
- Buildings should be constructed of high quality, durable materials, including combinations of brick, stone, cedar, stucco, or high quality vinyl alternatives.
- Sustainable features, such as solar panels, wind turbines, green roofs, and rainwater harvesting systems should be incorporated into buildings designs wherever possible.
- Provide incentives for buildings that meet LEED criteria or another similar green building rating system.

Corner buildings to anchor intersections

Building with tripartite composition

Integration of sustainable features such as solar panels



Example of green roof construction method

1.3 Access & Circulation

Vehicles

- » Access to buildings should provide for safety and convenience of persons with disabilities, pedestrians, bicyclists, automobiles, transit customers and vehicles.
- » Vehicular driveways should be consolidated to limit curb cuts and points of conflict between vehicles and pedestrians.
- » Driveway curb cuts should also be limited in order to minimize disruption in the flow of traffic along major roads such as Lincoln Highway.
- » Drive aisles for vehicles should be designed to allow efficient circulation through the respective site.
- » Garage entrances, wide turning radii, driveways, and dedicated turning lanes should be avoided in main pedestrian areas.
- » Internal roadway networks for commercial development should be designed to accommodate transit vehicles where appropriate and provide access to major retailers.

Use of bump outs to slow traffic and minimize crosswalk distances

Direct pedestrian connection from sidewalk to neighborhood park

Reduced pedestrian distance between building and sidewalk

Pedestrian and Bicycle

- » The pedestrian system should provide convenient connections between public sidewalks and destinations such as the Metra Station, retail and office buildings, institutions, adjacent neighborhoods, and recreational areas.
- » Walkway systems should be designed to provide direct pedestrian links from buildings to transit stops. Walkways and bike paths can be located along designated easements to provide direct routes from transit stops to buildings.
- » Materials used for walkway systems should include permeable paving when possible to support the sustainability goals of Park Forest, Matteson, and Olympia Fields.
- » New residential development should provide breaks in walls or fences to allow pedestrians direct access to commercial development and transit stops.
- » Bicycle routes should be provided within and around developments and to regional bicycle routes to encourage cycling for commuting, shopping, and recreational purposes.
- » Bicycle parking facilities should be provided near transit, residential, and commercial entrances, and sheltered from rain and weather where possible.
- » Require bicycle spaces for new multi-family and commercial development.

Well-defined pedestrian circulation and access for transit vehicles from driveways

ⓐ & ⓑ Examples of sheltered bike parking near transit centers

Parking

Location and Access

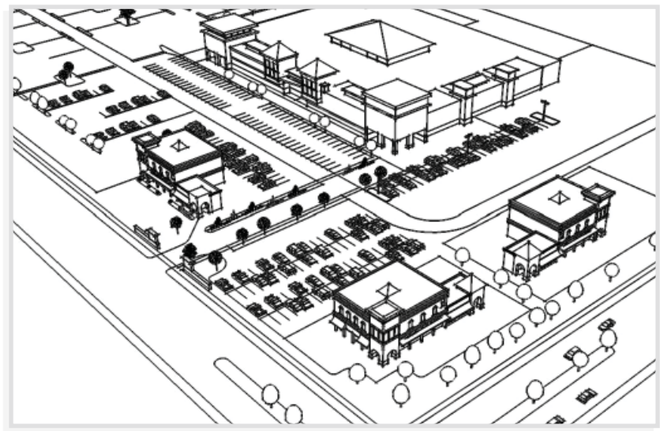
- Parking areas and garages (where provided) should be located to the rear or side of buildings, rather than in the front yards along major streets. Where this provision is not practical, a majority of the parking should be limited to a single bay between the building and street property line. Refer to RTA's access and parking for transit-oriented development for additional guidance.
- Parking garages should be designed to accommodate retail or other active uses on the first floor. Access to parking should be from the rear or side of the garage.
- Wherever possible, on-street parking should be encouraged along side streets and internal circulation routes to promote a pedestrian-friendly environment.
- Parking garages and surface parking lots should include areas designated for bicycle parking in highly visible, convenient locations, sheltered from rain and weather where possible.
- Wherever possible, shared service areas should be utilized to access service and loading areas.
- Wherever possible, service area access should be provided from an alley at the rear of buildings. When an alley is not possible all service areas should be located at the rear of buildings with proper screening from the street.
- Parking facility design guidelines should be done in accordance with Metra's Parking Manual as well as municipal guidelines.
- Provide parking space credits based on proximity to transit and public on-street parking.

Parking Design

- All parking areas should be screened from the street with ornamental fencing, dense hedges, and other plantings to soften the visual impact.
- Parking areas should be well lit in order to ensure safety of pedestrians and bicyclists.
- Energy efficient light sources should be incorporated while minimizing the impact on local residential neighborhoods.
- Surface parking lots should be landscaped with shrubs and trees in planted islands every twelve (12) spaces, or where parking rows abut drive lanes.
- Permeable paving should be used for sidewalks, plazas, and parking lots wherever possible.
- Long, unbroken rows of parking should be avoided. Large parking lots should be separated into smaller lots with landscaping.
- Permit small car spaces (7'-6" x 16'-6") for up to 35% of spaces by right.
- Provide parking space credits based on proximity to transit and public on-street parking.
- Require parking lot paving to include a minimum of 20% recycled materials.
- Encourage a Solar Reflectance Index (SRI) of 29 or greater for all paving materials.

Shared Parking

- Shared parking areas are encouraged between commercial and mixed-use buildings and where feasible according to commuters needs during non-competitive times.
- Minimum parking requirements for commercial development should be in accordance with the applicable municipal regulations and allow/encourage greater density and diversity of uses.
- Wherever possible, adjoining parking lots should be linked to provide internal traffic circulation and limit curb cuts along major streets.



A well connected parking system

Off-street parking located at rear of building

Street trees harmonious with signage, building design, and storefront access

Shared, screened parking located central to a mix of uses

1.4 Screening and Landscaping

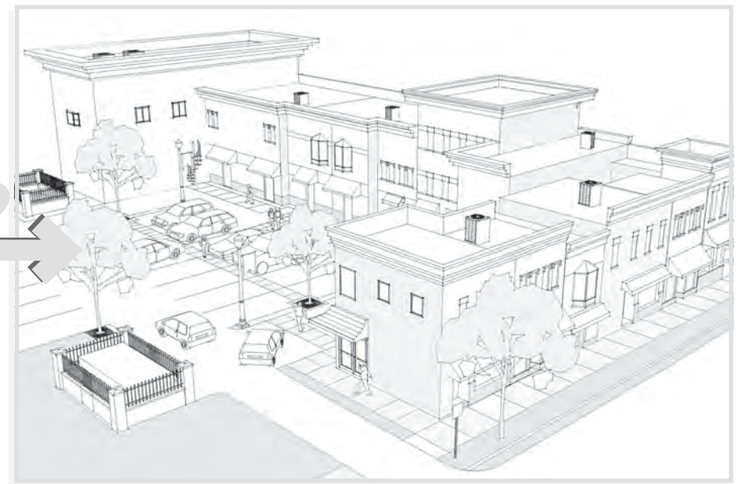
Landscaping and site amenities should be considered an integral part of the overall design of a facility and should complement the building and other site improvements.

- Native plants should be used as much as possible, and any invasive species should be avoided entirely.
- Existing trees should be preserved where feasible. A tree ordinance may be considered to protect existing trees and guide future planting.
- Street trees should be provided a minimum one every 40 feet. However, street trees should complement and harmonize with the planting scheme design for the site as a whole. Street trees along Lincoln Highway must comply with requirements published in the Illinois Bureau of Design and Environment Manual.
- Retention ponds, where required, should be designed as landscape features, using native, water-tolerant plants and tall grasses to deter geese while maintaining a natural shape.
- Fences and barriers should be constructed of high quality materials consistent and compatible with the building design.
- Permeable paving should be used for sidewalks, plazas, and parking lots wherever possible.
- Permit community gardens as a use in all districts and develop standards to guide their development.

ⓐ *Decorative signage well integrated with streetscape character*

ⓑ *Wayfinding signage with integrated transit map*

Parking area - Before (with no landscaping)

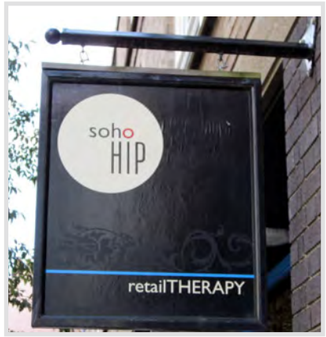


Parking area - After (with landscaping)

1.5 Signage and Wayfinding

Signage should be in scale with building and site elements, and should complement, rather than compete with the overall design.

- Signage should complement and enhance the architecture and streetscape character of the district. In addition, well defined signage and wayfinding will ensure ease of identification and increased patronage for uses within the district.
- Free-standing commercial signs should not be allowed except as combined signage at entrances of clustered commercial areas. These signs should include landscaping around the base.
- Free-standing commercial signs shall be permitted on a single parcel basis.
- Signs should not dominate the building to which they are affixed and should not obstruct pedestrian views.
- Pedestrian-scale signage should be encouraged.
- Signage should be lit through well designed building mounted light fixtures.
- Information kiosks or booths should be provided at Metra station entrances, bus stops, and major destinations within the district. These signs should include information regarding bus and train schedules, businesses, and amenities within the district, and events and activities throughout the three surrounding communities.
- Wayfinding signage should be provided for public parking areas as well as for key destinations along major streets.
- Pedestrian routes and parking lots should include wayfinding signage, but should be used sparingly and be consistent with the character and design of all other district signage.



Signage that does not dominate structure

Pedestrian/bicyclist oriented wayfinding signage

Transit and Pedestrian Oriented Guidelines: Public Property

2.1 Transit Stops

» Transit shelters should be installed at bus stops at major intersections within the district (e.g. Main Street and US30; Indiana Street and US30) to provide riders clearly identifiable boarding/alighting locations, weather protection, and seating areas.

» Bus shelters should be encouraged to provide accessories such as information panels and electronic real-time data systems for bus arrival times.

» External lighting should be provided adjacent to the shelter.

» Benches should be installed at all bus stops including those that do not have a shelter. Location of the benches will require careful consideration so as not to interfere with pedestrians' use of the sidewalk and handicap accessibility. In some locations, sidewalks should be widened to accommodate benches.

» Landscaping in the form of shrubs and planters should be provided adjacent to the bus stop and/or shelter to enhance the attractiveness of transit and level of passenger comfort.

» Bicycle parking facilities should be provided at major bus stops and Metra Station entrances for the convenience of bicyclists using transit, and should be covered when possible.

Well designed transit hub with integrated pedestrian amenities

Covered bus shelters provide protection for riders

Well visible bicycle parking along street

Bus shelter displaying real-time arrival/departure information

Clearly marked crosswalks

Colored interlocking pavers to help define crosswalk

2.2 Access & Circulation

Vehicular

» Driveways and parking lots should be consolidated to limit the number of entry and exit points.

