



Village of Park Forest

STRATEGIC PLAN *for*

Land Use and Economic Development

Prepared by: **HNTB**

In cooperation with:
Economic Research Associates
November 2008





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acknowledgements

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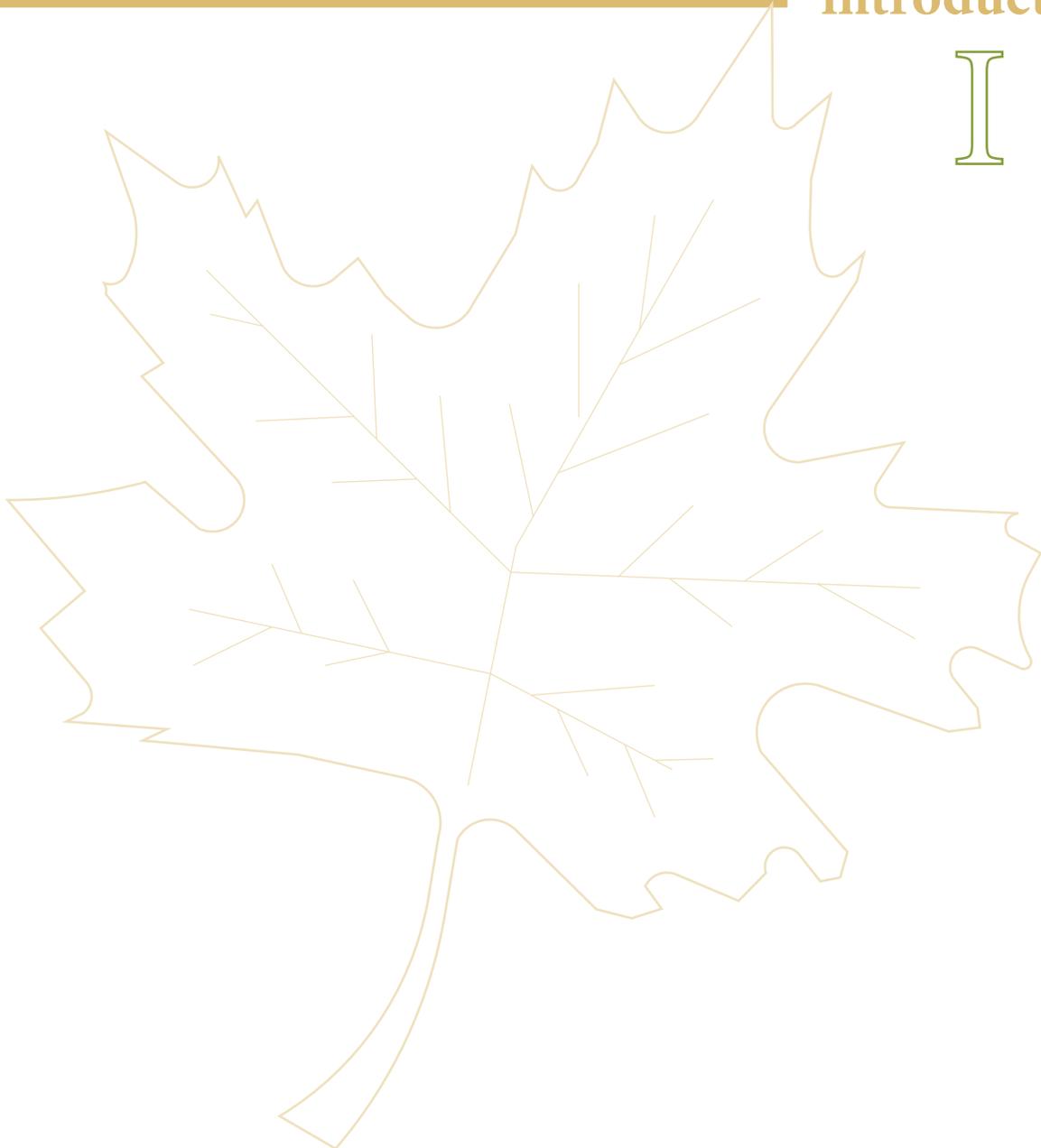
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Introduction

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I



I. INTRODUCTION

Nearly 60 years after it was founded and developed, the Village of Park Forest has evolved into a mature, built-out community facing a number of emerging challenges. Newer suburban housing has lured Park Forest residents to relocate to other communities to find more modern and varied housing options. Newer suburban shopping centers have altered the regional environment within which Park Forest competes for businesses to serve its residents. The possible development of a third metropolitan airport has enhanced the future market for industrial and employment development in the eastern Will County area. However, given the likelihood that gas prices will remain high over the long term, and the increasing understanding of the negative environmental implications of greenfield development, Park Forest is poised to take advantage of its inherent advantages of walkability, ready access to public transit and open space, and affordable housing stock to foster high quality redevelopment efforts in the coming years.

According to regional forecasts by the Chicago Metropolitan Agency for Planning (CMAP), Park Forest is projected to grow a modest 11 percent between 2000 and 2030. This represents a growth from 23,462 to 26,246 persons. By contrast, Steger is projected to grow 30 percent, from 9,682 to 12,586 persons, University Park is projected to experience a 419 percent growth rate, from 6,662 persons to 34,571 persons, and Crete is projected to see 428 percent more population during the 30 year period, from 7,346 to 38,786 persons. Richton Park is projected to grow 292 percent, from 12,533 to 36,604 persons, and Matteson is projected to experience a 287 percent growth rate, from 12,928 to 37,117 persons. Based on these forecasts, with no changes to the existing development patterns in the Village, Park Forest can expect to experience positive economic development opportunities resulting from the increased population projected for the core market area that includes Park Forest and ten other nearby communities (Matteson, Homewood, Flossmoor, Olympia Fields, Richton Park, University Park, Chicago Heights, South Chicago Heights, Steger and Crete). Implementation of the Vision and Concepts addressed in this Strategic Plan, however, could result in even greater population growth for the Village of Park Forest, with resulting increased benefits for business and retail development in the community.

The Village has already undertaken two significant planning efforts to address development challenges in two key areas of the community. The DownTown Master Plan was initially written in 1997 and updated in 2002 to establish a strategy for the redevelopment of the former Park Forest Plaza to what is now known as DownTown Park Forest. The 211th Street Metra Station Transit Oriented Development (TOD) Plan provides a concept and implementation strategies for redevelopment of the southeast quadrant of the intersection of 211th Street (Lincoln Highway / US 30) and the Metra Electric commuter rail line. The 211th Street Metra Station TOD Plan, adopted in early 2008, proposes a dense residential and retail development that serves the needs of Park Forest residents, commuter traffic, and passing vehicular traffic. Both of these plans are available under separate cover.

This community wide Strategic Plan addresses other distinct, strategic areas of the community that, when taken together with the plans for DownTown and the 211th Street Metra Station, will serve 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.

The Planning Process

The development of this Strategic Plan was led by a Steering Committee comprised of members of the Plan Commission and Economic Development Advisory Group, and Village staff. The Steering Committee was assisted in this effort by the consulting team of HNTB Corporation and Economics Research Associates (ERA). Prior to the start of the planning process, Sub-Areas were identified for study by the Plan Commission.

An Inventory and Existing Conditions Report, prepared by HNTB Corporation in conjunction with ERA, was released for review in April 2007. The report included a market perspectives analysis and summary of existing conditions, issues, and opportunities for each Sub-Area that provided a basis for subsequent planning. Preliminary planning strategies were described in the planning framework section of the Report.

Based upon this general planning framework and community feedback received at a Community Workshop held on June 19, 2007, alternative development scenarios for each key area were prepared for Steering Committee consideration and discussion in the second phase of the strategic planning process. A summary memorandum describing the alternative scenarios, including a financial gap analysis for five of the eight Sub-Areas, was released for Steering Committee review and discussion on November 16, 2007. The scenarios depicted alternative potential future land use patterns, and identified key access and circulation features and urban design features for each Sub-Area.

Based on feedback received from the Steering Committee on November 29, 2007, subsequent developer panels in February and March 2008, and Village staff direction, HNTB and ERA subsequently developed a preferred concept for each of the eight Sub-Areas in the third phase of the strategic planning process. A summary memorandum describing the preferred scenarios was released for Steering Committee review and discussion on April 24, 2008. The memorandum proposed draft Strategic Plan goals, policy statements and key implementation strategies, both community wide and Sub-Area specific as appropriate.

This Strategic Plan was developed based upon review of the preferred concepts by the Steering Committee and input from the community at large at a Community Open House held on July 15, 2008.

An Overview of the Financial Gap Analysis Approach

The alternative development scenarios of five of the eight Sub-Areas were analyzed by ERA, who prepared a preliminary financial gap analysis, to gain an understanding of the potential fiscal costs and benefits of pursuing each alternative. This gap analysis was summarized in the November 2007 memorandum, supplemented by a series of spreadsheets containing complete assumptions and analysis results. The analysis addressed the DownTown Gateway, Sauk Trail Corridor Prototypes, West Gateway on Sauk Trail, East Gateway on Sauk Trail, and Eastgate Neighborhood.

The gap analysis provided the Steering Committee with preliminary order-of-magnitude estimates for the level of public investment that may be required to encourage redevelopment of the five identified target areas within the Village of Park Forest. The analysis was based on market conditions in late 2007.

The gap analysis was structured around an assumed redevelopment approach for each scenario, incorporating a specific role for a private sector developer, including land assembly and demolition of existing properties if necessary, as well as construction of new residential or commercial space. Each gap analysis utilized consistent assumptions developed by ERA and HNTB, based on available market data and input from Village of Park Forest staff. Key assumptions related to:

- Acquisition and demolition costs for existing property;
- Construction costs and sales prices for new single-family homes, town homes, condominiums and commercial development;
- Lease rates and operating expenses for rentable commercial space;
- Infrastructure improvements to the adjacent public realm to support private redevelopment efforts, including: new roads, streetscape treatments, gateway features and intersection enhancements (but not including potential utility upgrades); and
- Potential property tax revenue increases associated with redevelopment under each alternative, using publicly accessible property tax records for residential and commercial property (current as of November 2007).

Given the conceptual nature of each Sub-Area Alternative Concept, the primary goal of the gap analysis was to help develop policies during the planning process regarding the role and use of incentives, understand the impact of changes in development density, and to help guide public officials in prioritizing the Sub-Areas. As the community already has several significant redevelopment projects planned and proposed (Legacy Square, Norwood Square, Hidden Meadows, 211th Street Metra Station TOD area) these sub-areas represent strategic thinking for the next round of projects in Park Forest, likely beginning after these current projects are well underway.

Purpose and Use of the Strategic Plan

This community wide Strategic Plan, when taken together with the plans for DownTown and the 211th Street Metra Station TOD described above, will serve as the Village's comprehensive plan for land use and economic development. Together, these Plans will provide policy direction over the next fifteen years for Village staff and officials, in particular for the Sub-Areas included in the Plan. As with any comprehensive plan, these Plans will be living documents, with the necessity that they be revisited and updated from time to time to reflect changing market conditions, Village priorities and emerging opportunities.

The Plan will provide a basis upon which to evaluate potential redevelopment opportunities, and a "yardstick" by which to measure redevelopment proposals submitted to the Village to ensure high quality projects that result in larger community benefits, as opportunities arise. The Plan does not, in and of itself, alter development rights for any properties in the Village. It provides, rather, a basis upon which to evaluate the appropriateness of future requests for rezoning, financial incentives, or other requests for Village assistance in facilitating redevelopment in these key areas of the community. The Plan also establishes guidelines for desired development quality, which can be applied to the evaluation of requests for rezoning and/or incentives. Finally, the Plan will provide a mechanism to communicate the Village's planning Vision and expectations for each Sub-Area to the development community.

The Strategic Plan is organized in chapters that present the Village's Vision as follows:

- Chapter II presents community wide Strategic Goals and Policies for general land use, residential, commercial, and employment area redevelopment.
- Chapter III presents community wide Implementation Strategies for regulatory updates and administrative procedures, financing alternatives, and long range planning needs.
- Chapter IV addresses community wide opportunities for Residential Infill and Redevelopment.
- Chapter V describes the six Redevelopment Opportunity Sub-Areas addressed in the Plan (three Sub-Areas were combined into one in the final Plan, after being addressed separately as eight Sub-Areas in the Inventory and Existing Conditions Report and memoranda, resulting in a revised total of six). Sections on each of the six Sub-Areas follow, including a Future Vision, Planning Policies, Implementation Strategies and a Concept Plan for each.
- Chapter VI concludes the Strategic Plan for Land Use and Economic Development with a discussion of the Village's priorities for implementation of the Vision and Concepts for each of the Sub-Areas contained within this Plan, and for the related Plans for DownTown Park Forest and the 211th Street Metra Station Transit Oriented Development.



Strategic Plan Goals and Policies

■ **strategic plan** ■
■ **goals & policies** ■

III



II. STRATEGIC PLAN GOALS AND POLICIES

Because many planning issues in the selected Sub-Areas are similar, and the general intent of the Strategic Plan, along with the DownTown Master Plan and the 211th Street Metra Station Transit-Oriented Development Plan, is to serve as the Village's comprehensive land use and economic development plan, overall Goals and Policies have been developed for the land use types that are impacted by this Plan. These Goals and Policies set the framework within which more specific Policies and Implementation Strategies for each Sub-Area have been developed. In addition, some basic background is provided to establish a basis for the overall Goals and Policies, and for the more specific Policies and Implementation Strategies that have been created.

General Land Use and Redevelopment Goal

The Village of Park Forest will proactively address emerging redevelopment challenges in the Village, to enhance the quality of life, fiscal position, and appearance of the community over time, in a manner supportive of its unique DownTown and other community anchors.

General Land Use and Redevelopment Policies

1. The Village will continue to market its numerous quality of life benefits to potential residents, business owners and business patrons. These include an affordable housing stock, an extensive open space network, walkability throughout the community, and a unique DownTown activity center.
2. As redevelopment occurs, sensitivity to adjacent existing residential neighborhoods will be a paramount consideration. Physical buffering will be required to mitigate the potential impacts of commercial and multi-family development on adjacent residential property owners.
3. Active code enforcement on private properties and maintenance of public areas will continue, to ensure a high quality living and working environment throughout the Village.
4. Rezoning of properties to comply with the future vision depicted within this Strategic Plan will occur only after site control is secured and a plan is presented that guarantees a high quality of development, in compliance with Village policies and codes in effect at the time.
5. The Village will continue to acquire properties in key Sub-Areas as resources allow and as they become available through tax delinquency, foreclosure or voluntary sales. Given the evolving economic climate, the Village should be prepared to acquire additional residential sites if their locations are consistent with the strategic direction outlined in this Plan.
6. Financial incentives to offset private development costs, such as land cost write-downs, funding of public infrastructure and aesthetic enhancements, property tax incentives, and/or sales tax rebates, will be offered only after the successful

negotiation of a redevelopment agreement that assures the Village of a quality development and a larger community benefit.