» The street network should remain connected and avoid cul-de-sacs and dead-ends.

Pedestrian and Bicycle

» Walking distances to public transit should not exceed one-quarter mile, and in low density areas having less than 2,000 people per square mile, one half mile to a transit stop (i.e. bus stop or train station).

» Elements that restrict pedestrian movements should be minimized including meandering sidewalks, fences, walled neighborhoods, berms, sound walls, and expansive parking lots.

» Paved pedestrian pathways should be accessible to everyone, using ramps, visual guides, signage, and hand rails where needed. ADA compliant curb ramps should be placed at each corner of an intersection.

» Paved connections between the bus stop and pedestrian sidewalk should be provided for ease of access.

» Pedestrian sidewalks should be at least five (5) feet in width.

» Crosswalks should be marked and be clearly visible to motorists. Crosswalk materials should be noticeably different in terms of color and/or texture to clearly indicate where the crossing should occur.

» Crosswalks at signalized intersections along US30 should include visual count-down pedestrian traffic lights.

» When possible, sidewalks along US30 should be designed as 8-foot shared-use pathways to accommodate both pedestrians and bicycles.

» Dedicated and clearly marked bicycle connections should be encouraged between existing uses within the district and the adjacent neighborhoods, communities, and the regional Old Plank Trail Bike Path.

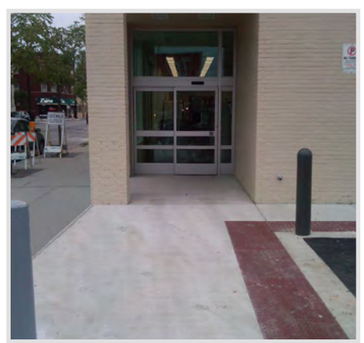
» Bicycle racks should be provided at regular intervals along major streets including at key destinations such as bus stops, train station entrances, commercial uses, and retail/employment centers. Design and placement of bicycle parking facilities should complement other street furniture at these locations.

2.3 Landscape and Streetscape

- Streetscape design and amenities should have a strong pedestrian focus and implementation should be coordinated with all future roadway improvements.
- All streets should provide enhanced parkways and streetscape treatments. Amenities will vary depending upon the location, but a palette of common visual elements should be used to reinforce the identity and distinct character of the district (See the 211th Street TOD-Conceptual Streetscape Plan).
- Native plants should be used wherever possible for landscaped parkways, planters, and parks.
- Sidewalks should be separated from vehicular traffic by a landscape buffer (minimum 5' where possible) including trees, shrubs, bollards, planters, and/or fencing.
- Pedestrian safety should be enhanced by providing clear sight lines for both vehicles and pedestrians at site entrances and between parking areas and public sidewalks.
- Streetscape amenities including seating areas, planting areas, bicycle racks, pedestrian scale street lights, and trash receptacles should be provided throughout the district.
- View corridors should be terminated with distinct architectural/streetscape elements.
- Parks, active recreational areas, and natural open space adjacent to the district should be connected to it and other neighborhoods via extensive pedestrian and bicycle connections.
- Pocket parks should be created within the district for informal activities and visual appeal.

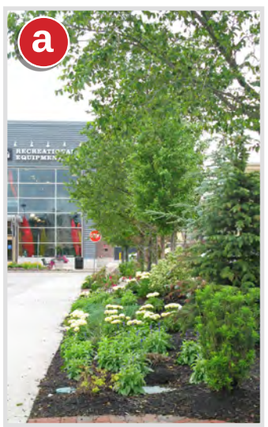
A common visual characteristic for provided streetscape amenities

Accessible open space areas adjacent to development



Clear, pedestrian path to store entrance

Pedestrian scaled landscape enhancements



ⓐ *Well landscaped paths leading to storefront entrance*
ⓑ *Wayfinding signage that clearly defines key destinations and routes*

2.4 Signage and Wayfinding

- Trees, buildings, and other structures should not obstruct signs.
- Signage for major commercial centers should be consolidated onto one ground mounted sign and contain the logos or names of each business to avoid signage clutter within the district.
- District gateway elements should be created along US30 at the east and west end of the district and at the intersection of US30 and Olympian Way.
- Secondary gateway signage for the Village of Matteson Downtown should be placed on the south side of US30 at its intersection with Main Street
- Pedestrian-scale signage should be encouraged.
- Billboards and free-standing signs that obstruct buildings and streetscape should be prohibited along the right-of-way.
- Signage placed at entrances to key destinations within the district should not compete with one another or with street trees, street lights, and streetscape amenities.
- Maps should be used to supplement directional signage at key destinations to reduce the amount of directional signage.
- Reflective surfaces should be discouraged for signage as they hinder visibility and are difficult to read.
- A common theme should be created and adopted for public signage including entrance signs, directional signs, wayfinding signs, and pedestrian kiosks. The theme could consist of common colors, materials, fonts, and logos.
- Each bus stop should be marked with a sign indicating the routes that serve the stop.

Pole mounted directional wayfinding signage

Multi-tenent monument sign

Sustainability

- Bioswales planted with native plants should be created to capture and filter runoff water from parking lots and paved areas before it enters the storm sewer.
- Plants native to the region are encouraged for landscaped buffers, planters, and parks.
- Native, water-tolerant plants should be used around detention basins to filter water and create a natural-looking environment.
- Solar panels and/or wind turbines should be installed on rooftops, utility poles, and wherever appropriate to generate renewable energy.
- Green roofs, where physically and financially practical, should be planted on commercial and residential buildings to reduce the amount of energy used for heating and cooling, slow the rate of water run-off, provide wildlife habitat, and create views of and access to attractive garden space for residents.
- Street lamp design should direct light downwards to avoid wasted energy and unnecessary light pollution.
- Reflective paving and roofing materials should be used to reduce energy needed for cooling, help urban vegetation survive, and minimize absorbed heat which adds to the urban heat island effect.
- Permeable paving for sidewalks, plazas, and parking lots should be used wherever possible, to reduce the amount of run-off entering the storm sewer, filter water to reduce pollutants, recharge ground water, and reduce the urban heat island effect.
- Downspouts should be disconnected from the storm sewer infrastructure and stormwater redirected to areas such as dry wells and rain gardens that filter water, slow run-off rates, and allow water to gradually return to the soil.
- Rain gardens with native perennial plants should be planted to collect run-off from roofs, sidewalks, and parking lots and filter water as it reenters the soil.
- Dry wells, or underground tanks which use rocks to filter and slow run-off water as it gradually infiltrates the soil, should be installed in areas where above ground infiltration options (such as rain gardens) are not feasible.
- Rain barrels should be provided for residential and commercial buildings to collect rooftop stormwater, which can be reused for irrigation of landscaped areas.
- Level spreaders should be installed along curbs and drains to inexpensively direct rain water to vegetated swales and landscaped areas.

- Site planning practices should preserve existing natural areas, provide habitat, and control erosion by limiting the amount of grading required and maximizing preservation of vegetated ground cover.
- Responsible construction practices should be encouraged, using recycled construction materials and paving, and outfitting residential and office space with energy efficient and water saving devices and appliances.
- Use of non-motorized transportation should be encouraged by providing pedestrian oriented streetscapes, bicycle paths and signed routes, bicycle parking facilities, well connected street networks, and mixed-use development.
- Public transit use should be promoted by providing seating areas, information kiosks with timetables and destination details, and easy pedestrian connections between bus stops and train stations.

Rain gardens may be integrated into the design of the site

Permeable pavers are an attractive alternative for managing storm water runoff, further allowing surface water to infiltrate through the pavers to the sub-layers beneath

ⓐ & ⓑ *Bench and planters made from recycled materials*
ⓒ *Installation of a dry-well to filter and slow site run-off*
ⓓ *Example of site design incorporating bioswales*

The 211th Street Metra Station and its immediate surroundings will be an attractive and welcoming gateway to the Villages of Park Forest, Matteson, and Olympia Fields. New streetscape improvements along Lincoln Highway and station house improvements will create a pleasing transit-oriented environment. Replacement parking facilities will be constructed to accommodate existing and future commuter parking needs and to facilitate new residential and commercial uses. Future developments and improvements will unify the station area into a distinctive mixed-use transit-oriented center to serve all three communities.

211th Street Metra Station TOD Streetscape Plan

The aesthetic character of a transit-oriented development district such as the 211th Street Metra Station TOD is what defines the district in the minds of its residents, business, patrons, and commuters. This definition is perceptual, visual, and physical. Individuals entering the district must feel that they have entered a unique place, be able to quickly recognize visually the important aspects of the space, and be able to conveniently and safely move between and interact with the various components located within the district. The streetscape design, in regards to both its landscape and hardscape components, within the district are critical to successfully achieving each of these objectives. Careful attention has been paid so that recommendations made within these guidelines apply to not only public, but private redevelopment as well. Park Forest, Matteson, and Olympia Fields shall continue to work with Metra, Pace, and Chicago South Suburban Transit District to further refine the applicable streetscape improvement details during implementation.

The streetscape design components that project the characteristics of the desired TOD district include but are not limited to:

- » Gateway identity signage (primary & secondary)
- » Wayfinding/directional signage
- » Parkway trees
- » Plazas/pocket parks
- » Pedestrian scale lighting
- » Landscape medians
- » Pedestrian crosswalks
- » Trash receptacles
- » Bicycle racks
- » Benches
- » Fencing
- » Ornamental pavers
- » Public sidewalks
- » Bicycle/walking path linkages
- » Transit stops/shelters
- » Business signage/banners

In addition to the physical improvements typically contained within the right-of-way, building scale, placement or massing, architectural style, parking locations (i.e. behind buildings), are also important to unifying and promoting the desired character for the district.

To begin to understand in greater detail how these elements may be successfully combined in the 211th Street Metra Station TOD district a conceptual streetscape plan for the area was prepared. The district as defined by the stakeholder communities is focused along Lincoln Highway between Indiana Street on the east and Main Street on the west. The core of the district is centered on the 211th Street Metra Station at the intersection of Lincoln Highway (a.k.a. 211th Street) and Olympian Way. Given the linear nature of the district it lends itself to division in five (5) recognized subareas. For the purposes of the streetscape plan, these subareas are generally based on their physical configuration and conditions, as well as the projected development components reflected in the 2007 Master Plan.

These five (5) subareas work cooperatively to define the totality of the district. The respective components of the conceptual streetscape plan as provided within each of the identified subareas are a reflection of the desires of the stakeholder communities and their constituents as expressed during the various public input initiatives undertaken during the planning process.

These include numerous stakeholder interviews conducted with representatives from each community as well as extensive input provided during the public workshops events. The results of the image preference survey conducted during the public workshop assisted greatly in defining not only the desired locations of specific element components but also the typical design style viewed as appropriate for the district by its most frequent users/supporters.