7. Redevelopment efforts and related public improvements will be focused on improving the image and function of key corridors through the community (Western Avenue, Sauk Trail, US 30), in particular at community gateway locations.
8. High quality improvements to the public right-of-way will be completed in conjunction with reinvestment on private properties, to include both aesthetic improvements (such as streetscape treatments, and parkway tree planting) and functional improvements (such as utility infrastructure, storm water management improvements, and improved pedestrian crossings at key locations). Pedestrian convenience and safety will be primary considerations as redevelopment occurs. Where warranted, public investments in these required improvements may be made as an incentive to encourage redevelopment.
9. Consistent and high quality community gateway signage and wayfinding signage will be incorporated into Sub-Area redevelopment efforts, building on ongoing efforts to distinguish Park Forest from adjacent communities and aid visitors in locating DownTown Park Forest.
10. Mature tree stands, and to the extent feasible other sensitive areas, will be protected and left undisturbed as redevelopment occurs.

Residential Framework

Growth prospects for the Southland Region to 2030 are exceptional, driven in large measure by available vacant land south of I-80 from the Indiana state line, west to Joliet. For the eleven-community core market that has been defined for this Plan, growth prospects are also quite positive. The population in this core market is expected to increase from a year 2000 level of 142,935 residents to over 264,000 residents by 2030. Park Forest is well-positioned to compete for a share of this future population, limited only by the community's ability to identify sites for infill residential redevelopment, with appropriate increases in density.

As housing types are diversified over time, it is expected that the increase in housing units will have a minimal impact on school age population, as most new units will be condominiums or townhouses geared toward households with few or no school age children. The increase in overall housing unit counts and the reinvestment in existing housing units will result in an increase in property values. This, in turn, will have a positive impact on school districts in the form of impact fees paid at the time new homes are built, and property tax revenues paid over time.

The Inventory and Existing Conditions Report prepared at the outset of this Strategic Plan process outlines several reasons why the Village needs to continue to encourage reinvestment in the community's existing housing, and to seek opportunities to diversify the housing stock. These include:

- Most of the Village’s housing stock was built between 1949 and 1969 and it is characterized by its smaller size and fewer number of bathrooms. Greater diversity in housing styles and price levels, as well as upgrades to the existing stock, is needed if Park Forest is to remain competitive.
- Nationwide demographic trends suggest that households are getting smaller so housing stock needs to change to accommodate the new size and structure of households. Much of Park Forest’s existing single family housing stock may be able to meet the needs of these new households, with appropriate upgrades to address modern conveniences. These new households can also be accommodated with denser housing types, such as town homes and condominiums, that are also maintenance-free.
- Given that Park Forest is largely built-out, the community’s ability to generate increased population growth will come from new infill development and redevelopment, with appropriate increases in density.
- Walkability and convenient access to retail and services will become a more important variable in housing decisions. These are benefits that are already available in Park Forest.
- A successful housing infill and replacement strategy will result in sustained growth in home prices, and will in turn encourage existing homeowners to reinvest in their properties.
- Opportunities to strengthen Park Forest’s retail market are directly linked to the community’s ability to create new housing investment and reinvestment (in other words, new and upgraded rooftops will attract retail development).

Residential Development Goal

The Village will encourage ongoing reinvestment and diversification of housing stock in the Village at a rate of approximately fifty (50) net new dwelling units per year, to expand housing options for Village residents over time, and to generate additional population to support existing and proposed commercial development.

Residential Development Policies

1. The Village will encourage new housing development and opportunities to boost residential densities in Sub-Areas within walking distance of the DownTown and other key retail destinations. The pedestrian-oriented character of the Village as a whole will be a focus of housing marketing efforts.
2. Various housing types will be encouraged to provide housing opportunities for a variety of lifestyles and needs, such as one-person households, young families, growing families, empty nesters and multi-generational households.
3. As housing redevelopment occurs, the Village will seek opportunities to create small scale public park spaces in conjunction with new housing areas, unless adequate park and recreation space already exists within a reasonable distance from the new

development. If new public park land is not dedicated, the required fees-in-lieu of dedication will be assessed.

4. The Village will seek to provide homeownership opportunities at a variety of price points as new housing is created, diversifying Village housing stock over time and adding higher end housing options.
5. The Village will continue to support and encourage ongoing reinvestment, expansion and selective infill throughout the community as an important element in the overall housing strategy.
6. Where new housing is developed at higher densities than adjacent single family neighborhoods, sensitive and appropriate transitions and buffering will be provided (as described in the Sauk Trail Corridor Sub-Area section).
7. Given expectations for continued increases in utility and heating costs, efforts to renovate existing older homes utilizing “green” renovation techniques will be encouraged. For example, more efficient windows, HVAC systems, and electrical systems should be a priority.

Commercial Framework

The Inventory and Existing Conditions Report revealed that the Village is losing over \$100 million in annual retail sales potential to other jurisdictions. If residents were the only factor generating sales in the community, the community would see almost \$140 million in sales. But stores in Park Forest currently support only about \$36 million in sales. Clearly there are opportunities in several key retail segments to draw additional sales growth to the Village. The analysis conducted for the Plan highlights potential opportunities in restaurants and bars, grocery, miscellaneous stores, and home improvement. The ability to bring these opportunities to Park Forest in the first place, and then to ensure their long term success, is directly related to the creation of infill residential development and redevelopment opportunities, especially those that create higher density owner-occupied housing opportunities where walkability can be sustained so that Village residents support nearby commercial uses.

In addition, growth in adjacent communities can be expected to boost traffic levels along Western Avenue and Sauk Trail, strengthening these major corridors as destinations for convenience, neighborhood, and community level retail activity. Projected population growth in all directions will result in increasing traffic volumes on these recently widened and reconstructed corridors through the Village. Whether moving regionally through the Village, heading to the Richton Park Metra Station, or destined for employment areas within the Village, travelers along these major corridors can be provided opportunities to shop in Park Forest in a variety of locations and venues.

Commercial Development Goal

The Village of Park Forest will continue to actively pursue opportunities to increase commercial activity in the Village in selected locations, in order to improve the future property tax and sales tax revenue stream, reduce the property tax burden on home and business owners, and increase local shopping opportunities for residents. Initial retail priorities will focus on ways to re-introduce convenience, neighborhood, and community-level retailing into the community at specific locations that are accessible, walkable, visible, and mutually supportive.

Commercial Development Policies

1. As space in DownTown Park Forest, including the DownTown Gateway, at Norwood Square Shopping Center and at the 211th Street Metra Station TOD is occupied, the Village will facilitate additional commercial development at the Sauk Trail Gateways and in the Western Avenue Annexation Area. These secondary commercial areas will primarily serve nearby residential neighborhoods and passing traffic along the major arterials rather than competing for the broader market base of the DownTown, Norwood Square and the 211th Street Metra Station TOD.
2. Mixed use development will be supported at the Main Street site in the DownTown Gateway Sub-Area, and potentially at transit-accessible locations elsewhere in the Village (West Sauk Trail Gateway and 211th Street Metra Station TOD).
3. Commercial development will be limited to existing locations and new locations identified within the Sub-Area concepts, where such development can achieve adequate visibility, create a pattern of nodes of commercial activity, and be buffered effectively from nearby residential areas. The business mix in these Sub-Areas will be complementary to existing businesses elsewhere in the Village, rather than competing with the DownTown, Norwood Square Shopping Center or the 211th Street Metra Station Area TOD for similar tenant types.
4. While new commercial uses should be well buffered from adjacent residential uses, pedestrian access from local side streets should be provided. As existing commercial parcels are redeveloped, vehicular and pedestrian access patterns should be improved.
5. Commercial development in the Village should be of a high quality, with attractive building design and generous site enhancements provided. Existing sites should be reconfigured and enhanced as opportunities arise.
6. As new or additional commercial businesses are developed, a focus will be placed on meeting local convenience shopping needs in addition to serving passing traffic.
7. The Village should work with private developers to create “ready to develop” locations in order to respond quickly to market demand for new retail development.

Employment Framework

Currently, Park Forest plays a relatively modest role in the regional service and industrial market. DownTown Park Forest supports an array of office, medical, and service tenants. The Park Forest Business Park sustains several notable property owners including Imageworks, Homewood Disposal, and Champion Sportswear. Planning for industrial and business service development needs to reflect the reality that the Business Park is approaching build-out, although there are ways to strengthen its position as an industrial and employment location. Growth potential in this sector over the long term can best be accommodated within the Western Avenue Annexation Area, especially in light of the demand for industrial and employment development that will be generated by the proposed third airport in eastern Will County, and the pending development of a 900 acre intermodal facility in Crete.

Employment Areas Goal

The Village of Park Forest will seek to expand employment opportunities in the Village, in particular seeking to capitalize on emerging market opportunities related to the proposed third regional airport. As well, Village efforts to understand and respond to the needs of existing businesses will pay dividends.

Employment Areas Policies

1. Seek opportunities to capture emerging market demand for business service and light industrial uses in both the Park Forest Business Park and the Western Avenue Annexation Area over the long term.
2. Continually monitor available properties and actively market development opportunities in the Park Forest Business Park, as discussed in more detail in the Sub-Area section.
3. As employment related development occurs, seek to mitigate potential impacts (such as traffic and noise) on nearby residential areas.
4. Utilize long-term opportunities for business park development at the south end of the Western Avenue Annexation Area to enhance the community's image along this key corridor with significant landscaping preservation and enhancements.



Implementation Strategies

■ implementation ■

strategies

IIII



III. IMPLEMENTATION STRATEGIES

Strategies that will be utilized by the Village in implementing the Strategic Plan are generally outlined below. These include regulatory and procedural issues that will set the stage for successful redevelopment efforts, proactively pursuing potential financing alternatives, and addressing long-term planning needs on an ongoing basis. More detailed Implementation Strategies are presented in the appropriate Sub-Area sections that follow, as appropriate.

Regulatory Updates and Administrative Procedures

1. Consider re-zoning of properties for commercial or higher density residential uses only after successful negotiation of a redevelopment agreement that ensures the project will comply with the policies and redevelopment guidelines in this Strategic Plan and any subsequently adopted guidelines or standards, and after site control is secured by a developer.
2. The Village should consider parcel acquisition if willing sellers come forward or as foreclosed or tax delinquent properties become available, “land banking” parcels to facilitate control of the redevelopment process over time. In general, it is expected that land assembly will occur through private negotiations between willing property owners and developers. Village owned properties can be utilized as part of an incentive package, as appropriate. This policy is discussed further within the Sub-Areas, as appropriate.
3. Development standards to control future transitions from single family uses to multi-family residential or non-residential uses will be adopted and enforced, to include (but not be limited to):
 - Requiring a minimum site assemblage to request a re-zoning to multi-family residential or non-residential use;
 - Controlling the locations where redevelopment can occur, such as limiting condominium or commercial projects to corner sites, sites adjacent to commercial or institutional areas, and/or areas where adequate physical buffers and arterial access can be provided;
 - Applying stringent buffering standards where redevelopment occurs directly adjacent to single family homes; and
 - Controlling access points to avoid arterial conflicts and residential cut-through traffic in adjacent neighborhoods (in many cases, a traffic impact analysis will be warranted).
4. Design guidelines will also be needed to ensure high quality commercial and mixed use development, to be enforced in exchange for financial incentives for redevelopment and/or requests for rezoning of property.
5. To encourage affordable and varied housing options, pre-fabricated construction technologies could potentially be considered for use in larger scale projects, in particular in the Eastgate neighborhood. Using some factory-assembled components could result in construction cost savings and improvements in energy efficiency. As

with all redevelopment, designs will need to comply with Village codes and not compromise quality in construction or appearance.

6. For residential projects in areas underserved by public open space, park land should be dedicated or fees-in-lieu of dedication assessed as part of the negotiated redevelopment agreement or consideration of rezoning requests.
7. Ongoing community-wide and DownTown “branding” and marketing efforts should be continued, highlighting Park Forest’s unique assets and quality of life.
8. For high priority redevelopment projects that fulfill the Village’s overall goals, an expedited review process should be provided, potentially to include pre-approving several building designs for eventual application on multiple sites. Ongoing efforts to streamline development review should be continually evaluated for improvement.
9. Ongoing code enforcement throughout the Village will be maintained and increased as resources allow, to ensure a high quality living and working environment for existing and future residents and business owners.
10. Stormwater management should be provided in a holistic manner as redevelopment occurs, being sensitive to conservation design principles whenever possible. Stormwater detention areas should be treated as amenities, integrated into the overall site plan as visual features.
11. Tree preservation and environmentally sustainable development practices should be required for all redevelopment projects in the Village, in particular if financial incentives are being requested. LEED-ND (Leadership in Energy and Environmental Design- Neighborhood Development) standards, though still subject to further refinement by the U.S Green Building Council (USGBC), or similar standards that may be developed in the future, should be utilized in site planning for all redevelopment projects.
12. Developers of new commercial, mixed use and residential buildings should be encouraged to seek LEED certification, utilizing “green” construction techniques and energy conservation measures in building design. LEED certification, or certification utilizing similar standards that may be developed in the future, should be a requirement for projects seeking financial assistance from the Village.

Financing Alternatives

Many of the Sub-Area concepts will present a financial gap, although the magnitude will vary based on the infrastructure upgrades and other public improvements necessitated by the project, market value of properties to be acquired, and increase in allowable density being considered.

1. In some cases, the gap can be addressed with Village provision of public improvements that will be necessary to ensure a high quality development character. In others, a more significant barrier to achieving the development will likely be apparent.
2. While in some areas a TIF District might be a potential option to address a financing gap, in others areas replacing existing active uses with a new development pattern will likely not generate a significant enough incremental revenue to justify the creation of

3. In areas where TIF-related incentives are not feasible, the Village will consider assisting in the redevelopment process to reduce the demonstrated financial gap through various other means, potentially including (but not limited to):
 - Continuing efforts to acquire and hold land which can then be sold to developers at a reduced cost when warranted;
 - Securing external funding sources to install needed and desired public improvements;
 - Securing external funding sources to assess environmental conditions, and address environmental remediation and other pre-development costs;
 - Partnering with a non-profit development entity who can assemble and hold land in cooperation with the Village (such as assisting with “land swap” transactions for open space in the Eastgate neighborhood), and who can potentially undertake redevelopment and infill projects in the Village (such as new housing in the Eastgate neighborhood);
 - Offering density bonuses in selected areas to improve the financial pro-forma for desired developments, in exchange for higher quality design details or other enhancements; and
 - Efforts to further streamline the pre-development and entitlement process can reduce developer carrying costs. Any savings accrued from a streamlined and predictable review process can be considered an incentive.