Within the following pages, enlarged details of the respective subareas visually demonstrate the proposed location and configurations of the various streetscape components recommended for the specific area. In addition, prototypical sketch renderings of various elements and locations within the subareas have been provided to visually demonstrate the combination of recommended streetscape improvements. The components and recommendations are conceptual but are designed and placed to demonstrate their feasibility in regards to the district's physical and jurisdiction constraints (e.g. IDOT) as well as work to achieve the desired objective of defining an aesthetic character for the 211th Street Metra Station TOD district. The concept component elements and locations will be further refined in conjunction with the future development of TOD district streetscape construction documents.

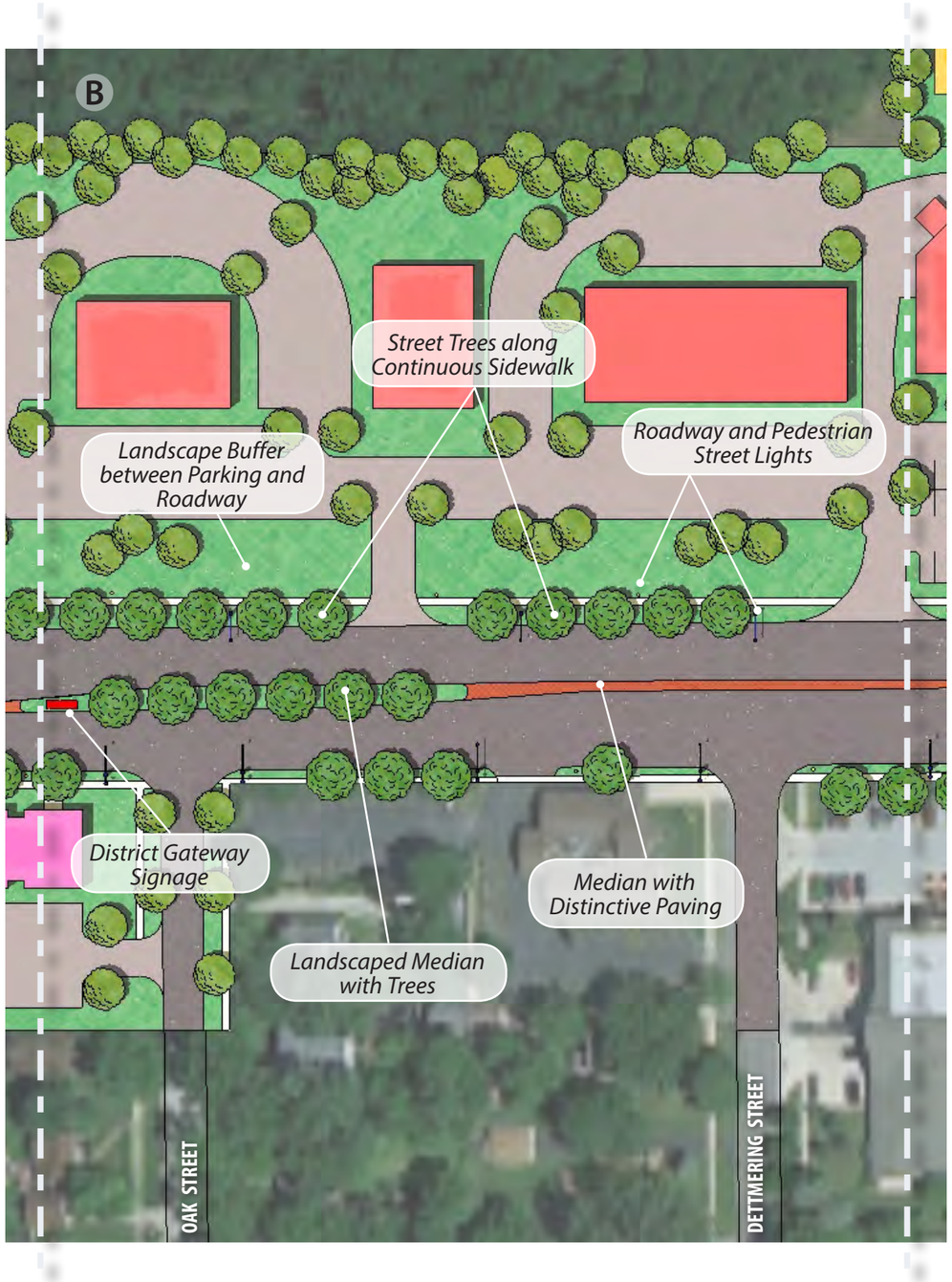
Street trees, sidewalks, and pedestrian scale lighting

Ornamental fencing at 211th Street Metra Station

Landscaped monument sign with structure anchoring corner intersection

Subarea A | *Streetscape Enhancements:*

- » Place gateway identity signage within the Lincoln Highway median as a visual identifier for motorists and pedestrians heading eastbound.
- » Place secondary wayfinding/identity signage at the southwest and southeast corners of Main Street and Lincoln Highway to call attention to the proximity of Downtown Matteson. Decorative pavers, benches, trash receptacles, and bike racks should also be included at the intersection.
- » Replace existing IDOT light poles with decorative poles/standards as well as installation of pedestrian scale lighting along the right-of-way.
- » Plant parkway trees along the north and south portions of Lincoln Highway as well as extended south along Main Street.
- » Construct ornamental crosswalk pavers at the intersection of Main Street and Lincoln Highway.
- » Install pedestrian crosswalk signals and count-down timers to enhance pedestrian safety.
- » Install landscaping within the center median of Lincoln Highway beginning just east of the intersection of Main Street and Lincoln Highway. Utilize decorative pavers or similar materials approved by IDOT in median areas that are too narrow to support landscape plantings.
- » Install a pedestrian sidewalk along the north side of Lincoln Highway with future connections to the west.

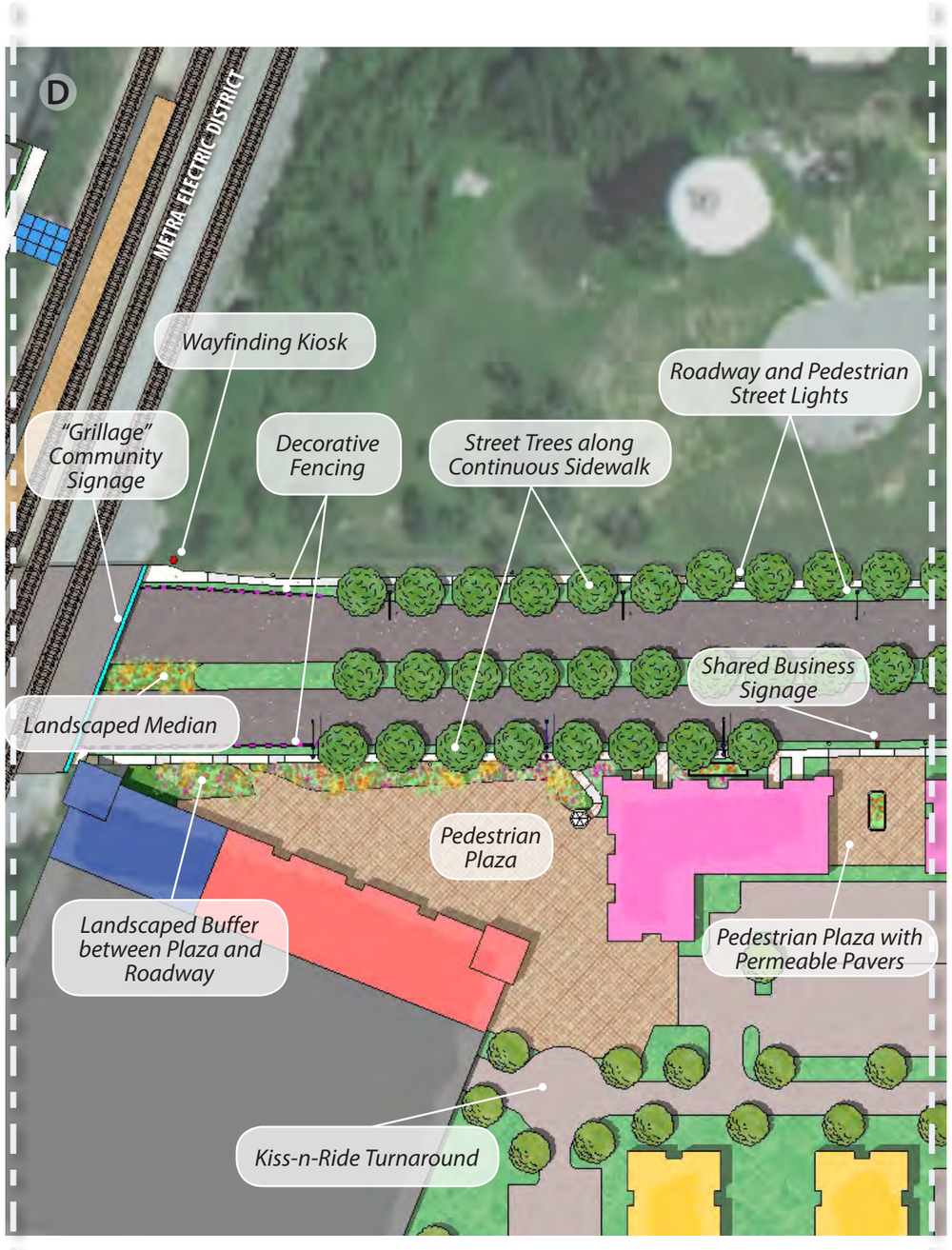


Subarea B | *Streetscape Enhancements:*

- Replace existing IDOT light poles with decorative poles/standards as well as installation of pedestrian scale lighting along the right-of-way.
- Plant parkway trees along the north and south portions of Lincoln Highway.
- Install landscaping within the center median of Lincoln Highway. Utilize decorative pavers or similar materials approved by IDOT in median areas that are too narrow to support landscape plantings.
- Consolidate business signage to points of ingress/egress to limit visual clutter along the right-of-way.
- Plant parkway trees along the north and south portions of Lincoln Highway.
- Install a pedestrian sidewalk along the north side of Lincoln Highway with connections to the existing sidewalk at CVS Pharmacy.