Long Range Planning Needs

1. Proactively assess and plan for coordinated installation of appropriate infrastructure to support redevelopment, in particular for employment related uses. Coordinating with other agencies will be necessary to ensure adequate and reliable utilities and telecommunications services are available in the Park Forest Business Park and Western Avenue Annexation Area.
2. Proactively engage with Pace to address opportunities to improve public transportation for Village residents and employees, potentially to include additional fixed route service to nearby Metra stations and other destinations or demand-responsive shuttle services in cooperation with the township and/or neighboring municipalities.
3. Work with local and state legislators and the Illinois Department of Transportation to understand and lobby for specific outcomes related to the third regional airport. Airport access patterns will be a key determinant of long-term market growth potential along Western Avenue. Ensuring that Western Avenue serves as a key regional access route south of Crete-Monee Road to the airport will be an important Village goal over the long term, to maximize future visibility and market base for commercial and employment uses in the Sub-Areas along Western Avenue within Park Forest.
4. Work with the U.S. Congressional delegation and the Surface Transportation Board to mitigate the potential impacts of the proposed CN Railroad purchase of the EJ&E

Railroad, including traffic congestion at the Western Avenue at-grade crossing and increased noise associated with additional freight rail traffic through the Village.



Residential Infill and Redevelopment

■ residential infill ■
and redevelopment

IV



IV. RESIDENTIAL INFILL AND REDEVELOPMENT

The majority of homes in Park Forest were built during a 20 year period from 1949 to 1969. Since then, property owners have made additions and/or alterations to the original homes on a lot-by-lot basis, but the housing stock is still relatively homogeneous. The idea of infill residential development is not new to Park Forest, however. In the late 1980s, the Village sold property on what would become Homan Circle for the development of six single family homes. In the mid 1990s, property was sold along New Salem Street for nine single family homes. The Village acquired both of these properties through the tax delinquency process. Newer single family homes were constructed along Tamarack Street from 1992 through 2007, and the Village is currently working with a developer to create an expanded residential neighborhood on the former Hidden Meadows golf course. Finally, from 2006 to 2008, the Legacy Square residential development in DownTown Park Forest added 68 new homes on the site of a demolished Goldblatts Department Store.

All of these new and infill housing developments have added value and variety to the Village's housing inventory. Yet, many neighborhoods continue to be characterized by small "starter homes" that need updating to compete with new housing options available to home buyers. There is potential for scattered infill and teardown (replacement) single family housing throughout the community. Also, there are larger sites that could accommodate multiple housing units in a cohesive development. When a strategy of housing infill and redevelopment is pursued on scattered sites throughout the community, in conjunction with implementation of the more specific concept plans presented in this Plan, the Village will be able to achieve its goal of an average of 50 new dwelling units annually during the next fifteen years. Additionally, the introduction of new housing units on sites scattered throughout the community is likely to generate reinvestment in the existing housing stock nearby by current and new homeowners. All this can be accomplished as part of an overall campaign to market the Village's numerous quality of life benefits, including walkability, open space, and housing affordability, that are not typically found in the new residential developments of most suburban communities.

Implementation Strategies

The following Implementation Strategies should be pursued by the Village, building on the Residential Development Goal and Residential Development Policies previously described:

1. As opportunities arise that are consistent with broader community goals, the Village should acquire and "land bank" scattered sites throughout the community. As several parcels in close proximity come under the Village's control, they should be offered as a package to developers who commit to either replacing or renovating the existing housing stock for resale. The opportunity to acquire and renovate several

nearby properties simultaneously will be more economical and thus appealing to developers and home builders. Program guidelines should be developed to give the Village a level of control over design and construction quality, and to ensure that new construction is compatible with its surroundings.

- One such “program guideline” should be to require that developers/home builders who obtain properties from the Village renovate those homes (when renovation is an option) consistent with the plans approved as part of the Architectural Redesign Program.
 - A particular focus for this strategy will be the Eastgate neighborhood, as discussed and depicted in the Eastgate Sub-Area concept. To the extent that renovation of homes in Eastgate is an option, the Village should prepare architectural redesign plans for the home models in this neighborhood.
2. Sites that have remained vacant throughout the Village should be assessed to determine whether natural site conditions (soils, drainage, etc.) preclude future development. In these cases, opportunities to expand the open space network in the Village by converting these sites into neighborhood pocket parks should be considered. Alternatively, these lots could be offered for sale to adjacent property owners, thereby putting the properties back on the tax rolls.
 3. As regional economic conditions have continued to slow through 2008, Village officials should recognize the near-term potential to acquire additional residential properties as opportunities arise.
 4. Organize new housing units around existing open spaces or new open spaces, to create value premiums that can help to make redevelopment more feasible to pursue.
 5. Upgrades to existing single family homes should be encouraged by actively marketing and expanding the existing low-interest loan program and Architectural Redesign Program launched by the Village in 2006. The loan program is provided by two local Park Forest banks and is currently available for any homeowner-initiated home improvements. The Village should consider expanding the Architectural Redesign Program to include plans for additional house models available in Park Forest.
 6. Residents should be encouraged to undertake home improvement projects that increase energy efficiency and other “green” renovation options. Some strategies that the Village could consider include making educational materials about these options available on-line and at Village Hall, working with local financial institutions to make low-interest financing for such improvements available, or offering property tax rebates to homeowners completing such improvements.
 7. Opportunities to accommodate varied and higher density housing units on key sites throughout the Village should be explored. Generally speaking, higher density housing should be clustered in locations that provide direct access to arterials with Pace bus service, that are within walking distance to retail and commercial services, and/or that are within a ten-minute (approximately one-half mile) walking distance from a Metra Electric District Line station. Areas of focus for this strategy include:
 - The DownTown Gateway Sub-Area, the East and West Gateways on Sauk Trail, and potentially at the intersections of Indianwood Boulevard and Shabonna and Orchard Drives on Sauk Trail, for condominium scale

redevelopment. These strategies are discussed and depicted in the Sub-Area sections.

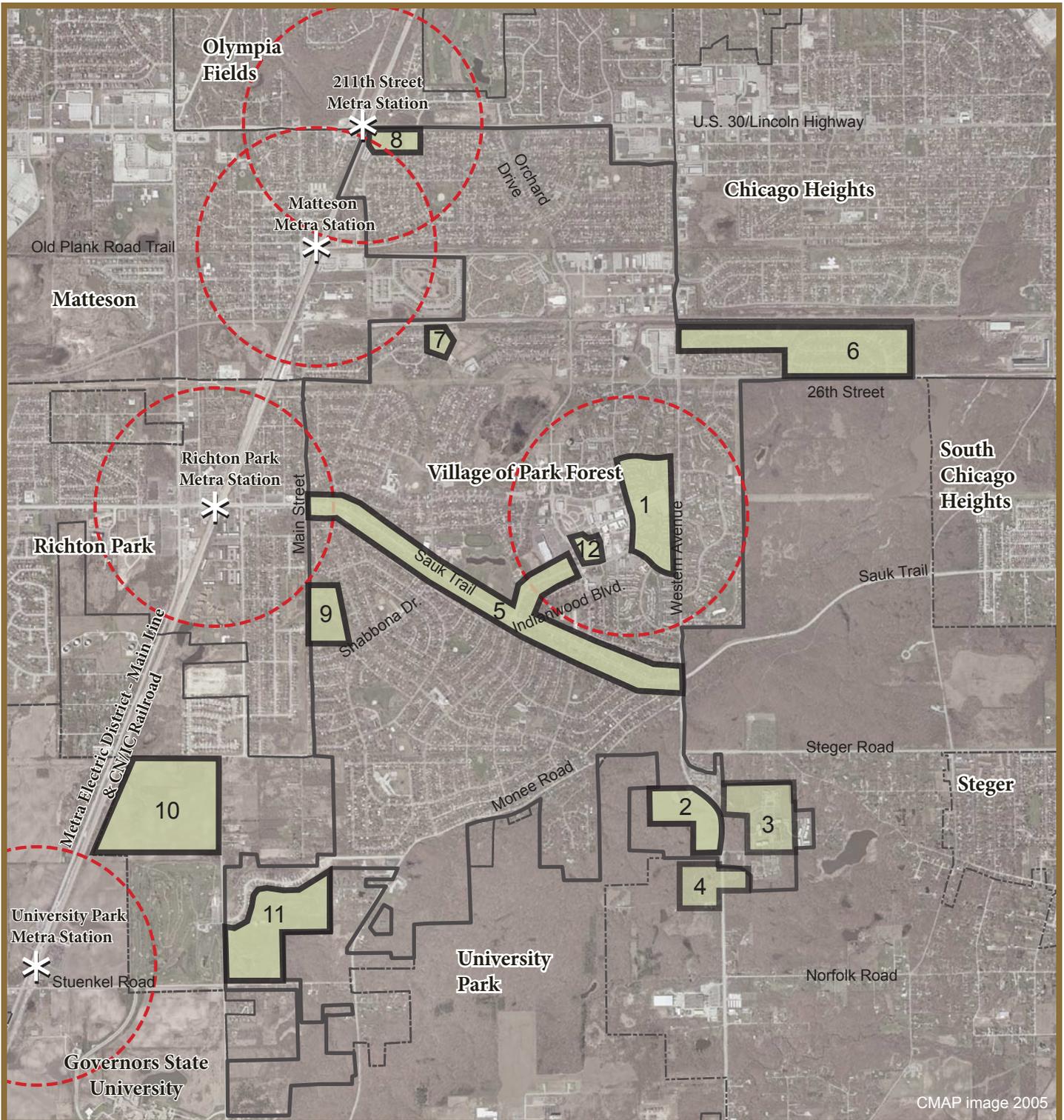
- The Eastgate neighborhood and Sauk Trail Corridor for townhouse scale redevelopment. These strategies are discussed and depicted in the Sub-Area sections.
- The 211th Street Metra Station TOD area, as described in the plan for that area available under separate cover.

In addition to scattered infill opportunities throughout the Village, several specific redevelopment opportunity sites have also been identified. These are depicted in the *Residential Infill and Redevelopment Opportunities* figure at the end of this section. The residential redevelopment opportunities in several of these areas are described in more detail in the discussion of the Sub-Areas.

- Area 1: The DownTown Gateway has the potential for mixed-use development on a vacant parcel on Main Street and within Areas F, G, and H (currently known as Central Park Townhomes and Thorn Creek Apartments), dependent on the property owners' long-term plans. Higher density residential development on the Areas F, G, and H properties would provide additional population near the DownTown, and make key Western Avenue frontage more viable for commercial development.
- Area 2: There is potential for multi-family residential development on the vacant property at 23450 S. Western Avenue (southern Village limits) and adjacent vacant land along Western Avenue, taking care to protect and preserve sensitive natural areas.
- Area 3: There is potential for additional multi-family residential development within the Autumn Ridge community along Western Avenue, taking care to protect and preserve sensitive natural areas.
- Area 4: The northern portion of the Western Avenue Annexation Area has the potential for multi-family residential development, in a manner consistent with development at 23450 S. Western Avenue and the Autumn Ridge property.
- Area 5: As described elsewhere in more detail, the Sauk Trail Corridor has the potential to accommodate multi-family residential uses due to increasing traffic volumes, which are not conducive to single-family residential uses over the long term. The West Gateway, East Gateway, and intersections of Sauk Trail with Indianwood Boulevard and Shabonna and Orchard Drives have the potential for condominium scale redevelopment, with townhouse scale redevelopment in the rest of the corridor.
- Area 6: As described elsewhere in more detail, the Eastgate neighborhood has the potential for infill residential development and redevelopment, including both multi-family and single family, due to general housing conditions and the significant number of property liens and foreclosures.
- Area 7: The Wildwood School site has the potential for compatible residential development that adds value to adjacent single-family neighborhoods.
- Area 8: As described in more detail under separate cover, the 211th Street Metra Station TOD area has the potential for infill multi-family residential development

along Homan Avenue that both adds value to the Lincolnwood neighborhood and increases Metra ridership on the Electric District Line.

- Area 9: Keokuk Park is an underutilized 26-acre park that may have potential as a future infill site for compatible residential development. However, the potential presence of wetlands on the site will need to be studied in further detail to ascertain whether redevelopment of some or all of the site is feasible.
- Area 10: The 124 acre property on Crawford Avenue just north of the University Park golf course has the potential for a master planned residential development of significant scale. Annexation of this parcel will be required.
- Area 11: Plans are underway to convert the former Hidden Meadows golf course property into a master planned residential community.
- Area 12: The former Marshall Fields building footprint and parking lot should be marketed for high density single family or multi-family development.