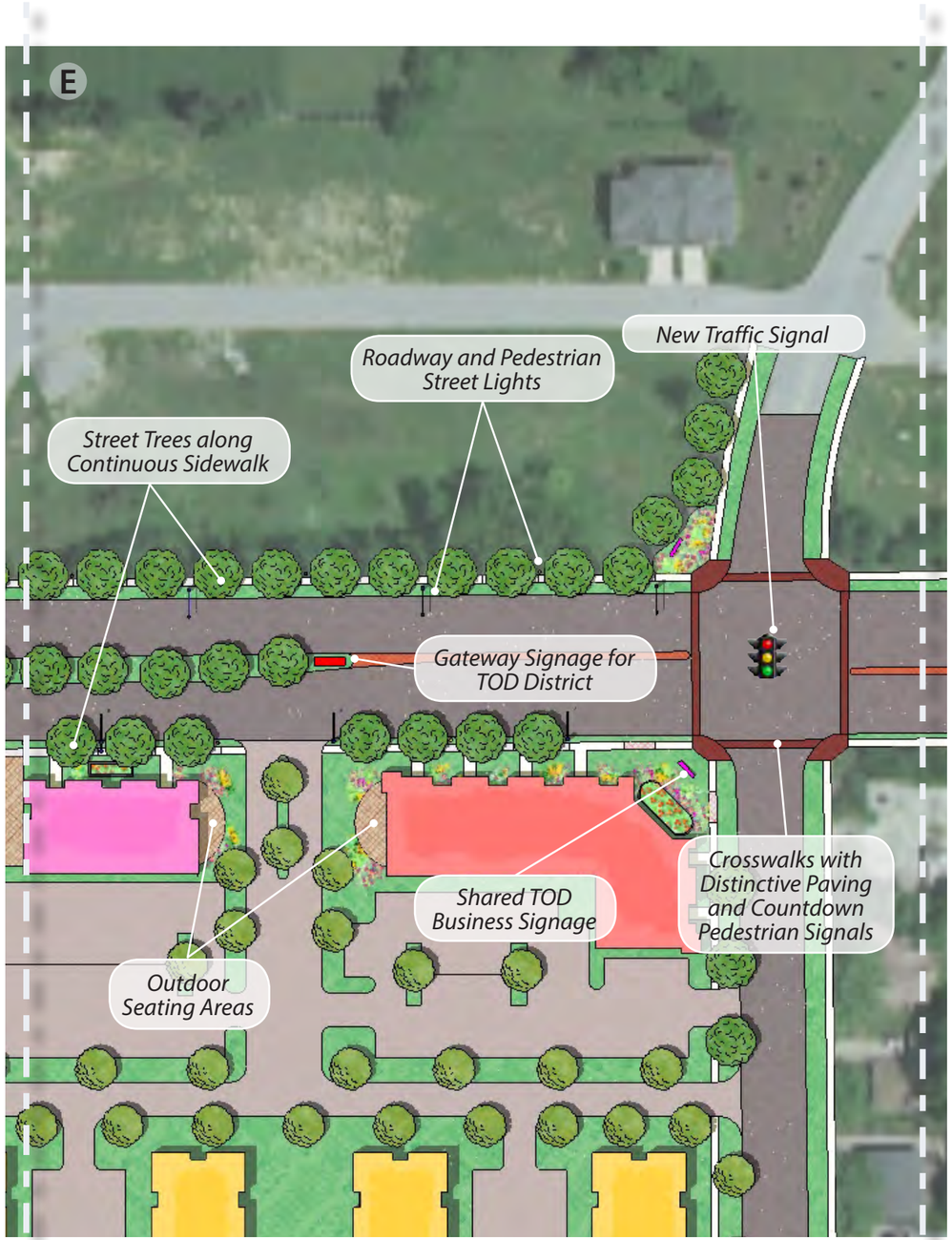
Subarea C | *Streetscape Enhancements:*

- Replace existing IDOT light poles with decorative poles/standards as well as installation of pedestrian scale lighting along the right-of-way.
- Plant parkway trees along the north and south portions of Lincoln Highway as well as extended north along Olympian Way.
- Construct ornamental crosswalk pavers at the intersection of Olympian Way and Lincoln Highway. Work with IDOT to reevaluate the crosswalk alignment at the northwesern corner to enhance access to the pedestrian refuge island.
- Install pedestrian crosswalk signals and count-down timers to enhance pedestrian safety.
- Install landscaping within the center median of Lincoln Highway. Utilize decorative pavers in median areas that are too narrow to support landscape plantings and as it passes under the railroad viaduct.
- Install ornamental fencing along the north and south sides of Lincoln Highway as it passes under the rail road viaduct to create physical and perceptual barrier between pedestrians and vehicles.
- Install decorative TOD district signage on the west façade of the viaduct helping to demarcate the area as a “special” district.
- Create a TOD focused art mural/mosaic along the north and south walls of the rail viaduct to enhance the pedestrian environment and link the east and west sides of the area.
- Install new native prairie landscaping at the southeast corner of Lincoln Highway and Olympian Way along the buffer into the train station and Pace Kiss-n-Ride lot. Install new landscaping in the Kiss-n-Ride lot island. Coordinate with Chicago South Suburban Mass Transit District on these improvements
- Create a public plaza at the northeast corner of Lincoln Highway and Olympian Way in conjunction with future development of a parking structure. Decorative pavers, benches, trash receptacles, bike racks, and identity signage should also be included.
- Install a wayfinding kiosk to promote and direct patrons to other activity areas/uses within the district.



Subarea D | *Streetscape Enhancements:*

- Replace existing IDOT light poles with decorative poles/standards as well as installation of pedestrian scale lighting along the right-of-way.
- Plant parkway trees along the north and south portions of Lincoln Highway.
- Install landscaping within the center median of Lincoln Highway. Utilize decorative pavers or similar materials approved by IDOT in median areas that are too narrow to support landscape plantings and as it passes under the railroad viaduct.
- Install ornamental fencing along the north and south sides of Lincoln Highway as it passes under the rail road viaduct to create physical and perceptual barrier between pedestrians and vehicles.
- Install decorative TOD district signage on the east façade of the viaduct helping to demarcate the area as a "special" district.
- Create a TOD focused art mural/mosaic along the north and south walls of the rail viaduct to enhance the pedestrian environment and link the east and west sides of the area.
- Consolidate business signage to points of ingress/egress to limit visual clutter along the right-of-way.
- Create a public plaza along the south portion of Lincoln Highway abutting the proposed future parking structure. Decorative pavers, benches, trash receptacles, bike racks, and identity signage should also be included.
- Install a wayfinding kiosk to promote and direct patrons to other activity areas/uses within the district.
- Incorporate existing Lincoln Highway gazebo and mural into an appropriate location within the TOD.



Subarea E | *Streetscape Enhancements:*

- Place gateway identity signage within the Lincoln Highway median as a visual identifier for motorists and pedestrians heading westbound.
- Replace existing IDOT light poles with decorative poles/standards as well as installation of pedestrian scale lighting along the right-of-way.
- Plant parkway trees along the north and south portions of Lincoln Highway as well as extended south along Indiana Street.
- Construct ornamental crosswalk pavers at the intersection of Indiana Street and Lincoln Highway.
- Install pedestrian crosswalk signals and count-down timers to enhance pedestrian safety.
- Install landscaping within the center median of Lincoln Highway beginning just west of the intersection of Indiana Street and Lincoln Highway. Utilize decorative pavers or similar materials approved by IDOT in median areas that are too narrow to support landscape plantings.
- Consolidate business signage to points of ingress/egress to limit visual clutter along the right-of-way.

211th Street Metra Station TOD Streetscape Renderings & Details

Gateway entry signage with plantings

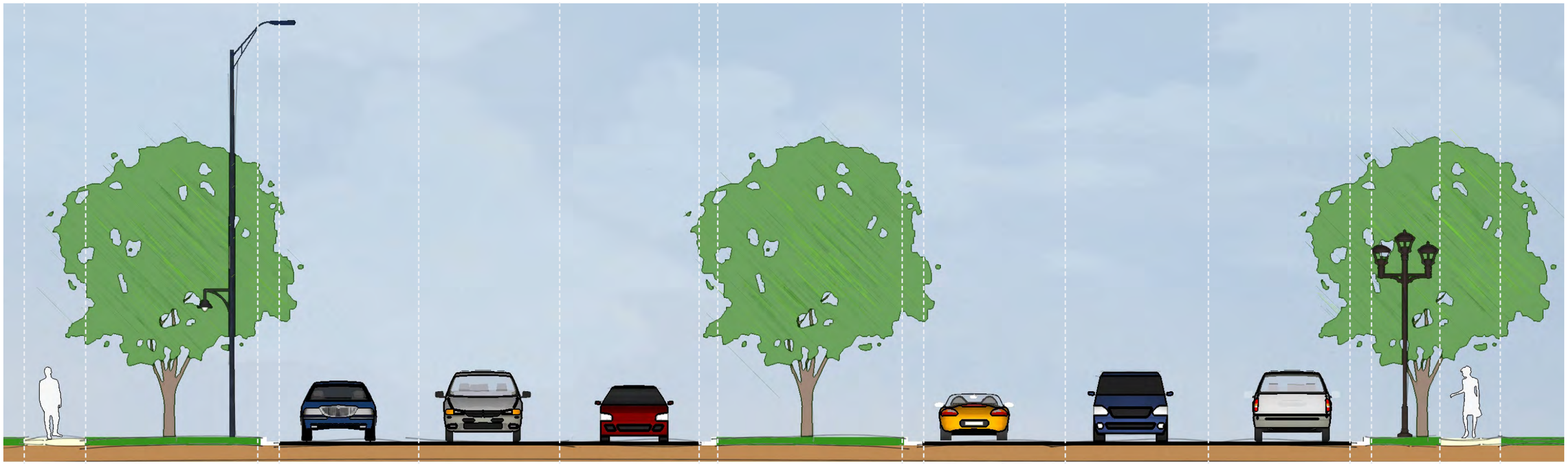
Pedestrian-scaled lighting in consistent theme with other amenities

Bench amenity in open space plaza

Fountain detail

Development rendering with structures creating a well anchored intersection, defined crosswalks, and an overall consistent landscape theme

Typical Cross-Section (dimensions vary by location)



Ornamental fence detail along roadway

Bench seating and trash receptacle detail

Bicycle rack detail

Monument sign and landscape detail

Street light detail

Street light detail

Outdoor seating

Landscape feature detail

Streetscape Improvement Cost Estimates:

To assist the municipal stakeholder communities in effectively planning for and soliciting future funding for construction of the desired streetscape improvements from both public and private sources a preliminary order of magnitude construction cost estimate has been generated. It is recognized that Metra does not possess capital funds to undertake improvements to the station, parking structures, or transit related improvements. As such, the communities will need to continue to work cooperatively to solicit funds for construction of the desired improvements. The streetscape plan cost estimate has been provided in a line item format to allow the anticipated cost of the various elements as well as some optional items to be evaluated individually. Where appropriate specific elements may be able to be paid for by one or more municipalities and or included as a development cost to be addressed as part of a specific private development proposal.

The order of magnitude cost construction cost estimate for conceptual streetscape plan ranges between $2,260,050.00 and $3,071,250.00 with inclusion of the proposed optional items. Actual costs will depend on design decisions made at the time construction documents are produced.