CMAP image 2005

Residential Infill and Redevelopment Opportunities

Opportunity Area #

- Area 1 - Downtown Gateway
- Area 2 - 2345 S. Western Avenue
- Area 3 - Autumn Ridge
- Area 4 - Western Avenue Annexation Area
- Area 5 - Sauk Trail Corridor
- Area 6 - Eastgate Neighborhood
- Area 7 - Wildwood School Redevelopment
- Area 8 - 211th Street TOD
- Area 9 - Keokuk Park
- Area 10 - Crawford Avenue Parcel
- Area 11 - Hidden Meadows
- Area 12 - Former Marshall Field's



Village of Park Forest Boundary (approximate)



Other Municipality Boundaries (approximate)



Typical 10-minute (1/2 mile) walking distance from key destination

N

Scale: 1" = 4,000'

HNTB



Redevelopment Opportunity Sub-Areas

■ redevelopment ■
opportunity
sub-areas



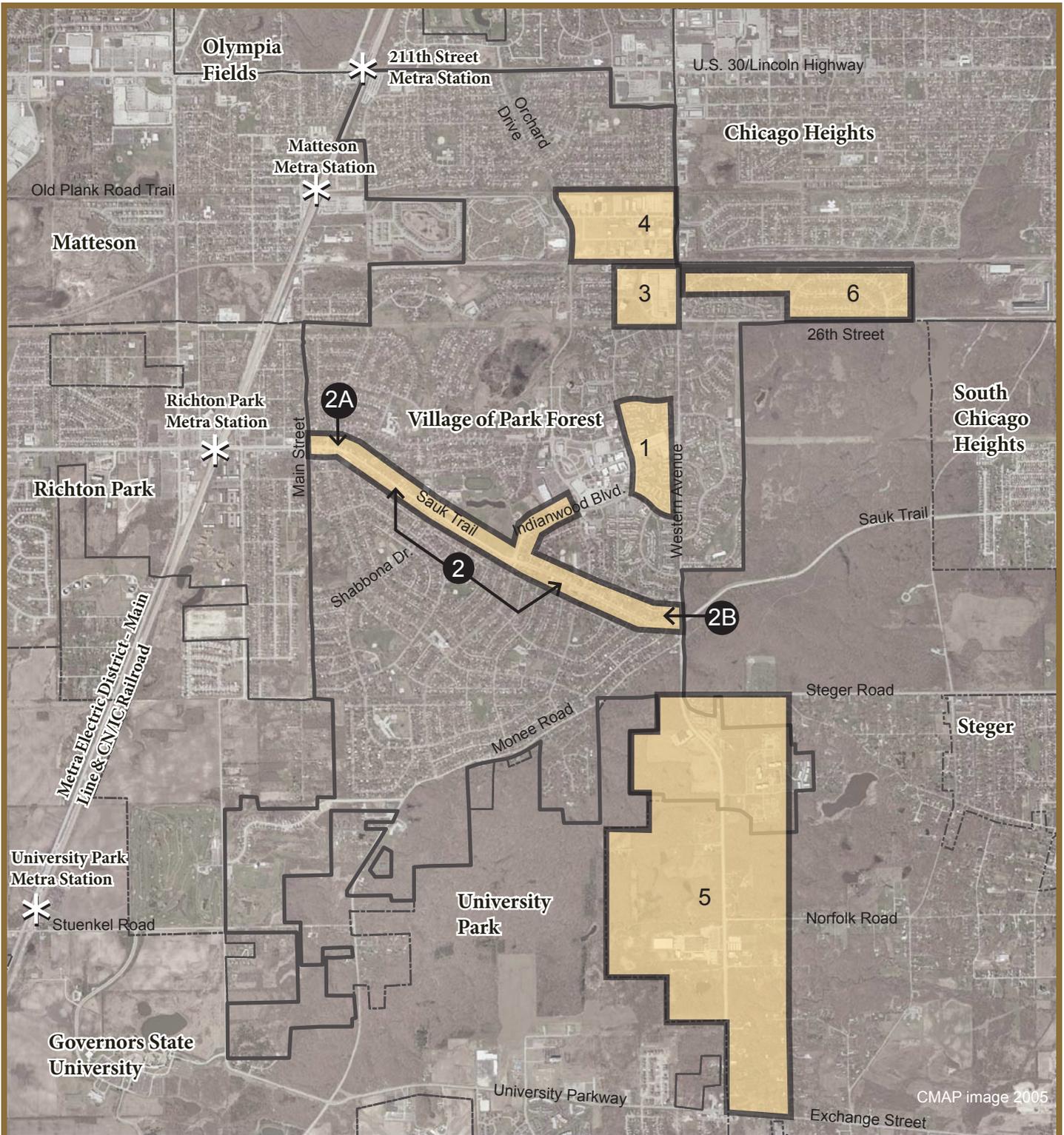
V. REDEVELOPMENT OPPORTUNITY SUB-AREAS

Over the course of the next fifteen years, the Village's land use and economic development efforts will be focused on the six Sub-Areas examined in this Strategic Plan, as well as the land contained within the DownTown Master Plan and the 211th Street Metra Station TOD Plan. The six Sub-Areas include:

1. **DownTown Gateway**
2. **Sauk Trail Corridor**, including the West Gateway (2A), the East Gateway (2B), and the Corridor between the Gateways
3. **Norwood Square Shopping Center**
4. **Park Forest Business Park**
5. **Western Avenue Annexation Area**
6. **Eastgate Neighborhood**

These Sub-Areas are identified on the *Sub-Area Key Map* on the following page, and a detailed discussion of each Sub-Area follows.

Existing conditions and key issues and opportunities for each of these Sub-Areas are presented in detail in the Inventory and Existing Conditions Report. In the second phase of the planning process, two alternative concepts for each area were developed for Steering Committee consideration. For three of the Sub-Areas (plus the East and West Gateways of the Sauk Trail Corridor), a preliminary financial gap analysis was developed to ascertain the likely magnitude of needed public sector financial incentives. This analysis was used to establish a preferred concept, and it will be useful when determining which implementation strategies to employ in order to bring the concepts to reality. The preferred concept for each Sub-Area depicts a desired future land use pattern, and identifies key access and circulation features and urban design features.



Sub-Area Key Map

- | Sub-Area # | Description |
|------------|---|
| 1 | Sub-Area 1 - Downtown Gateway |
| 2 | Sub-Area 2 - Sauk Trail Corridor |
| 2A | Sub-Area 2A - West Gateway |
| 2B | Sub-Area 2B - East Gateway |
| 3 | Sub-Area 3 - Norwood Square Shopping Center |
| 4 | Sub-Area 4 - Park Forest Business Park |
| 5 | Sub-Area 5 - Western Avenue Annexation Area |
| 6 | Sub-Area 6 - Eastgate Neighborhood |

-  Village of Park Forest
-  Other Municipalities

N


Scale: 1" = 4,000'



HNTB

DOWNTOWN GATEWAY

In December 1995, the Village of Park Forest acquired the troubled Park Forest Plaza after a series of property owners had allowed it to become severely blighted and tax delinquent. In April 1997, less than two years after acquiring the Plaza, a Master Plan for DownTown Park Forest was adopted to address how the defunct shopping center could be dramatically redeveloped into an active mixed-use “Main Street” downtown. At that time, the center maintained its original design as an inwardly focused regional mall with three major anchor stores (Sears, Marshall Fields, and Goldblatts) all surrounded by large expanses of parking. Five years later, in 2002, the Master Plan was updated to identify the implementation measures that had been taken and to address remaining steps that were needed. In 2003, the Urban Land Institute-Chicago and the Campaign for Sensible Growth convened a Technical Assistance Panel to make recommendations regarding how the Village could increase the viability of the newly created DownTown.

The recommendations from the Master Plan and the Technical Assistance Panel have been nearly all implemented. While some redevelopment remains to be undertaken, the transformation of DownTown Park Forest has advanced enough to be characterized as a traditional downtown that provides for store visibility, pedestrian access, an interconnected street system, access to public transit, and a mix of land uses.

In order to make this transformation to DownTown Park Forest happen, the Village undertook the demolition of 365,000 square feet of retail space, with the 116,000 square foot Marshall Fields building slated to be demolished as well in 2009. Main Street was built through the center of the former pedestrian shopping center and extended across the former Sears footprint to Western Avenue. Cunningham Drive and Lester Road were built to intersect with Main Street. Landscaping was installed in all medians, at street intersections, and at entry features. The Village Green was created to provide an outdoor venue for community activities. An entry sign was installed at the west end of the DownTown on Main Street that is used to announce Village activities and new businesses, and an archway sign welcoming the public to DownTown Park Forest was installed at the east end of Main Street.

The remaining 172,000 square feet of retail space in DownTown Park Forest represents a much more viable amount of commercial/retail space for a community the size of Park Forest. To add to the diversity of land uses in DownTown, a portion of the former Sears property was sold to Pathways Senior Living to provide 182 dwelling units for seniors, including a 95 unit independent living building and an 87 unit assisted living building. In addition 65 new single family homes and three live/work units were constructed on the site of the former Goldblatts Department Store. These homes add property value to the DownTown, they close the physical gap that existed between the DownTown and the west and north side of Park Forest, and most importantly, they add to the vitality of the DownTown by increasing the activity level in the DownTown.

Now the Village seeks to redevelop the vacant 3.5 acre site at the east end of Main Street, and potentially create larger commercial sites with direct frontage on Western Avenue. Given the increasing traffic volumes on Western Avenue, a new mixed-use commercial development at the DownTown Gateway that includes entertainment, restaurant, and/or retail uses on the ground floor with residential uses on two to three upper floors, will attract new customers to the central DownTown area. There is not currently enough commercial frontage on Western Avenue for significant retail development with good visibility. The rental townhouses north of the DownTown Gateway area sold in early 2007 for a relatively high price, and the new owner has made significant improvements to the property. Therefore, this property will likely remain residential for the foreseeable future. On the other hand, the rental townhouses on the south side of the DownTown Gateway may have more potential for redevelopment. This area could be redeveloped to combine commercial development along the Western Avenue frontage with new, denser residential development closer to the DownTown.

Future Vision

The Future Vision for the DownTown Gateway, as depicted on the Concept Plan, reflects the following key elements:

1. Mixed use development on the currently vacant and Village-owned 3.5 acre site on the north side of Main Street is consistent with the concept established for this area by the DownTown Master Plan. A detailed prototype for redevelopment of the Main Street site is included in the Plan, and depicts two four-story mixed use buildings, accommodating anchor restaurants and supporting retail space on the ground floor, with condominiums on the three upper stories.
2. Redevelopment of a portion of Areas G and H south of the existing CVS Drug Store (approximately 5 acres), to accommodate commercial frontage on Western Avenue and a new roadway connection from Western Avenue to Forest Boulevard.
3. Redevelopment of the western portion of Areas G and H south of the existing Victory Centre (approximately 3.5 acres), to accommodate higher density housing to further support DownTown commercial activity.
4. In the long term, and pending market demand, the potential redevelopment of the remainder of Areas F, G, and H (further north and south) in a similar pattern-accommodating commercial frontage along Western Avenue and higher density residential uses west to Forest Boulevard, along with a second new roadway connection from Western Avenue to Forest Boulevard at Lakewood Boulevard.

Financial Gap Analysis

A gap analysis was performed for the 3.5-acre Main Street site to gain an understanding of the potential fiscal costs and benefits of pursuing the Concept Plan. The gap analysis provided preliminary cost estimates for implementation of the short-term elements of the

Concept Plan, including new construction and public improvements. These cost estimates, and the resulting data regarding a potential financial gap, were used by the Steering Committee to select the preferred concept for the Sub-Area and to establish appropriate Policies and Strategies for implementation.

The analysis for the DownTown Gateway addressed a preliminary mixed use concept that incorporated 108 condo units, 13,500 square feet of ground floor retail and ground floor residential parking (subsequent refinements to the concept for the Main Street site were made to increase available parking, resulting in fewer condominium units and less commercial space being proposed). The concept anticipated a need for approximately \$794,000 in investment for streetscape upgrades, intersection enhancements, and signage associated with the project. The analysis of the original concept resulted in a modest overall surplus of about \$400,000 and eventual property tax proceeds to all taxing bodies of about \$915,300. Because the site is currently vacant and Village owned, no tax proceeds are currently collected.

While gap analysis implications are positive, there are questions about the viability of mixed use on the site, primarily because existing commercial space is available in the Downtown, and related rents are well below levels needed for new construction. The analysis also included the development of street level office / commercial condominiums, a product that does not have significant exposure in Park Forest at present. Finally, the project is likely to be phased given the number of condominium units, which will have cash flow implications for the developer. For these reasons, some level of financial incentive/subsidy may be required to get the project underway and ensure a high quality development, despite the initial indication of a modest surplus.

Planning Policies

Planning Policies regarding redevelopment in the DownTown Gateway Sub-Area include the following:

1. As a first phase of development, mixed use structures along Main Street will provide a vibrant and pedestrian-friendly street frontage that will draw visitors into the DownTown and provide a venue for destination restaurant uses, while also accommodating housing units to support DownTown business activity.
2. Commercial development along Western Avenue will accommodate larger scale building footprints that can benefit from the visibility of the location, while complementing the mix of uses in the core of the DownTown. This commercial development will be pursued as market demand warrants.
3. Residential redevelopment on the rear (western) portion of the existing Areas F, G, and H parcels will provide additional and varied housing units to provide ongoing market support for DownTown activities, with a positive impact on the Village's property and sales tax base.
4. Two new roadways between Western Avenue and Forest Boulevard and pedestrian enhancements at the newly created intersections are intended to improve visibility

5. Shared signage along Western Avenue for the major destination and traffic-generating businesses will aid in providing visibility for all businesses not located directly on Western Avenue.
6. Streetscape enhancements and DownTown gateway features will create a cohesive development image, provide an overall community benefit, and enhance the image of DownTown Park Forest.



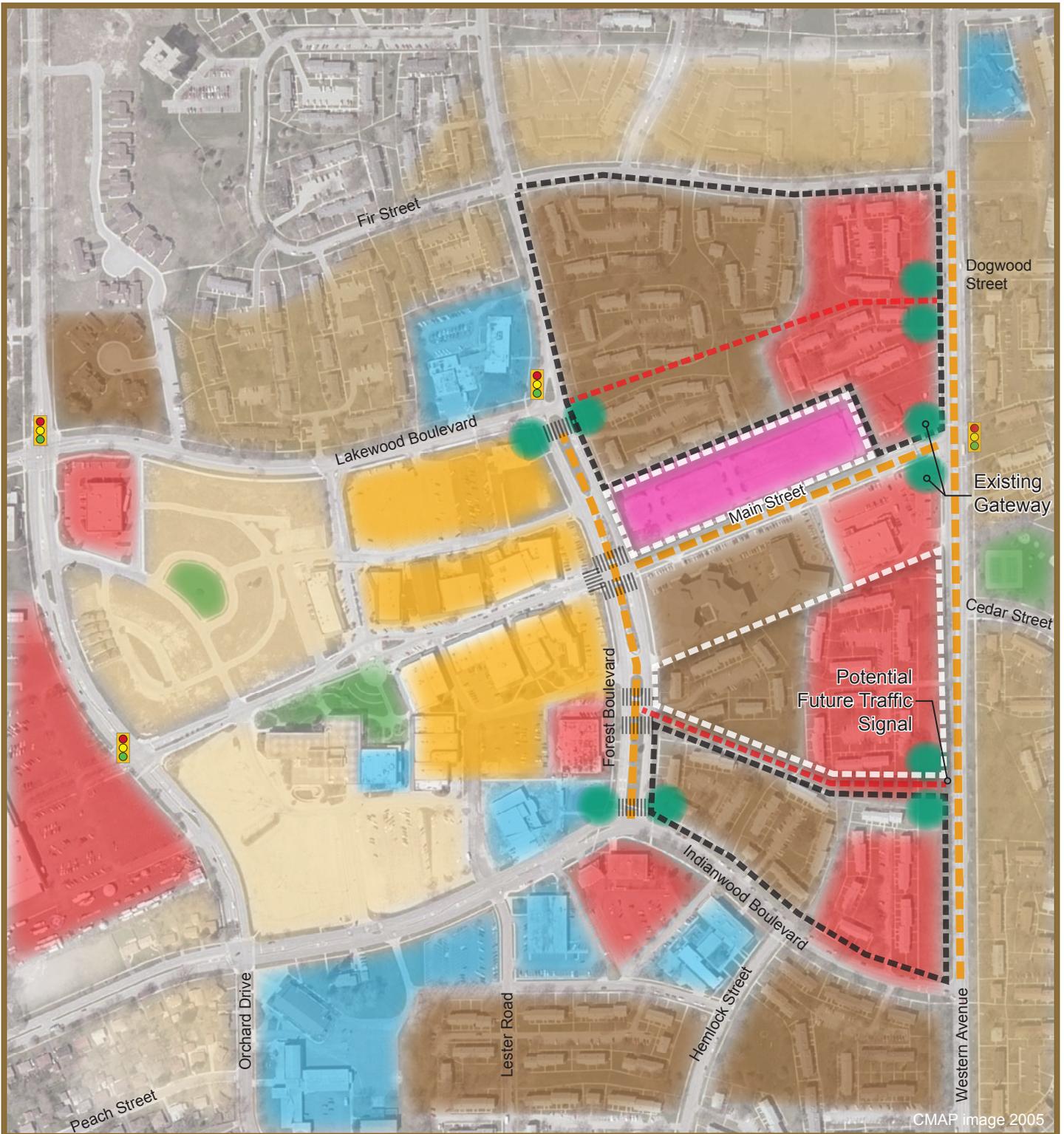
Pedestrian Friendly Townhouse Residential Area

Implementation Strategies

The following Implementation Strategies will be pursued by the Village for the DownTown Gateway Sub-Area:

1. Because the Village owns the 3.5 acre site on the north side of Main Street, mixed use development on this site could be enhanced through a land cost write-down, if tied in with the successful negotiation of a redevelopment agreement that ensures high quality site and architectural design.
2. Tax increment financing (TIF) funds may be used to install appropriate public improvements in areas that fall within the existing TIF District or are eligible for TIF District designation, potentially including gateway and signage features, and streetscape treatments.
3. The Village should consider opportunities to develop higher density residential formats in the DownTown Gateway area. For owners of low-density apartment buildings, the ability to redevelop at a higher density is a financial incentive. In addition, increased residential densities on the western portion of the redeveloped Areas F, G, and H parcels will support development of new commercial frontage in a highly competitive market.

4. The long term value of the currently vacant Main Street site could potentially be enhanced if packaged with adjacent property to the north to create a deeper development site.



Downtown Gateway

- | | | | |
|--|---|--|---|
|  Single Family |  Mixed-Use |  Gateway Feature |  Potential New Street |
|  Multi-Family |  "Downtown Core" |  Streetscape Enhancements |  Short-Term Redevelopment Potential |
|  Multi-Family Co-op |  Public/ Institution |  Pedestrian Crossing |  Long-Term Redevelopment Potential |
|  Commercial |  Open Space | | |

N

 Scale: 1" = 400'


HNTB



DownTown Gateway Mixed Use Concept

KEY CONCEPT FEATURES:

- A. Two four-story mixed use structures are depicted, each accommodating approximately 5,000 square foot of ground floor commercial space and 36 condominium units (on three upper floors).
- B. Ground floor retail spaces consist of two restaurant spaces with adjacent outdoor dining areas, and smaller tenant spaces.
- C. One indoor parking space (at grade within the building) per unit is provided, along with additional spaces in a secure rear parking lot. 1.75 spaces per dwelling unit are provided.
- D. Off-street parking for retail uses is provided in three small lots, in total providing 58 spaces (or approximately one space per 175 square feet).
- E. Secure lobby entries for the condominium units are provided from the rear parking lot area.
- F. Storefront spaces are directly adjacent to the public sidewalk along Main Street, providing a pedestrian-friendly streetscape character. Pedestrians are buffered from Main Street traffic with a wide planted parkway.
- G. Rear and side lot lines provide generous landscaping, and private common green space is provided for condominium residents in the rear of each building.



Typical Streetscape Character



Typical Mixed Use Character

SAUK TRAIL CORRIDOR

Since the Village's original development, Sauk Trail was a two-lane arterial street with single-family homes along most of its length. Commercial development occurred only at the West Gateway between Richton Park and Park Forest, in large part as an attempt to capture the market generated by commuters at the nearby Richton Park Metra Station and neighboring residents. Unfortunately, the neighborhood commercial area at Sauk Trail and Blackhawk Drive has an ad-hoc, unplanned atmosphere with no cohesive design theme and few private site improvements. Further, the commercial uses are oriented to be primarily accessible to shoppers in automobiles, with few pedestrian amenities to facilitate patronage by nearby residents.

With the exception of some public and institutional uses, the remainder of the Sauk Trail Corridor through the Village of Park Forest is characterized by single family residential development. In 2004, Cook County widened and increased the lane capacity of Sauk Trail from two lanes to four lanes with a continuous left turn lane. In 2008 the Illinois Department of Transportation completed a similar project on Western Avenue, including the intersection of Western Avenue and Sauk Trail. Over time, Sauk Trail has become a primary east-west arterial between I-57 and Indiana. The intersection of Sauk Trail and Western Avenue is the crossroads of two primary arterials, and the most heavily traveled gateway into Park Forest. Recent IDOT statistics for these roadways indicate average daily traffic (ADT) counts of 21,800 vehicles on Sauk Trail west of Western Avenue and 22,600 vehicles on Western Avenue north of Sauk Trail. Traffic levels on Sauk Trail west of Main Street in Richton Park increase further to 30,000 vehicles on an average day. While this increasing traffic will likely improve the potential customer base for the East and West Gateway commercial areas, the impact it will have on the single family homes in this area will continue to become more and more intrusive as traffic volumes grow.

According to Chicago Metropolitan Agency for Planning (CMAP) population forecasts, the area east of Park Forest, including Chicago Heights, South Chicago Heights, and Steger, is projected to grow 15 percent from 2000 to 2030. In addition, University Park, which has access to Sauk Trail from Western Avenue, is projected to grow 418 percent, from a population of 6,662 in 2000 to 34,571 in 2030. The population in Richton Park to the west is projected to grow 292 percent, from 12,533 in 2000 to 36,604 in 2030. Based on the projected growth in population within the sub-region and the increased carrying capacity of the arterial roadways resulting from the recent widening of both Sauk Trail and Western Avenue, the traffic impact on the entire Sauk Trail Corridor can be expected to increase significantly as well. In addition, because each single family home has its own curb cut, pedestrian safety along the corridor is reduced. In fact, in 2007 the Park Forest Elementary School District 163 requested and received a "hazardous" rating for Sauk Trail to aid in funding for pedestrian safety improvements and for busing school children from one side of Sauk Trail to the other.

The Sub-Area concept described in the Strategic Plan proposes three different redevelopment opportunities within the entire Sauk Trail Corridor extending from Main Street on the west to Western Avenue on the east, including the West Gateway (Sauk Trail and Main Street/Central Park), the East Gateway (Sauk Trail and Western Avenue), and the Corridor between the two Gateways. The Gateways are proposed to be redeveloped as a combination of commercial and multi-family development, and the Corridor itself is proposed to become primarily characterized by townhouse and limited condominium development.

Therefore, the concept for the Sauk Trail Corridor includes additional commercial development or redevelopment at the Gateways and redevelopment to owner-occupied multi-family housing between the Gateways. In addition, the West Gateway is within the one-half mile, ten minute walking distance to the Metra Station in neighboring Richton Park. This opens the possibility for a transit-oriented development project within the West Gateway incorporating commercial uses on the ground floor of mixed use buildings.

Multi-family development along this corridor will create increased population to support commercial activity in the DownTown and at both Sauk Trail Gateways, and will diversify housing options within the community. Prototypes for townhouse and condominium development along the Corridor have been created, establishing clear expectations with regard to development quality. These prototypes are specifically designed to minimize the impact of multi-family development on the adjacent single family neighborhoods. In addition, recommendations are made for enhancements along the Sauk Trail Corridor to improve pedestrian and bicycle accessibility in the Village for all residents.

Commercial development along Sauk Trail will only occur within up to three nodes: the West Sauk Trail Gateway, the East Sauk Trail Gateway, and/or the Indianwood intersection with Sauk Trail. Isolated commercial uses along the corridor or conversion of single family homes to commercial uses will not be supported, due to the potentially de-stabilizing effect such land use patterns would have on adjacent single family homes. In areas that remain single family in character during the transition, code enforcement and traffic enforcement will be key to maintaining the best possible residential environment.

The remainder of this Sub-Area describes Policies and Strategies for each of the Corridor areas separately, including the Sauk Trail Corridor Prototypes, the West Gateway and the East Gateway.

Sauk Trail Corridor Prototypes

Three multi-family residential redevelopment prototypes have been prepared for potential future application along the Sauk Trail Corridor, as depicted on the Sauk Trail Corridor Key Map that follows. As described within the Gateway areas, these prototypes

may have some applicability within the Gateways as well as along the Corridor between the Gateways.

The Condominium Prototype depicts a potential redevelopment scenario to accommodate two four-story condominium structures on a corner site. This type of redevelopment is anticipated to potentially occur in up to five locations: the West Gateway, the East Gateway, the Indianwood intersection with Sauk Trail, the Shabonna/Westwood Drive intersection with Sauk Trail, and/or the Orchard Drive intersection with Sauk Trail. Other potential sites, if directly adjacent to institutional or open space areas, might also be considered if all of the redevelopment guidelines can be met. The redevelopment guidelines for the application of this prototype are described on the illustration.

The Mixed Use Prototype depicts a potential redevelopment scenario to accommodate two four-story structures on a corner site, with ground floor retail space surrounding a corner parking lot, and upper story residential units. Where market demand warrants, this type of redevelopment could potentially occur at the West Gateway and/or the East Gateway and/or at the Indianwood intersection with Sauk Trail. Redevelopment guidelines for the application of this prototype are described on the illustration.

The Townhouse Prototype depicts a potential redevelopment scenario that accommodates a master planned townhouse development with Sauk Trail frontage and secondary street access from the rear. Because the density of this prototype is more compatible with the established pattern of single family homes on the Corridor, it is anticipated that this prototype could be accommodated in any location along the Corridor. It will be most appropriate initially in locations where townhouses can serve as a physical buffer between single family homes and commercial or condominium buildings. Redevelopment guidelines for the application of this prototype are described on the illustration.

Financial Gap Analysis

A gap analysis was performed for this Sub-Area to gain an understanding of the potential fiscal costs and benefits of pursuing the Concept Plan. The gap analysis provided preliminary cost estimates for implementation of the short-term elements of the Concept Plan, including land acquisitions, demolition, new construction and public improvements. These cost estimates, and the resulting data regarding a potential financial gap, was used by the Steering Committee to select the preferred concept for the Sub-Area and to establish appropriate Policies and Strategies for implementation.

The Condominium Prototype analyzed reflects replacement of eight single family homes with 36 condominiums, requiring an estimated \$91,300 in public improvements such as new sidewalks and street trees. It is estimated that the financial gap to realize this scenario is only \$434,200. The need for public incentives or subsidies to realize a condominium development of this type and scale results from both needed public

improvements, and the Village’s policy preference to limit building height to four stories. Annual property tax proceeds to all taxing bodies are expected to increase from approximately \$30,200 currently to approximately \$285,700 in this scenario.

The Townhouse Prototype analyzed reflects replacement of six single family homes with 16 townhouses, and would require an estimated \$58,700 in public improvements such as new sidewalks and street trees. It is estimated that the financial gap to realize this scenario is approximately \$395,300. The need for public incentives or subsidies to realize a townhouse development of this type and scale reflects the fact that density does not increase significantly over the existing pattern of development. Annual property tax proceeds to all taxing bodies are expected to increase from approximately \$22,600 currently to approximately \$116,800 in this scenario.

Planning Policies

Planning Policies regarding redevelopment of the Sauk Trail Corridor include the following:

1. Commercial uses along Sauk Trail should be clustered in locations where potential impacts on the adjacent neighborhood can be minimized, and where accessibility and visibility can be maximized, as depicted on the Sauk Trail Corridor Key Map.
2. The Village will enforce the Redevelopment Guidelines described in the Corridor Prototypes as a condition of any re-zoning and/or financial incentives.
3. Ensuring appropriate physical buffering between new commercial, mixed use and multi-family residential uses and existing single family residential uses will be a paramount consideration, to ensure a stable and sustainable land use transition over the long term.