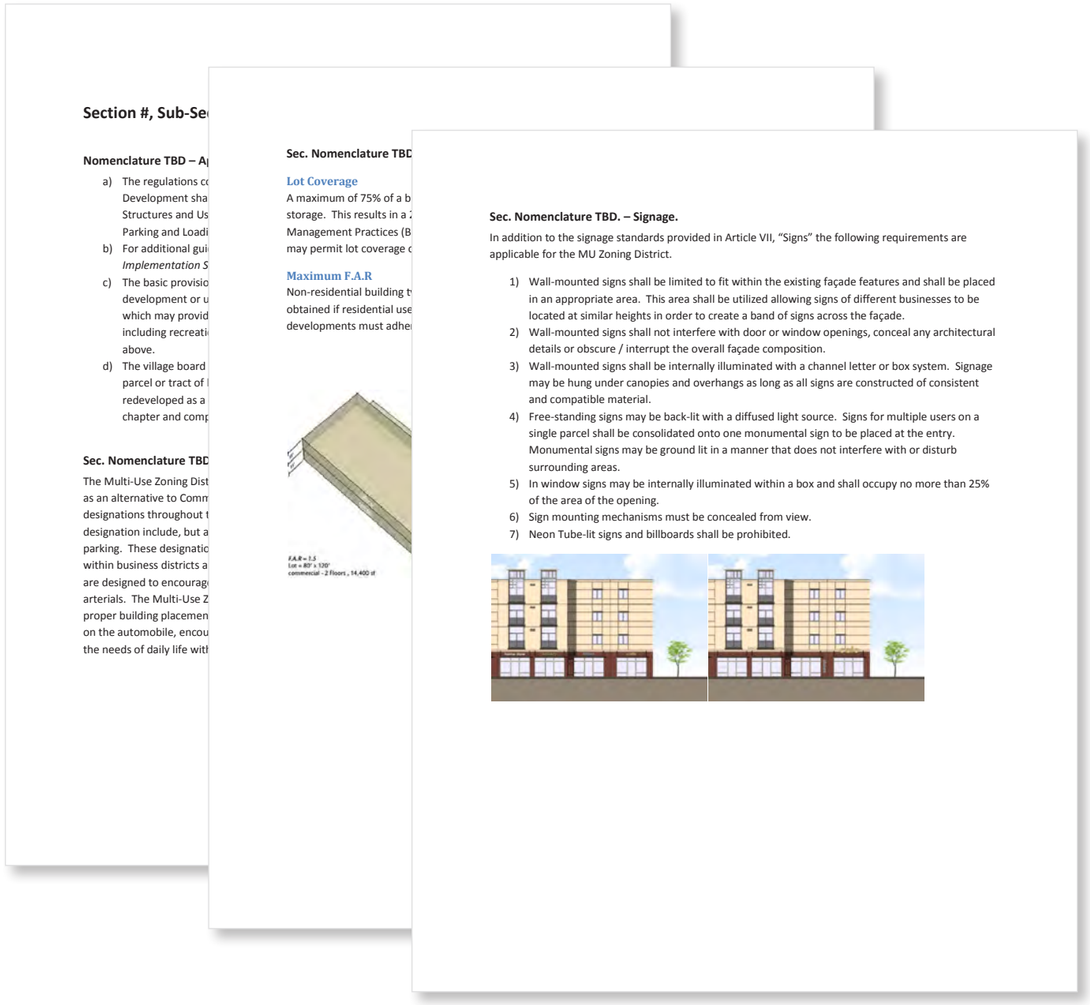
The following table provides a detailed breakdown of the order of magnitude construction cost estimate.

Order of Magnitude Streetscape Cost Estimate

						WEST LIMITS MAIN STREET	MAIN STREET DETTMERING ST	DETTMERING ST OLYMPIAN WAY	OLYMPIAN WAY INDIANA	INDIANA EAST LIMITS	KISS AND RIDE
	LENGTH TO BE IMPROVED		3,375	FT		325	750	350	1500	450	
ITEM NO.	PAY ITEM	UNIT	TOTAL	UNIT PRICE	TOTAL COST						
	PARTICIPATING										
1	EARTH EXCAVATION	CU YD	2,475	$15.00	$37,125	93	614	112	1267	250	139
2	MEDIAN REMOVAL	SQ FT	26,050	$1.50	$39,075	1600	6100	3125	13025	2200	0
3	PAVEMENT REMOVAL	SQ FT	6,480	$3.00	$19,440	1080	1080	1080	2160	1080	0
4	DRIVEWAY PAVEMENT REMOVAL AND REPLACEMENT	SQ YD	196	$60.00	$11,760	84	56	28	28	0	0
5	SIDEWALK REMOVAL	SQ FT	8,125	$1.50	$12,188	350	175	500	5000	0	2100
6	PORTLAND CEMENT CONCRETE STAMPED CONCRETE SIDEWALK	SQ FT	6,900	$10.00	$69,000	1225	1225	0	3225	1225	0
7	PORTLAND CEMENT CONCRETE SIDEWALK	SQ FT	12,225	$5.50	$67,238	375	3750	500	3000	4500	100
8	DETECTABLE WARNINGS	SQ FT	340	$35.00	$11,900	40	70	90	100	40	
9	PORTLAND CEMENT CONCRETE STAMPED CONCRETE MEDIAN	SQ FT	11,080	$10.00	$110,800	1080	2500	3125	2375	2000	0
10	HOT-MIX ASPHALT STAMPED CROSSWALK	SQ FT	5,400	$15.00	$81,000	900	900	900	1800	900	0
11	BARRIER CURB	FOOT	2,160	$12.00	$25,920	360	360	360	720	360	0
12	TREES (LARGE)	EACH	102	$1,250.00	$127,500	9	31	11	51	0	0
13	TREES (MEDIUM)	EACH	16	$900.00	$14,400	0	0	0	12	0	4
14	TREES (SMALL)	EACH	17	$500.00	$8,500	0	0	3	6	0	8
15	STREET LIGHTING WITH PED (150' C-C)	EACH	33	$12,000.00	$396,000	4	11	2	16	0	0
16	PEDESTRIAN LIGHTING (75' C-C)	EACH	27	$8,000.00	$216,000	2	8	3	14	0	0
17	DECORATIVE FENCE	FOOT	250	$25.00	$6,250	0	0	0	250	0	0
18	DECORATIVE FENCE UNDER BRIDGE	FOOT	150	$75.00	$11,250	0	0	0	150	0	0
19	PERENNIALS	EACH	150	$75.00	$11,250	0	0	0	100	0	50
20	LANDSCAPE GRASSES	UNIT	7	$600.00	$4,200	0	0	0	5	0	2
21	PARKWAY RESTORATION	SQ YD	9,174	$12.00	$110,088	556	2067	667	4400	1067	417
22	MOBILIZATION - 4%	L SUM	1	$70,000.00	$70,000	0.10	0.22	0.10	0.44	0.13	0
23	TRAFFIC CONTROL AND PROTECTION - 3%	L SUM	1	$52,500.00	$52,500	0.10	0.22	0.10	0.44	0.13	0
24	GATEWAY SIGN MEDIAN	EACH	2	$10,000.00	$20,000	0	1	0	1	0	0
25	GATEWAY SIGN PARKWAY	EACH	5	$5,000.00	$25,000	2	2	0	1	0	0
26	WAYFINDING SIGN	EACH	2	$7,000.00	$14,000	0	0	0	2	0	0
27	CANTILEVER GATEWAY SIGN	EACH	2	$20,000.00	$40,000	0	0	0	2	0	0
28	KIOSK	EACH	2	$10,000.00	$20,000	1	1	0	0	0	0
29	STONE WALLS	FOOT	30	$100.00	$3,000	15	15	0	0	0	0
30	TRAFFIC SIGNAL PED HEADS W/ PUSH BUTTONS	EACH	1	$100,000.00	$100,000		1	0	0	0	0
31	BRICK PAVER WALK	SQ FT	4,250	$15.00	$63,750	0	0	0	2250	0	2000
32	WATER FOUNTAIN	EACH	1	$40,000.00	$40,000	0	0	0	1	0	0
33	HMA DRIVEWAY	SQ YD	667	$20.00	$13,340	0	0	0	0	0	667
		TOTAL PARTICIPATING COST			**$1,852,500**	$172,151	$521,644	$150,965	$825,387	$115,647	$66,679
						FEDERAL 80%	LOCAL 20%				
		TOTAL CONSTRUCTION COST			**$1,852,500**	$1,482,000	$370,500				
		PHASE II ENG - 10%			$185,250	$148,200	$37,050				
		PHASE III ENG - 12%			$222,300	$177,840	$44,460				
		TOTAL ENG			$407,550	$1,808,040	$81,510				
		TOTAL PROJECT COST			$2,260,050	$3,290,040	$452,010				
	OPTIONAL ITEMS	UNIT	TOTAL	UNIT PRICE	TOTAL COST						
	COMPLETE CURB AND GUTTER REMOVAL AND REPLACEMENT	FOOT	13,500	$30.00	$405,000	1300	3000	1400	6000	1800	0
	TRAFFIC SIGNALS - US ROUTE 30 AT INDIANA	EACH	1	$200,000.00	$200,000	0	0	0	0	1	0
	COMPLETE SIDEWALK REMOVAL	SQ FT	23,725	$1.50	$35,588	875	3750	2000	15000	0	2100
	COMPLETE PORTLAND CEMENT CONCRETE SIDEWALK	SQ FT	20,100	$5.50	$110,550	1250	3750	2000	13000	0	100
	CONTINGENCY - 8% (MOB 4%, TCP 3%, MISC 1%)	L SUM	1	$60,000.00	$60,000	0.10	0.22	0.10	0.44	0.13	0.00
					$811,200	$52,965	$129,583	$62,222	$300,667	$262,000	$3,700

TRANSIT-ORIENTED DEVELOPMENT REGULATIONS

As part of the Park Forest / Lincoln Highway Station Transit-Oriented Development Implementation Study a TOD supportive zoning regulations template was prepared to be used for future zoning ordinance amendments within each stakeholder community. The template identifies regulations that may apply to TOD zones identified within the report including bulk requirements, permitted and conditional uses, parking, signage, and sustainability recommendations, and administrative procedures to implement transit-oriented development.



Section #, Sub-Se

Nomenclature TBD – Ap

a) The regulations co
Development sha
Structures and Us
Parking and Loadi
b) For additional gui
Implementation S
c) The basic provisio
development or u
which may provid
including recreati
above.
d) The village board
parcel or tract of
redeveloped as a
chapter and comp

Sec. Nomenclature TBD

The Multi-Use Zoning Dist
as an alternative to Comm
designations throughout t
designation include, but a
parking. These designatio
within business districts a
are designed to encourag
arterials. The Multi-Use Z
proper building placemen
on the automobile, encou
the needs of daily life wit

Sec. Nomenclature TBD

Lot Coverage

A maximum of 75% of a b
storage. This results in a
Management Practices (B
may permit lot coverage

Maximum F.A.R

Non-residential building t
obtained if residential use
developments must adhe

F.A.R = 3.5
Lot = 80' x 120'
commercial - 2 Floors , 14,400 sf

Sec. Nomenclature TBD. – Signage.

In addition to the signage standards provided in Article VII, "Signs" the following requirements are applicable for the MU Zoning District.

1) Wall-mounted signs shall be limited to fit within the existing façade features and shall be placed in an appropriate area. This area shall be utilized allowing signs of different businesses to be located at similar heights in order to create a band of signs across the façade.
2) Wall-mounted signs shall not interfere with door or window openings, conceal any architectural details or obscure / interrupt the overall façade composition.
3) Wall-mounted signs shall be internally illuminated with a channel letter or box system. Signage may be hung under canopies and overhangs as long as all signs are constructed of consistent and compatible material.
4) Free-standing signs may be back-lit with a diffused light source. Signs for multiple users on a single parcel shall be consolidated onto one monumental sign to be placed at the entry. Monumental signs may be ground lit in a manner that does not interfere with or disturb surrounding areas.
5) In window signs may be internally illuminated within a box and shall occupy no more than 25% of the area of the opening.
6) Sign mounting mechanisms must be concealed from view.
7) Neon Tube-lit signs and billboards shall be prohibited.

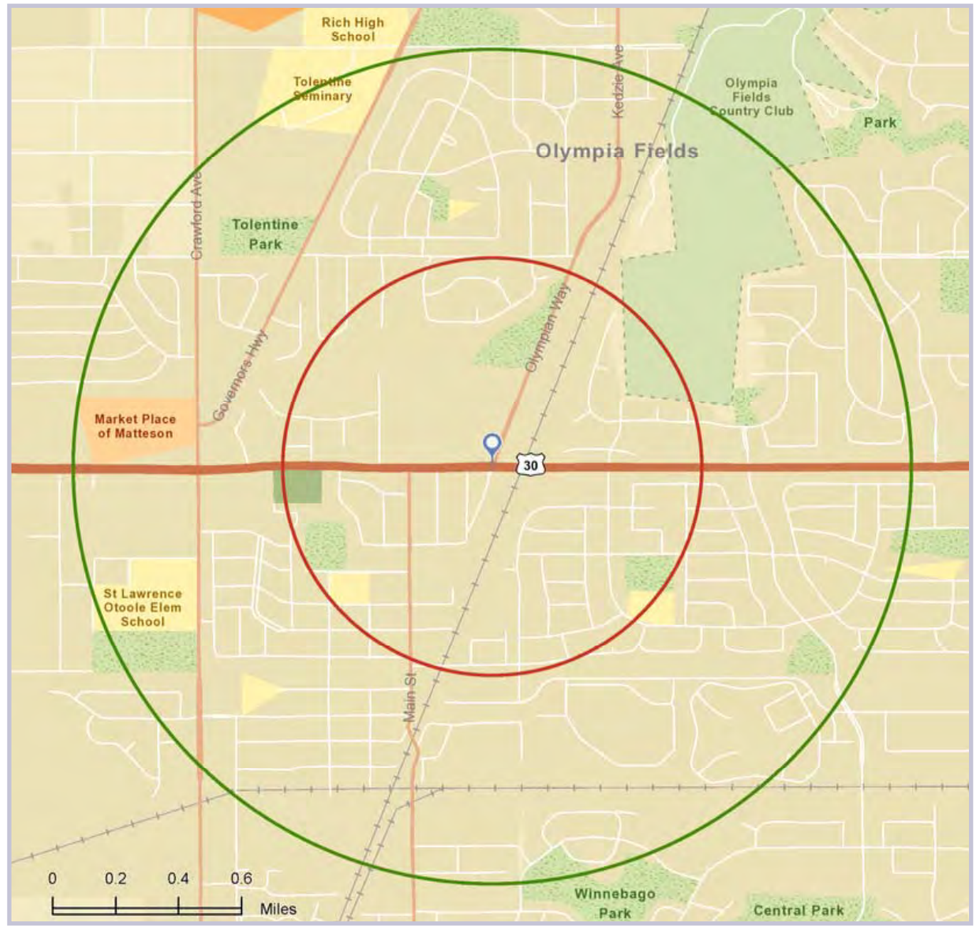
APPENDIX

The maps and tables included on the following pages correspond with those presented in the January 2007 211th Street Metra Station Area Market Analysis prepared by Valerie S. Kretchmer Associates, Inc. and have been amended and updated based on the market evaluation initiatives for this assignment:

Map 1: ½- & 1-Mile Radii – Intersection of Route 30 & Olympian Way
Map 2: Village of Park Forest, Olympia Fields, & Matteson

Table 1: Population & Household Trends (2010-2015)
Table 2: Household Income Characteristics (2010)
Table 3: ½- & 1-Mile Radii Demographic Comparison (2010)
Table 4: Retail Market Trends in the South Suburbs (Q1 2011)
Table 5a: Retail Market Profile (2010)
Table 5b: Supportable Retail Square Feet – ½-Mile Radius
Table 5c: Supportable Retail Square Feet – ½ to 1- Mile Radius
Table 6: Average Consumer Spending (2010)
Table 7a: Office Market Trends in the South Suburbs (Q1 2011)
Table 7b: Office Market Trends in the Chicago Metropolitan (Q1 2011)
Table 7c: Summary of Office Market Trends (Q1 2011)
Table 8: Building Permits (2007-2010)

MAP 1: ½- & 1-MILE RADII – INTERSECTION OF ROUTE 30 & OLYMPIAN WAY



MAP 2: VILLAGE OF PARK FOREST, OLYMPIA FIELDS, & MATTESON

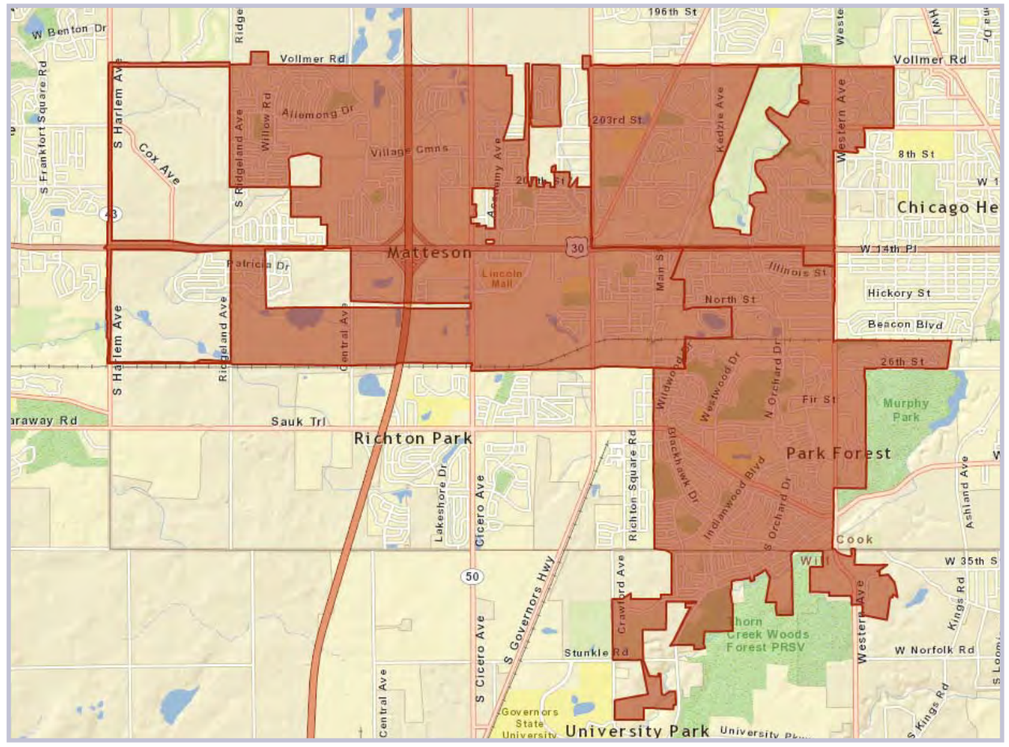


TABLE 1: POPULATION & HOUSEHOLD TRENDS (2010-2015)

Population & Household Trends (2010-2015)				
	Matteson Village	Olympia Fields Village	Park Forest Village	Total
Population				
2000	12,928	4,732	23,462	41,122
2010	14,951	4,901	22,633	42,485
Change 2000-2010	2,023	169	-829	1,363
% Change 2000-2010	15.6%	3.6%	-3.5%	3.3%
2015	15,406	4,986	22,292	42,684
Change 2010-2015	455	85	-341	199
% Change 2010-2015	3.0%	1.7%	-1.5%	0.5%
Households				
2000	4,561	1,696	9,138	15,395
2010	5,304	1,781	8,864	15,949
Change 2000-2010	743	85	-274	554
% Change 2000-2010	16.3%	5.0%	-3.0%	3.6%
2015	5,455	1,814	8,724	15,993
Change 2010-2015	151	33	-140	44
% Change 2010-2015	2.8%	1.9%	-1.6%	0.3%
Median Age (2010)	39.6	47.5	37.9	41.7
% Population Aged 65+	12.8%	22.8%	12.9%	16.2%
% Population Under 20	26.6%	24.0%	28.0%	26.2%

TABLE 2: HOUSEHOLD INCOME CHARACTERISTICS (2010)

Household Income Characteristics (2010)								
	Matteson Village		Olympia Fields Village		Park Forest Village		Total	
	#	% of Total	#	% of Total	#	% of Total	#	% of Total
Under $25,000	615	11.6%	148	8.3%	1,285	14.5%	2,048	12.8%
$25,000 - $49,999	902	17.0%	178	10.0%	2,207	24.9%	3,287	20.6%
$50,000 - $74,999	1,199	22.6%	399	22.4%	2,260	25.5%	3,858	24.2%
$75,000 - $99,999	1,124	21.2%	265	14.9%	1,906	21.5%	3,296	20.7%
$100,000 - $149,999	1,045	19.7%	415	23.3%	957	10.8%	2,417	15.2%
$150,000 +	419	7.9%	376	21.1%	248	2.8%	1,043	6.5%
Total Households	5,304	100%	1,781	100%	8,864	100%	15,949	100%
Median HH Income	$73,268		$89,074		$59,612		$67,443	
Households > $75,000	2,588	48.8%	1,056	59.3%	3,111	35.1%	6,756	42.4%

TABLE 3: ½- & 1-MILE RADII DEMOGRAPHIC COMPARISON (2010)