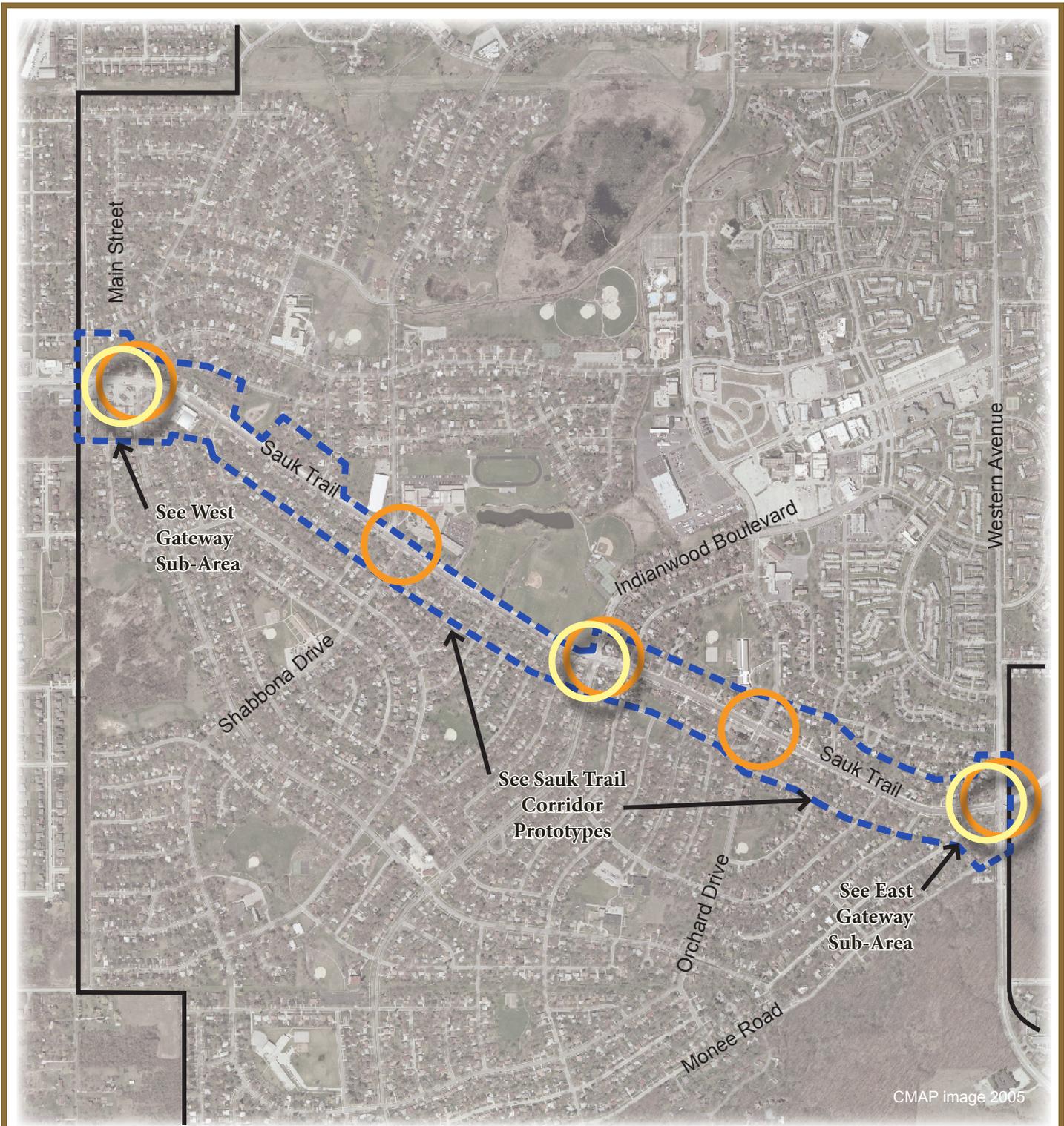
Implementation Strategies

The following Implementation Strategies will be pursued by the Village for the Sauk Trail Corridor:

1. It is anticipated that financial incentives will be minimal to facilitate condominium or mixed use redevelopment due to the increase in allowable density.
2. Some incentive, likely in the form of land write-downs or assistance with public improvements, may be necessary to facilitate townhouse redevelopment, in order to maintain densities more compatible with adjacent single family residential uses, as depicted on the Townhouse Prototype. The Village currently owns parcels on Marquette Street and Niagara Street that may potentially serve to incentivize this type of development in this location, for example.
3. The Village should consider parcel acquisition along the Sauk Trail Corridor if willing sellers come forward or as foreclosed or tax delinquent properties become available, “land banking” parcels to facilitate control of the redevelopment process

over time. In general, it is expected that land assembly will occur through private negotiations between willing property owners and developers. Village owned properties can be utilized as part of an incentive package, as appropriate.

4. Currently the Sauk Trail Corridor Key Map indicates potential nodes for condominium development, and generalized boundaries for potential townhouse development. However, a more detailed corridor study of Sauk Trail should be undertaken, to more accurately identify potential priority redevelopment sites and to identify appropriate locations for intersection and open space enhancements along the corridor in conjunction with redevelopment efforts.
5. Improved pedestrian convenience and safety for corridor residents and residents of adjacent neighborhoods should be a key outcome of redevelopment efforts. This will occur naturally as the number of curb cuts to individual single family homes is reduced. It may also include a landscaped off-street pathway along Sauk Trail and Indianwood Boulevard to connect to key nodes and the DownTown. Targeted enhancements will serve to both improve mobility through the Village and enhance the community's image to passersby along Sauk Trail.
6. Design standards, based upon the Redevelopment Guidelines, should be codified and enforced for all redevelopment along Sauk Trail. In addition, the Village should work with Richton Park to develop an intergovernmental agreement addressing consistent design standards in the vicinity of the West Gateway.
7. Adequate off-street parking will be required at new developments, as depicted in the Prototypes, to ensure that off-site impacts of higher density housing on adjacent neighborhoods are minimized.
8. Storm water management issues related to higher density development along Sauk Trail should be addressed in a coordinated and visually pleasing manner.



Sauk Trail Corridor Key Map

-  Potential Residential Transition Area (generalized)
-  Potential Commercial Development Nodes
-  Potential Condominium Development Nodes

 Village of Park Forest

N


Scale: 1" = 1400'

0 700 1400





Sauk Trail Corridor Condominium Prototype

REDEVELOPMENT GUIDELINES:

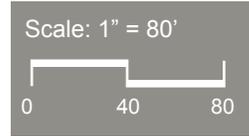
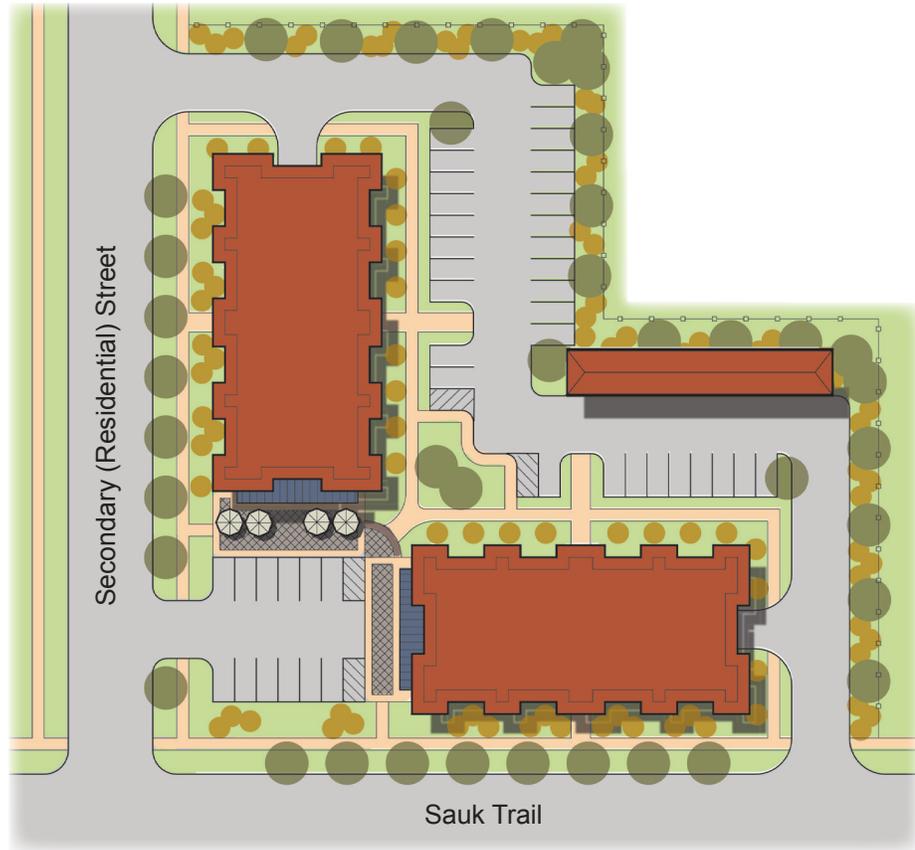
- A. Two four-story structures are depicted, each accommodating 18 units (6 per floor on 3 upper floors). 18 covered parking spaces are provided in each structure on the ground floor, for a total of 36 covered parking spaces. An additional 36 surface spaces are provided, resulting in 2 dedicated parking spaces per unit.
- B. Minimum frontage on Sauk Trail of 300 feet desirable to provide quality site improvements.
- C. Corner site preferred, site adjacent to commercial or institutional use acceptable
- D. Secondary access from a side street or rear street required
- E. Maximum of one curb cut on Sauk Trail, and a maximum of three curb cuts total
- F. Setbacks at all lot lines to be compatible with (and not less than) adjacent existing structures
- G. Maximum building height of four stories (three residential floors over ground floor parking; top floor within pitched roof profile is preferred)
- H. Minimum of one secure indoor parking space for each unit; entrance to indoor parking not facing a public street
- I. Guest parking spaces provided off-street to minimize off-site impacts
- J. On-site pathways connected to public sidewalks
- K. Continuous public sidewalks at all adjacent streets, with planted parkway and street trees
- L. Continuous fence and landscaping buffer at side lot lines within a minimum 5 foot paved area setback
- M. Common green space with ample site landscaping and detention areas designed as visual amenities
- N. Security lighting as necessary, without light spillover onto adjacent properties



Typical Condominium Character



Typical Condominium Character



Sauk Trail Corridor Mixed Use Prototype

REDEVELOPMENT GUIDELINES:

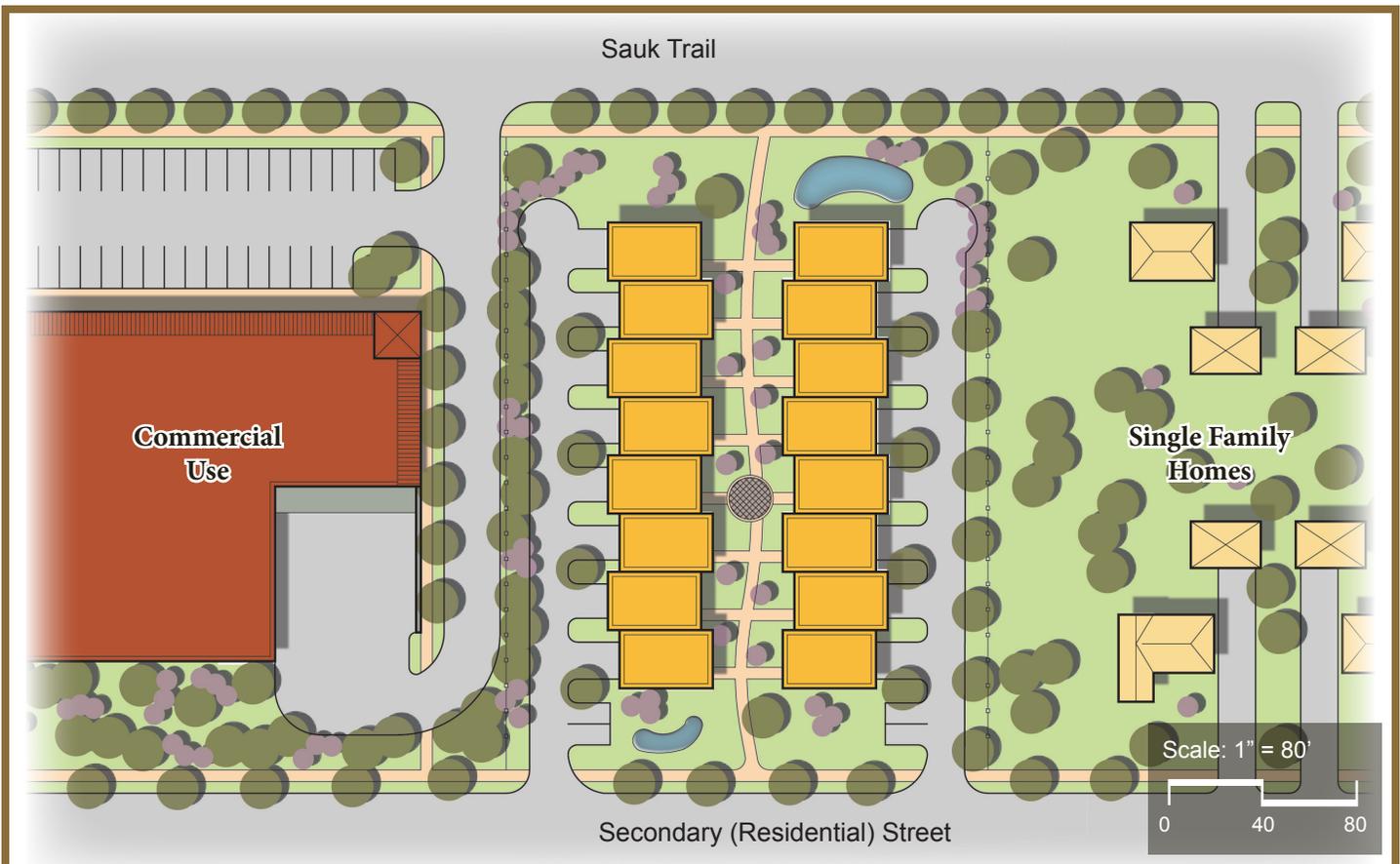
- A. Two four-story structures are depicted, each accommodating 18 units (6 per floor on 3 upper floors). 15 covered parking spaces are provided in each structure on the ground floor, for a total of 30 covered parking spaces. 12 garage spaces and 25 surface spaces for residents provide a total of 1.85 dedicated spaces per unit. Each building includes 1500 square feet of ground floor commercial space, with a total of 18 parking spaces reserved for commercial use.
- B. Minimum frontage on Sauk Trail of 300 feet desirable to provide quality site improvements.
- C. Corner site preferred, site adjacent to commercial or institutional use acceptable
- D. Secondary access from a side street or rear street required
- E. Maximum of one curb cut on Sauk Trail, and a maximum of three curb cuts total
- F. Setbacks at all lot lines to be compatible with (and not less than) adjacent existing structures
- G. Maximum building height of four stories (three residential floors over ground floor retail space and parking; top floor within pitched roof profile is preferred)
- H. Retail storefronts visible and readily accessible from sidewalk and parking lot
- I. Minimum of one secure indoor parking space or garage space for each unit; entrance to indoor parking not facing a public street
- J. Guest parking spaces provided off-street
- K. On-site pathways connected to public sidewalks
- L. Continuous public sidewalks at all adjacent streets, with planted parkway and street trees
- M. Continuous fence and landscaping buffer at side lot lines within a minimum 5 foot paved area setback
- N. Common green space with ample site landscaping and detention areas designed as visual amenities
- O. Security lighting as necessary, without light spillover onto adjacent properties



Typical Streetscape Character



Typical Mixed Use Character



Sauk Trail Corridor Townhouse Prototype

REDEVELOPMENT GUIDELINES:

- A. 16 townhouses are depicted, with 2 residential stories over a garage and foyer level
- B. Minimum frontage on Sauk Trail of 200 feet desirable to provide quality site improvements
- C. Locate as buffer use between single family homes and more intensive uses (commercial, multi-family residential, or institutional)
- D. Access from a side or rear street preferred
- E. Maximum of one curb cut on Sauk Trail, and a maximum of three curb cuts total
- F. Setbacks at all public streets to be compatible with (and not less than) adjacent existing structures
- G. Individual ground floor entrances for each unit
- H. Maximum building height of three stories (top floor within pitched roof profile is preferred)
- I. Two-car enclosed garage space for each unit, with garage door not facing a public street
- J. Guest parking spaces provided off-street, both near site entrances and in private driveways
- K. On-site pathways connected to public sidewalks
- L. Continuous public sidewalks at all adjacent streets, with planted parkway and street trees
- M. Continuous fence and landscaping buffer at side lot lines within a minimum 5 foot paved area setback, building setback to be compatible with (and not less than) adjacent existing structures.
- N. Common green space with ample site landscaping and detention areas designed as visual amenities
- O. Security lighting as necessary, without light spillover onto adjacent properties



Typical Townhome Character



Typical Townhome Character

WEST GATEWAY

Given that Sauk Trail is a primary east-west arterial between I-57 and Indiana, increasing traffic volumes present an opportunity for new commercial uses at the West Gateway, either within the existing commercial area south of Sauk Trail, or in a mixed use format north of Sauk Trail. The proximity of this Sub-Area to the Richton Park Metra Station approximately one-half mile to the west creates the possibility of transit-oriented, mixed use development at this key corner. Overall, however, commercial uses at this Gateway will need to maintain convenient access for automobiles, and will serve a more convenience-oriented market niche than DownTown Park Forest.