1/2- & 1-Mile Radii Demographic Comparison (2010)		
	1/2-Mile	1-Mile
Population	2,176	8,589
Households	778	3,165
Median Household Income	$65,410	$68,502
% of Households > $75,000	41.1%	44.1%
% Owner Occupied Housing Units	19.8%	20.6%
Median Age	40.0	41.5

Source: ESRI Business Solutions

TABLE 4: RETAIL MARKET TRENDS IN THE SOUTH SUBURBS (Q1 2011)

Retail Market Trends in the South Suburbs (Q1 2011)		
	Chicago Metropolitan	South Suburbs
# of Properties	763	49
Gross Building SF	127,588,137	7,097,801
Vacant Square Feet	12,616,408	1,039,888
Vacancy Rate	9.9%	14.7%
Average Lease Rate (Low)	$14.63	$10.51
Average Lease Rate (High)	$19.27	$14.34

Source: CB Richard Ellis, Q1 2011

TABLE 5A: RETAIL MARKET PROFILE (2010)

Retail Market Profile (2010)				
	Matteson Village	Olympia Fields Village	Park Forest Village	Total
Total Retail Demand	$166,795,396	$79,886,440	$217,413,149	$464,094,985
Total Retail Sales	$523,509,211	$106,080,523	$38,042,312	$667,632,046
Gap / Surplus	($356,713,815)	-$26,194,083	$179,370,837	($203,537,061)
Average Household Sale Potential				

Source: ESRI Business Solutions

TABLE 5B: SUPPORTABLE RETAIL SQUARE FEET – ½-MILE RADIUS

Supportable Retail SF - 1/2-Mile Radius			
Retail Category	**Gap**	**Sales / SF**	**Supportable SF**
Auto Parts, Accessories, and Tire Stores	**$245,000**	**$172**	**1,420**
Furniture & Home Furnishing Stores	**$650,000**	$174	**3,740**
Furniture Stores	$409,000	$156	2,620
Home Furnishing Stores	$241,000	$216	1,120
Electronics & Appliance Stores	**$579,000**	$302	1,920
Bldg Materials, Garden Equip & Supply	**$797,000**	$380	**2,100**
Building Materials & Supplies Dealers	$754,000	$388	1,940
Lawn and Garden Equipment & Supplies Stores	$43,000	$264	160
Food & Beverage Stores	**N/A**	**N/A**	**N/A**
Grocery Stores	N/A	N/A	N/A
Specialty Food Stores	N/A	N/A	N/A
Beer, Wine, and Liquor Stores	N/A	N/A	N/A
Health & Personal Care Stores	**N/A**	**N/A**	**N/A**
Gasoline Stations	**$1,740,000**	$1,321	**1,320**
Clothing & Clothing Accessory Stores	**$743,000**	$256	**2,900**
Clothing Stores	$509,000	$268	1,900
Shoe Stores	$113,000	$189	600
Jewelry, Luggage, and Leather Goods Stores	$120,000	$303	400
Sporting Goods, Hobby, Book & Music Stores	**$235,000**	$230	**1,020**
Sporting Goods / Hobby / Musical Instrument Stores	$144,000	$220	650
Book, Periodical, and Music Stores	$91,000	$246	370
General Merchandise Store	**$1,601,000**	$243	**6,590**
Department Stores Excluding Leased Departments	$186,000	$243	770
Other General Merchandise Stores	$1,415,000	$243	5,820
Miscellaneous Store Retailers	**N/A**	**N/A**	**N/A**
Florists	N/A	N/A	N/A
Office Supplies, Stationery, and Gift Stores	N/A	N/A	N/A
Used Merchandise Stores	N/A	N/A	N/A
Other Miscellaneous Store Retailers	N/A	N/A	N/A
Food Services & Drinking Places	**$1,465,000**	$218	**6,720**
Full-Service Restaurants	$1,030,000	$202	5,100
Limited-Service Eating Places	N/A	N/A	N/A
Special Food Services	$273,000	$250	1,090
Drinking Places - Alcoholic Beverages	$182,000	$344	530
		Total Supportable Square Feet	**27,730**

Source: ESRI Business Solutions & ULI Dollars & Cents of Retail

TABLE 5C: SUPPORTABLE RETAIL SQUARE FEET – ½ TO 1- MILE RADIUS

Supportable Retail SF - 1/2-Mile to 1-Mile Radius			
Retail Category	**Gap**	**Sales / SF**	**Supportable SF**
Auto Parts, Accessories, and Tire Stores	**$260,000**	**$172**	**1,510**
Furniture & Home Furnishing Stores	**$1,820,000**	$176	**10,350**
Furniture Stores	$1,081,000	$156	6,930
Home Furnishing Stores	$739,000	$216	3,420
Electronics & Appliance Stores	**N/A**	N/A	N/A
Bldg Materials, Garden Equip & Supply	**$1,835,000**	$374	**4,910**
Building Materials & Supplies Dealers	$1,687,000	$388	4,350
Lawn and Garden Equipment & Supplies Stores	$148,000	$264	560
Food & Beverage Stores	**N/A**	**N/A**	**N/A**
Grocery Stores	N/A	N/A	N/A
Specialty Food Stores	N/A	N/A	N/A
Beer, Wine, and Liquor Stores	N/A	N/A	N/A
Health & Personal Care Stores	**N/A**	**N/A**	**N/A**
Gasoline Stations	**$2,500,000**	$1,321	**1,890**
Clothing & Clothing Accessory Stores	**N/A**	**N/A**	**N/A**
Clothing Stores	N/A	N/A	N/A
Shoe Stores	N/A	N/A	N/A
Jewelry, Luggage, and Leather Goods Stores	N/A	N/A	N/A
Sporting Goods, Hobby, Book & Music Stores	**$467,000**	$228	**2,050**
Sporting Goods / Hobby / Musical Instrument Stores	$322,000	$220	1,460
Book, Periodical, and Music Stores	$145,000	$246	590
General Merchandise Store	**N/A**	**N/A**	**N/A**
Department Stores Excluding Leased Departments	N/A	N/A	N/A
Other General Merchandise Stores	N/A	N/A	N/A
Miscellaneous Store Retailers	**$470,000**	**$264**	**$1,780**
Florists	$64,000	$264	240
Office Supplies, Stationery, and Gift Stores	N/A	N/A	N/A
Used Merchandise Stores	$7,000	$264	30
Other Miscellaneous Store Retailers	$399,000	$264	1,510
Food Services & Drinking Places	**$3,441,000**	$227	**15,150**
Full-Service Restaurants	$1,896,000	$202	9,390
Limited-Service Eating Places	N/A	N/A	N/A
Special Food Services	$1,159,000	$250	4,640
Drinking Places - Alcoholic Beverages	$386,000	$344	1,120
		Total Supportable Square Feet	**37,640**

Source: ESRI Business Solutions & ULI Dollars & Cents of Retail

TABLE 6: AVERAGE CONSUMER SPENDING (2010)

Average Consumer Spending (2010)			
	Matteson Village	**Olympia Fields Village**	**Park Forest Village**
Apparel & Services	$2,050	$2,893	$1,591
Computers & Accessories	$270	$377	$205
Education	$1,582	$2,248	$1,234
Entertainment/Recreation	$4,081	$5,918	$3,084
Food at Home	$5,308	$7,477	$4,237
Food Away From Home	$3,915	$5,489	$3,085
Health Care	$4,440	$6,786	$3,623
HH Furnishings & Equipment	$2,277	$3,309	$1,689
Investments	$2,153	$3,709	$1,505
Retail Goods	$29,019	$41,832	$22,384
Shelter	$20,034	$28,644	$14,907
TV/Video/Audio	$1,475	$2,087	$1,182
Travel	$2,498	$3,771	$1,780
Vehicle Maintenance & Repair	$1,147	$1,661	$887

Source: ESRI Business Solutions

TABLE 7A: OFFICE MARKET TRENDS IN THE SOUTH SUBURBS (Q1 2011)

Office Market Trends in the South Suburbs (Q1 2011)				
	Class A	Class B	Class C	Total
Gross Building SF	468,053	1,081,980	875,406	2,425,439
Vacant Square Feet	143,264	263,944	191,885	599,093
Vacancy Rate	30.6%	24.4%	21.9%	24.8%
Net Absorption	(308)	(11,806)	(9,457)	(21,571)
Average Lease Rate	$17.98	$15.90	$17.11	$16.75

Source: CB Richard Ellis, Q1 2011

TABLE 7B: OFFICE MARKET TRENDS IN THE CHICAGO METROPOLITAN (Q1 2011)

Office Market Trends in the Chicago Metropolitan (Q1 2011)				
	Class A	Class B	Class C	Total
Gross Building SF	43,659,173	39,680,479	25,125,587	108,465,239
Vacant Square Feet	8,167,184	9,008,282	6,503,217	23,678,683
Vacancy Rate	20.9%	23.8%	26.6%	23.3%
Net Absorption	(50,571)	109,035	(143,209)	(84,745)
Average Lease Rate	$25.06	$20.59	$16.40	$21.01

Source: CB Richard Ellis, Q1 2011

TABLE 7C: SUMMARY OF OFFICE MARKET TRENDS (Q1 2011)

Summary of Office Market Trends (Q1 2011)		
	South Suburbs	Chicago Metropolitan
Gross Building SF	2,425,439	108,465,239
Vacant Square Feet	599,093	23,678,683
Vacancy Rate	24.8%	23.3%
Net Absorption	(21,571)	(84,745)
Average Lease Rate	$16.75	$21.01

Source: CB Richard Ellis, Q1 2011

TABLE 8: BUILDING PERMITS (2007-2010)

Building Permits (2007-2010)			
	Matteson Village	Olympia Fields Village	Park Forest Village
2007			
Single Family	112	32	24
Multi Family	8	0	0
2008			
Single Family	19	6	0
Multi Family	0	0	0
2009			
Single Family	0	1	0
Multi Family	0	0	0
2010			
Single Family	7	1	0
Multi Family	0	0	0
Total	**146**	**40**	**24**

Source: US Census Bureau

Table 7
Preliminary Evaluation of Economic Impact
211th Street Metra - Phase I

Income Tax Receipts - Construction Period
2009 Dollars

Inputs	State Personal Income Tax Rate (1/)
Income Tax	5.30%

Construction Workers by Project Use	BASELINE Estimated Number of FTE Jobs (2/)	Estimated Annual Earnings Per Job (4/)	Assumed Deductions Per Filer (5/)	Estimated Individual Taxable Income	Total Taxable Income	Realized Personal State Income Taxes (6/)
Restaurant	0	$46,102	$9,036	$37,066	$0	$0
Retail	66	$46,102	$9,036	$37,066	$2,446,357	$123,174
Residential	122	$46,102	$9,036	$37,066	$4,522,053	$227,685
Infrastructure Improvements	0	$46,102	$9,036	$37,066	$1,520,479	$76,556
Total	**188**					**$427,416**

Table 8
Preliminary Evaluation of Economic Impact
211th Street Metra - Phase I

Income Tax Receipts - Annual Operations (At Build Out)
2009 Dollars

Inputs	State Personal Income Tax Rate (1/)
Income Tax	5.30%

Employee/Household Category	BASELINE Estimated Number of FTE Jobs (2/)	Average Earnings/Hour (3/)	Estimated Annual Earnings Per Job (4/)	Assumed Deductions Per Filer (5/)	Estimated Individual Taxable Income	Total Taxable Income	Realized Personal State Income Taxes (6/)
Restaurant	0	$13.28	$27,629	$5,415	$22,213	$0	$0
Retail	150	$12.30	$25,578	$5,013	$20,565	$3,084,707	$155,315
Residential	9	$53.45	$111,181	$21,791	$89,389	$804,502	$40,507
Total	**159**						**$195,822**

Table 9
Preliminary Evaluation of Economic Impact
211th Street Metra - Phase I

Indirect Sales Tax Impacts: CONSTRUCTION PERIOD (1/)
2009 Dollars

Inputs	State Tax Rate
Sales & Use Tax Rate	6.25%
Employees - Work Related Impacts	
Restaurant	0
Retail	66
Medical Office	122
Total FTE	**188**
Retail Expenditure Per Employee Per Year (2/)	$1,500
Total Retail Expenditures in State	$282,000
Estimated Percent of Retail Goods/Services Not Tax Exempt (1/)	65%
Total Estimated Indirect Sales Tax Revenue	**$11,456**
Employees - Residential Related Impacts	
Total Project Employees	188
Consumption Expenditures	
Restaurant	$0
Retail	$2,332,512
Residential	$4,298,801
Total Consumption Expenditures	**$6,631,314**
Percent State Residents	95%
Consumption Expenditures for State Residents	**$6,299,748**
Percent Retail Expenditures in State	90%
Percent Made on Retail Goods and Services	28.8%
Estimated Percent of Retail Goods/Services Not Tax Exempt (1/)	65%
Total Estimated Indirect State Sales Tax Revenue	**$66,336**

Table 10
Preliminary Evaluation of Economic Impact
211th Street Metra - Phase I

Indirect Sales Tax Impacts: Annual Operations (At Build Out) (1/)
2009 Dollars

Inputs	State Tax Rate
Sales & Use Tax Rate	6.25%
Employees - Work Related Impacts	
Restaurant	0
Retail	150
Residential	9
Total FTE	**159**
Retail Expenditure Per Employee Per Year (2/)	$1,500
Total Retail Expenditures in State	$238,500
Estimated Percent of Retail Goods/Services Not Tax Exempt (1/)	65%
Total Estimated Indirect Sales Tax Revenue	**$9,689**
Employees - Residential Related Impacts	
Total Project Employees	159
Consumption Expenditures	
Restaurant	$0
Retail	$3,184,750
Residential	$830,594
Total Consumption Expenditures	**$4,015,344**
Percent State Residents	95%
Consumption Expenditures for State Residents	**$3,814,577**
Percent Retail Expenditures in State	90%
Percent Made on Retail Goods and Services	28.8%
Estimated Percent of Retail Goods/Services Not Tax Exempt (1/)	65%
Total Estimated Indirect State Sales Tax Revenue	**$40,167**

Table 2
Summary of Estimated Economic and Fiscal Impacts
211th Street Metra - Phase I
Construction Period (2011 Dollars)

Economic Impacts	JOBS		PAYROLL		Worker Consumer Expenditures	Regional Material Purchases
	Direct	Indirect	Direct	Indirect		
Restaurant	0	0	$0	$0	$0	$0
Retail	66	23	$3,056,400	$891,858	$2,332,512	$1,398,303
Residential	122	42	$5,632,920	$1,643,686	$4,298,801	$2,577,061
Inrastructure Improvements	0	0	$0	$0	$0	$0
TOTALS	**188**	**65**	**$8,689,320**	**$2,535,544**	**$6,631,314**	**$3,975,364**

Fiscal Impacts	Income Tax	Indirect Sales Tax
Restaurant	$0	$0
Retail	$123,174	$27,355
Residential	$227,685	$50,437
Other	$76,556	$77,793
TOTALS	**$427,416**	**$155,585**

Table 3
Summary of Estimated Economic and Fiscal Impacts
211th Street Metra - Phase I
Annual Operations at Build Out

Economic Impacts	JOBS		PAYROLL		Consumer Expenditures
	Direct	Indirect	Direct	Indirect	
Restaurant	0	0	$0	$0	$0
Retail	150	23	$3,836,700	$849,445	$3,184,750
Residential	9	5	$1,000,625	$347,317	$830,594
TOTALS	**159**	**27**	**$4,837,325**	**$1,196,762**	**$4,015,344**

Fiscal Impacts	Income Tax	Indirect Sales Tax
Restaurant	$0	$0
Retail	$155,315	$40,999
Residential	$40,507	$8,857
TOTALS	**$195,822**	**$49,857**

Table 4
Preliminary Evaluation of Economic Impact
211th Street Metra - Phase I

Economic, Employment and Expenditure Impacts: Construction Period (2011 Dollars)

Construction Period Capital Costs	Building Cost	Tenant Allowance	Total
Restaurant	$0	$0	$0
Retail	$7,641,000	$0	$7,641,000
Medical Office	$14,082,300	$0	$14,082,300
Off-site Infrastructure	$0	n/a	$0
Total Project Cost (Construction) (1/)	**$21,723,300**	**$0**	**$21,723,300**

1. Estimated Earnings Impacts

	Construction Value	Labor as % of Total Cost (2/)	Labor Expenditure (2/)	Total Annual Earnings / FTE Job	Total FTE Jobs
Restaurant	$0	0.40	$0	$46,102	0
Retail	$7,641,000	0.40	$3,056,400	$46,102	66
Residential	$14,082,300	0.40	$5,632,920	$46,102	122
Infrastructure Improvements	$0	0.40	$0	$46,102	0
Total Construction	**$21,723,300**	**0.40**	**$8,689,320**	**$46,102**	**188**

2. Total Economic Impact

	Output ($)	Output Multiplier (4/)	Indirect/Induced Economic Impact	Total Economic Impact
Restaurant	$0	1.8460	$0	**$0**
Retail	$7,641,000	1.8460	$6,464,286	**$14,105,286**
Residential	$14,082,300	1.8460	$11,913,626	**$25,995,926**
Infrastructure Improvements	$0	1.8460	$0	**$0**
Total Construction	**$21,723,300**	**1.8460**	**$18,377,912**	**$40,101,212**

3. Expenditure Impacts

	Total Earnings	Disposable Earnings (5/)	Consumer Expenditures (6/)
Restaurant	$0	$0	$0
Retail	$3,056,400	$2,457,346	$2,332,512
Residential	$5,632,920	$4,528,868	$4,298,801
Infrastructure Improvements	$0	$0	$0
Total Construction	**$8,689,320**	**$7,603,155**	**$7,283,822**

4. Total Construction Period Employment Impacts

Output Type (by component)	Total FTE Jobs	Employment Multiplier (7/)	Indirect Employment Impact	Total Employment Impact (8/)
Restaurant	0	1.3433	0	0
Retail	66	1.3433	23	89
Residential	122	1.3433	42	164
Infrastructure Improvements	0	1.3433	0	0
Construction Labor	**188**	**1.3433**	**65**	**253**

5. Total Earnings Impacts

Output Type (by component)	Total Annual Earnings	Earnings Multiplier (9/)	Indirect Earnings Impact	Total Earnings Impact (10/)
Restaurant	$0	1.2918	$0	$0
Retail	$3,056,400	1.2918	$891,858	$3,948,258
Residential	$5,632,920	1.2918	$1,643,686	$7,276,606
Infrastructure Improvements	$0	1.2918	$0	$0
Construction Labor	**$8,689,320**	**1.2918**	**$2,535,544**	**$11,224,864**

6. Material Purchases

Output Type (by component)	Total Construction Material Costs	% Regional Material Purchases	Total Regional Purchases	Total Regional Sales Tax
Restaurant	$0	30.5%	$0	$0
Retail	$4,584,600	30.5%	$1,398,303	$87,394
Residential	$8,449,380	30.5%	$2,577,061	$161,066
Infrastructure Improvements	$0	130.5%	$0	$0
Totals	**$13,033,980**	**30.5%**	**$3,975,364**	**$248,460**

Table 5
Preliminary Evaluation of Economic Impact
211th Street Metra - Phase I

Employment and Salaries
2011 Dollars

Employees (1/)	Total Square Feet	Average Employment / SF	Modification for High End Stores	Total Employment
Restaurant	0	150	0%	0
Retail	75,000	500	0%	150
Residential	90,000	10,000	0%	9
TOTAL	**165,000**			**159**

Employees (1/)	Total Projected Jobs (FTE's)	Average Hourly Wage	Average Annual Wage (1/)	Total Annual Wages
Restaurant	0	$13.28	$27,629	$0
Retail	150	$12.30	$25,578	$3,836,700
Residential	9	$53.45	$111,181	$1,000,625
Construction Workers	188	$22.16	$46,102	$8,667,176
TOTAL	**347.0**			**$4,837,325**

Table 6
Preliminary Evaluation of Economic Impact
211th Street Metra - Phase I

Employment and Expenditure Impacts: Annual Operations (At Build-Out)
2011 Dollars

1. Estimated Annual Earnings Impacts & Expenditures - Permanent Employment

	FTE's Total Employees (8/)	Average Earnings/Hr. (1/)	Total Annual Earnings	Disposable Earnings (2/)	Consumer Expenditures (3/)
Restaurant	0	$13.28	$0	$0	$0
Retail	150	$12.30	$3,836,700	$3,355,194	$3,184,750
Residential	9	$53.45	$1,000,625	$875,046	$830,594

2. Estimated Annual Sales Tax for Project Employees

	Consumer Expenditures (3/)	Percent Spent in Massachusetts	Expenditures in Massachusetts	Retail Sales Tax (6.5%)
Restaurant	0	75%	$0	$0
Retail	3,184,750	75%	$2,388,563	$149,285
Residential	830,594	75%	$622,945	$38,934
				$188,219

3. Total Employment Impacts

	Total FTE Jobs	Employment Multiplier (4/)	Indirect Employment Impact	Total Employment Impact (5/)
Restaurant	0	1.0948	0	0
Retail	150	1.1504	23	173
Residential	9	1.5467	5	14

4. Total Earnings Impacts

	Total Annual Earnings	Earnings Multiplier (6/)	Indirect Earnings Impact	Total Earnings Impact (7/)
Restaurant	$0	1.1996	$0	$0
Retail	$3,836,700	1.2214	$849,445	$4,686,145
Residential	$1,000,625	1.3471	$347,317	$1,347,941