Future Vision

The Future Vision for the West Gateway, as depicted in the Concept Plan, reflects the following key elements:

1. Commercial redevelopment to utilize available acreage more effectively is encouraged over the long term, to improve the overall appearance of the area and consolidate access points. The commercial district on the south side of Sauk Trail will not expand in acreage.
2. Potential redevelopment of the remainder of the block between Main and Blackhawk Streets for multi-family development.
3. Condominium format multi-family redevelopment on the north side of Sauk Trail. As a first phase, a condominium development could occur on the block between Main Street and Lakewood Boulevard, which is within a one-half mile walking distance of the Richton Park Metra Station. Mixed use redevelopment could be pursued on the northeast corner of Sauk Trail and Main Street, with upper story condominiums over storefront retail space, if market support warrants. As opportunities arise, townhouse development could occur further east. In total, the potential West Gateway redevelopment area extending east to Minocqua Street on the north side of Sauk Trail comprises approximately 6 acres.

Financial Gap Analysis

A gap analysis was performed for this Sub-Area to gain an understanding of the potential fiscal costs and benefits of pursuing the Concept Plan. The gap analysis provided preliminary cost estimates for implementation of the short-term elements of the Concept Plan, including land acquisitions, demolition, new construction and public improvements. These cost estimates, and the resulting data regarding a potential financial gap, was used by the Steering Committee to select the preferred concept for the Sub-Area and to establish appropriate Policies and Strategies for implementation.

A condominium redevelopment at the northeast corner of Sauk Trail and Main Street was analyzed for this Sub-Area, reflecting replacement of ten single family homes with 66

condominiums. West Gateway improvements would likely require approximately \$464,000 in public improvements such as streetscaping and gateway signage. It is estimated that the financial gap to realize this scenario is approximately \$392,300. The need for public incentives or subsidies to realize a condominium development of this type and scale is significant due to the level of public improvements necessary in conjunction with the project to ensure a cohesive and attractive Gateway location overall. Annual property tax proceeds to all taxing bodies are expected to increase from approximately \$41,700 currently to approximately \$445,300 in this scenario. While not part of the analysis, it is anticipated that inclusion of a ground floor commercial component might improve the overall financial picture somewhat and provide further fiscal benefits to the Village over time.

Planning Policies

Planning Policies regarding redevelopment in the West Gateway include the following:

1. As opportunities arise, commercial parcels on the south side of Sauk Trail should be redeveloped in a more cohesive manner, to consolidate access to fewer curb cuts along Sauk Trail and improve the overall appearance of the area.
2. Upgrades to existing commercial sites and structures are encouraged. Improved buffering between commercial uses and adjacent residential uses should be provided, even if redevelopment does not occur.
3. Due to its proximity to the Richton Park Metra Station, mixed-use development should be encouraged on the north side of Sauk Trail within the West Gateway to provide transit-oriented housing and commercial uses within the typical 10-minute walking distance of transit users.
4. Condominium scale development is encouraged on the first block east of Main Street only (on the north side of Sauk Trail), with townhouse development in a contiguous pattern extending east of Blackhawk Street, serving as a transitional buffer use between the traffic on Sauk Trail and the neighborhood to the north.
5. Streetscape enhancements, community signage and DownTown Park Forest wayfinding signage (at Blackhawk Street) should be installed as redevelopment occurs to create a cohesive visual environment and encourage pedestrian activity.
6. Demarcated pedestrian crossings and streetscape enhancements, such as street trees and benches, will encourage local residents to patronize businesses on Sauk Trail. Where warranted, pedestrian-activated signals might also be considered.
7. Curb cut access should be consolidated and minimized, in particular along Sauk Trail. Where feasible, access to multi-family residential uses should be provided from secondary streets.
8. Revitalization and redevelopment within the West Gateway should be undertaken in a phased and coordinated manner that responds to the needs of the residents in the neighborhood and passing traffic without weakening the market position of DownTown Park Forest.

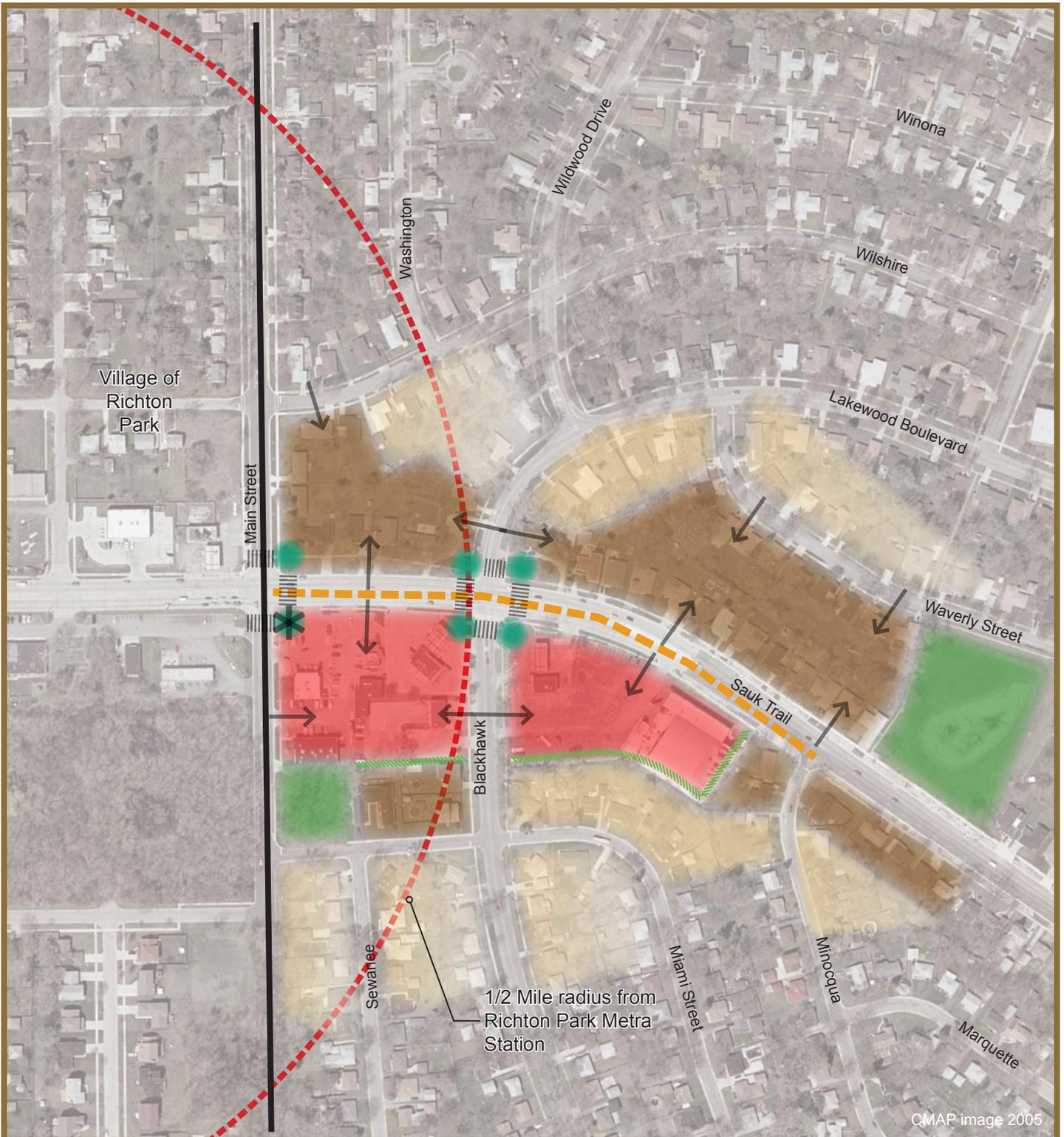


Auto-Oriented Streetscape with Pedestrian Friendly Elements

Implementation Strategies

The following Implementation Strategies will be pursued by the Village for the West Gateway Sub-Area:

1. As individual developers may have a difficult time justifying the long-term assemblage and holding of several existing homes, assemblage will likely need to be undertaken by the Village or a related non-profit entity.
2. Aside from land assemblage, other potential means of public support could include provision of upgraded infrastructure and/or the installation of appropriate public realm enhancements, potentially to include streetscape treatments, pedestrian crossing enhancements, gateway and signage features.



CMAP image 2005

West Gateway

- Single Family
- Multi-Family
- Commercial
- Open Space
- Gateway Feature
- Community Signage
- Streetscape Enhancements
- Pedestrian Crossing
- Vehicle Access
- Landscape Buffer
- Park Forest Boundary (approximate)

N

Scale: 1" = 400'

EAST GATEWAY

As the most heavily travelled “cross-roads” location within the Village, with visibility and access from both Sauk Trail and Western Avenue, increasing traffic volumes present an opportunity for new commercial uses at the East Gateway. The Village’s preferred concept for this Sub-Area anticipates commercial redevelopment on the “morning drive” corner of the intersection (allowing a right turn from the westbound lane) to effectively capture drive-by customers. Commercial uses at this Gateway will need to maintain convenient access for automobiles, serving a more convenience-oriented market niche than DownTown Park Forest.

Future Vision

The Future Vision for the East Gateway, as depicted in the Concept Plan, reflects the following key elements:

1. A commercial development on the north side of Sauk Trail, extending north to Apple Street and west to Osage Street. The development is anticipated to be a master planned commercial site that could accommodate gasoline and convenience sales with an integrated drive-through facility (such as a BP / McDonald’s), in addition to smaller tenant spaces.
2. Potential redevelopment on the south side of Sauk Trail for condominium or townhouse format residential redevelopment, extending west to Osage Street. A mixed use redevelopment could also be pursued on the southwest corner, with upper story condominiums over storefront retail space, if market support warrants.

Financial Gap Analysis

A gap analysis was performed for this Sub-Area to gain an understanding of the potential fiscal costs and benefits of pursuing the Concept Plan. The gap analysis provided preliminary cost estimates for implementation of the short-term elements of the Concept Plan, including land acquisitions, demolition, new construction and public improvements. These cost estimates, and the resulting data regarding a potential financial gap, was used by the Steering Committee to select the preferred concept for the Sub-Area and to establish appropriate Policies and Strategies for implementation.

The scenario assumes that twelve single family homes north of Sauk Trail are assembled for a commercial development that could include a convenience store / gas station with a drive-thru component, and that nine single family homes south of Sauk Trail are assembled for an 18-unit townhouse redevelopment. Such a project would likely require approximately \$517,600 in public improvements such as streetscaping and gateway signage. It is estimated that the financial gap to realize this scenario is approximately \$1,801,500. The need for public incentives or subsidies to realize a redevelopment of this type and scale is significant due to land acquisition, the level of public improvements

necessary in conjunction with the project to ensure a cohesive and attractive Gateway location overall, and a presumption that commercial rent rates are below the threshold for new construction. Annual property tax proceeds to all taxing bodies are expected to increase from approximately \$65,300 currently to approximately \$702,000 in this scenario. While not part of the analysis, it is anticipated that condominium scale redevelopment, and potentially the inclusion of ground floor commercial space in a mixed use format, would improve the overall financial picture and provide further fiscal benefits to the Village over time.

Planning Policies

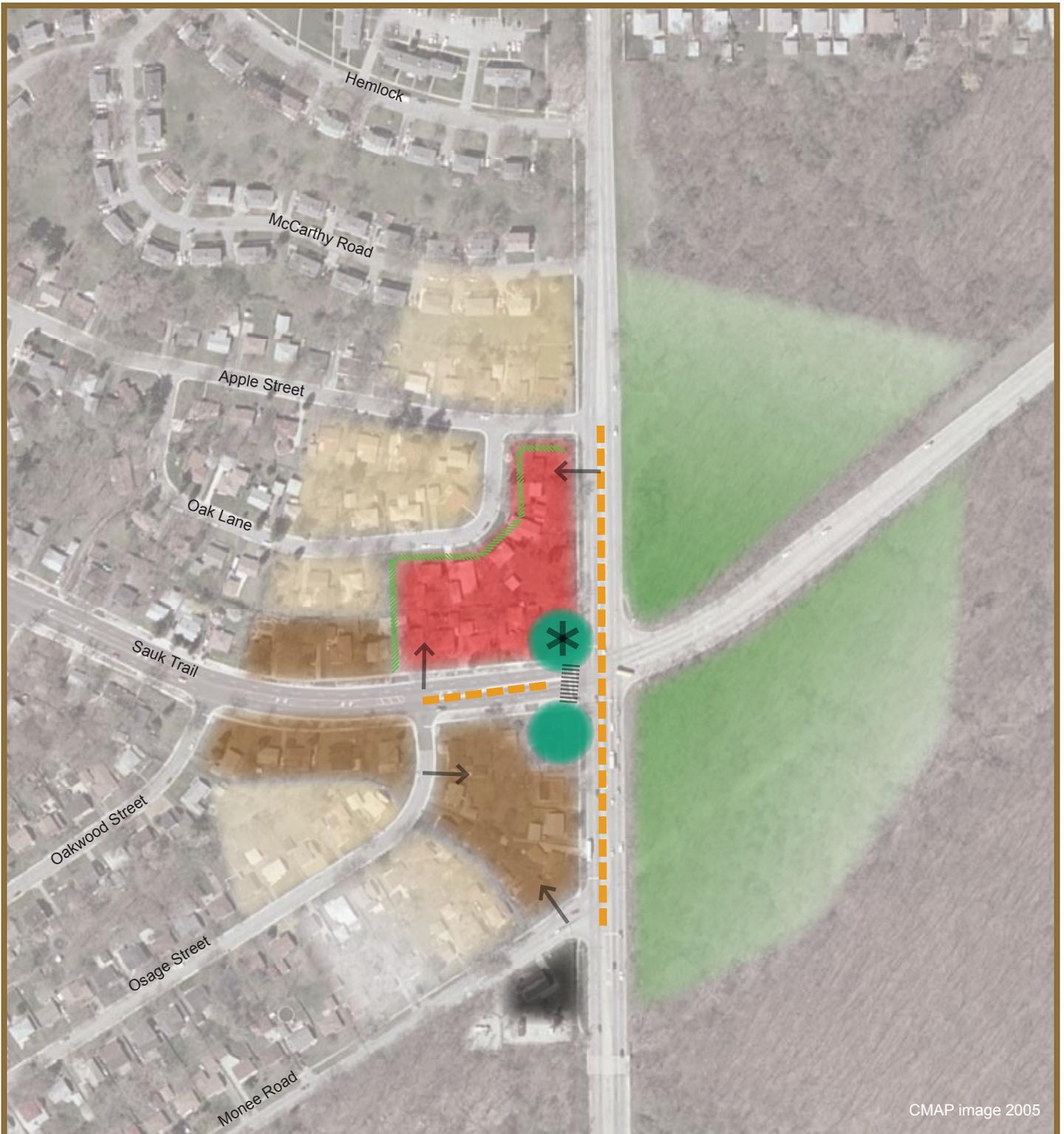
Planning Policies regarding redevelopment in the East Gateway Sub-Area include the following:

1. As opportunities arise, the Village should be supportive of private sector development of a cohesive and high quality commercial development on the northwest corner of Sauk Trail and Western Avenue, if appropriate buffering is provided between the development and adjacent homes. Commercial uses in this area should serve the convenience needs of local residents and passersby, rather than competing with DownTown Park Forest and the DownTown Gateway.
2. Condominium or townhouse scale development is supported on the first block west of Western Avenue on the south side of Sauk Trail only, to take advantage of forest preserve views, through private land acquisition.
3. Over the longer term, townhouse development in a contiguous pattern extending further west along the Sauk Trail Corridor would be supported, serving as a transitional buffer use between the traffic on Sauk Trail and the adjoining neighborhoods, with the exception of the nodes identified on the Sauk Trail Corridor Key Map.
4. Streetscape enhancements, community signage and DownTown Park Forest wayfinding signage should be installed as redevelopment occurs to create a cohesive visual environment and encourage pedestrian activity.
5. Demarcated pedestrian crossings and streetscape enhancements, such as street trees and benches, will encourage local residents to patronize businesses on Sauk Trail, should commercial development occur. Where warranted, pedestrian-activated signals might also be considered.
6. Curb cut access should be consolidated and minimized along Sauk Trail and Western Avenue. Where feasible, access to multi-family residential uses should be provided from secondary streets.
7. Access to any future commercial uses on the northwest corner should align with Osage Street.
8. Revitalization and redevelopment within the East Gateway should be undertaken in a phased and coordinated manner that responds to the needs of the residents in the neighborhood and passing traffic without weakening the market position of DownTown Park Forest.

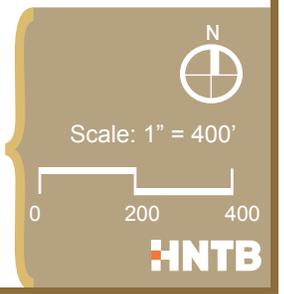
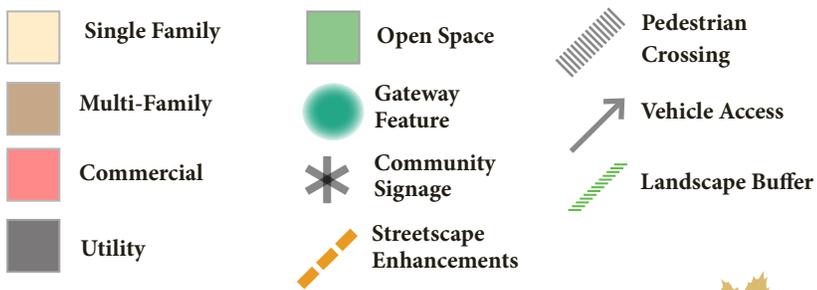
Implementation Strategies

The following Implementation Strategies will be pursued by the Village for the East Gateway Sub-Area:

1. As individual developers may have a difficult time justifying the long-term assemblage and holding of several existing homes, assemblage will likely need to be undertaken by the Village or a related non-profit entity.
2. Aside from land assemblage, other potential means of public support could include provision of upgraded infrastructure and/or the installation of appropriate public realm enhancements, potentially to include streetscape treatments, pedestrian crossing enhancements, gateway and signage features.



East Gateway



NORWOOD SQUARE SHOPPING CENTER

The Village of Park Forest acquired the Norwood Square Shopping Center in 2004 through the tax delinquency process. While the Village owned the property, a brownfield site was remediated and a tax increment financing district (TIF) was created. These actions were undertaken to create the most favorable conditions for a private redevelopment of the shopping center. Both the letter of no further remediation received from the Illinois Environmental Protection Agency and the TIF District allow only commercial and industrial development on this property.

In 2008 the Shopping Center was sold to a private shopping center developer who will make significant site and building improvements and market the site as a community commercial center. A revitalized commercial center will provide for the daily shopping needs of adjacent neighborhoods within walking distance, such as the Eastgate neighborhood and the Ash Street, Area E, and Birch Street Cooperatives. It will be a destination for shoppers from outside the Village, thereby having a positive impact on the leakage of retail dollars to other communities. Furthermore, the property may have long-term potential for transit-oriented development from the proposed STAR Line commuter rail, and the proposed third airport in eastern Will County could generate significantly more traffic along Western Avenue past the shopping center.

Future Vision

The Future Vision for the Norwood Square Shopping Center, as depicted on the Concept Plan, reflects the following key elements:

1. Site access and circulation remain largely unchanged, with the exception that the south end of the site is reconfigured to orient additional out-lot parcels to the south, opening up views and access to the center from the south.
2. Commercial outlots along Western Avenue remain, with a potential long-term adjustment to curb cut locations to better serve the south portion of the center, in particular if the business on the corner is redeveloped in conjunction with the center.

Planning Policies

Planning Policies regarding redevelopment of the Norwood Square Shopping Center include the following:

1. Current efforts to renovate and reposition the center should be supported by the Village, with ongoing maintenance of planned improvements an important requirement.
2. The tenant mix in the center should be focused on serving both community-wide and local neighborhood retail and service needs, taking care to avoid direct competition with nearby DownTown Park Forest retail uses.

3. Should the opportunity arise in the long term, the property owner should reconfigure the southern portion of the property to make a stronger visual and functional connection to Westwood Drive and neighborhoods to the south and west.
4. In the very long term, as the potential impact of a third regional airport impacts the Village's market position for employment uses, consideration should be given to converting some or all of the rear (western) portion of the site to employment uses. In this scenario, commercial outlots should remain along the Western Avenue and Westwood Drive frontages.
5. Signalized access to the center from Western Avenue should be maintained.
6. While the site is well buffered from adjacent residential uses, care should be taken to minimize potential impacts on nearby neighborhoods as a result of redevelopment on this site.
7. Streetscape enhancements, community signage (near the EJ&E Railroad), DownTown Park Forest wayfinding signage (at 26th Street and Western Avenue), and center identity signage should be installed to create a cohesive visual environment.
8. Pedestrian crossing enhancements will encourage local residents to patronize businesses in the center. The bicycle trail connection from the Old Plank Road Trail should be extended along the Western Avenue frontage from South Street to Norwood Boulevard.
9. Curb cut access should remain consolidated and minimized, in particular along Western Avenue. Access to outlot businesses should only be provided from within the center. If the business on the corner is redeveloped in conjunction with the center, only internal site access to the corner outlot should be provided.



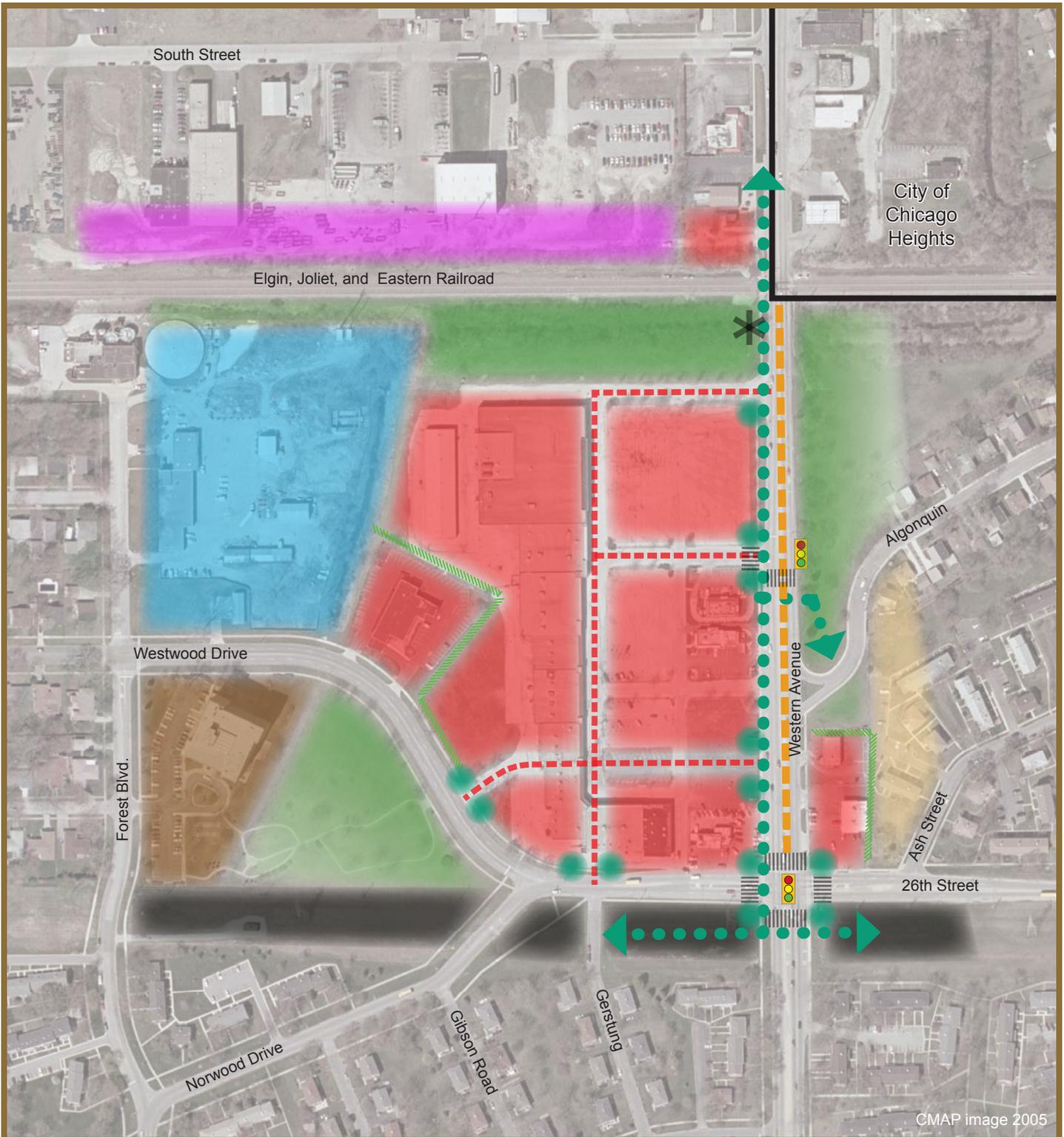
Auto-Oriented Shopping Center with Pedestrian Friendly Sidewalk

Implementation Strategies

The following Implementation Strategies will be pursued by the Village for the Norwood Square Shopping Center:

1. The existing TIF District should be used to support current and future redevelopment efforts at the center.

2. Over the long term, the Village will consider the potential for redevelopment of portions of the shopping center for high quality employment uses, should market demand arise. Frontage along Western Avenue should be reserved for commercial uses in this scenario.



CMAQ image 2005

Norwood Square Shopping Center

- | | | | |
|---------------|---------------------|--------------------------|------------------------------------|
| Single Family | Public/ Institution | Community Signage | Potential Access Network |
| Multi-Family | Utility | Streetscape Enhancements | Landscape Buffer |
| Commercial | Open Space | Pedestrian Crossing | Park Forest Boundary (approximate) |
| Employment | Gateway Feature | Bike Path | |

N

Scale: 1" = 300'

HNTB

PARK FOREST BUSINESS PARK

The Park Forest Business Park currently contains a viable mix of commercial uses and light and heavy industrial uses, which are either regionally or nationally oriented businesses. Currently, however, the Business Park is not unified through any signage, site improvements, or building architecture, and it appears to have been developed through an ad hoc process. In addition, the Business Park encompasses three different zoning districts: commercial (C-2), light industrial (M-1), and heavy industrial (M-2). The concept plan for this Sub-Area re-evaluates the future potential for the Business Park in order to attract new development and increase its tax base. The Business Park has direct access and visibility from Western Avenue, and internal streets are wide and in good condition. However, small parcel sizes and the ad hoc pattern of development will require that some site assembly and consolidation be undertaken to ensure marketable development sites, building on the Village's current efforts. Physical enhancements to the Business Park's Western Avenue frontage will be needed to overcome the negative influence of vacant and deteriorated properties on the east side of Western Avenue in the City of Chicago Heights.

Future Vision

The Future Vision for the Park Forest Business Park, as depicted on the Concept Plan, reflects the following key elements:

1. Redevelopment over time that focuses new commercial service uses on North Street and new industrial/employment uses along South Street.
2. Consolidation of parcels to create deeper and larger redevelopment sites, in particular in the western portion of the Business Park.
3. An overall access and circulation pattern that remains unchanged.

Planning Policies

Planning Policies regarding redevelopment of the Park Forest Business Park Sub-Area include the following:

1. Redevelopment efforts in the Business Park will be long-range in orientation, with the realization that the potential third regional airport in eastern Will County may increase demand for sites in the park over time.
2. The expansion or relocation needs of existing businesses should be accommodated first within the park. As opportunities arise, consideration should be given to helping existing businesses relocate elsewhere within the park to allow for contiguous vacant parcels to be consolidated into larger development sites, or for other existing businesses to expand effectively.
3. The established land use pattern will remain, with available vacant sites filled in over time with active businesses. Businesses requiring a higher profile location and

generating customer traffic should be located along North Street, with industrial uses that generate less traffic located along South Street.

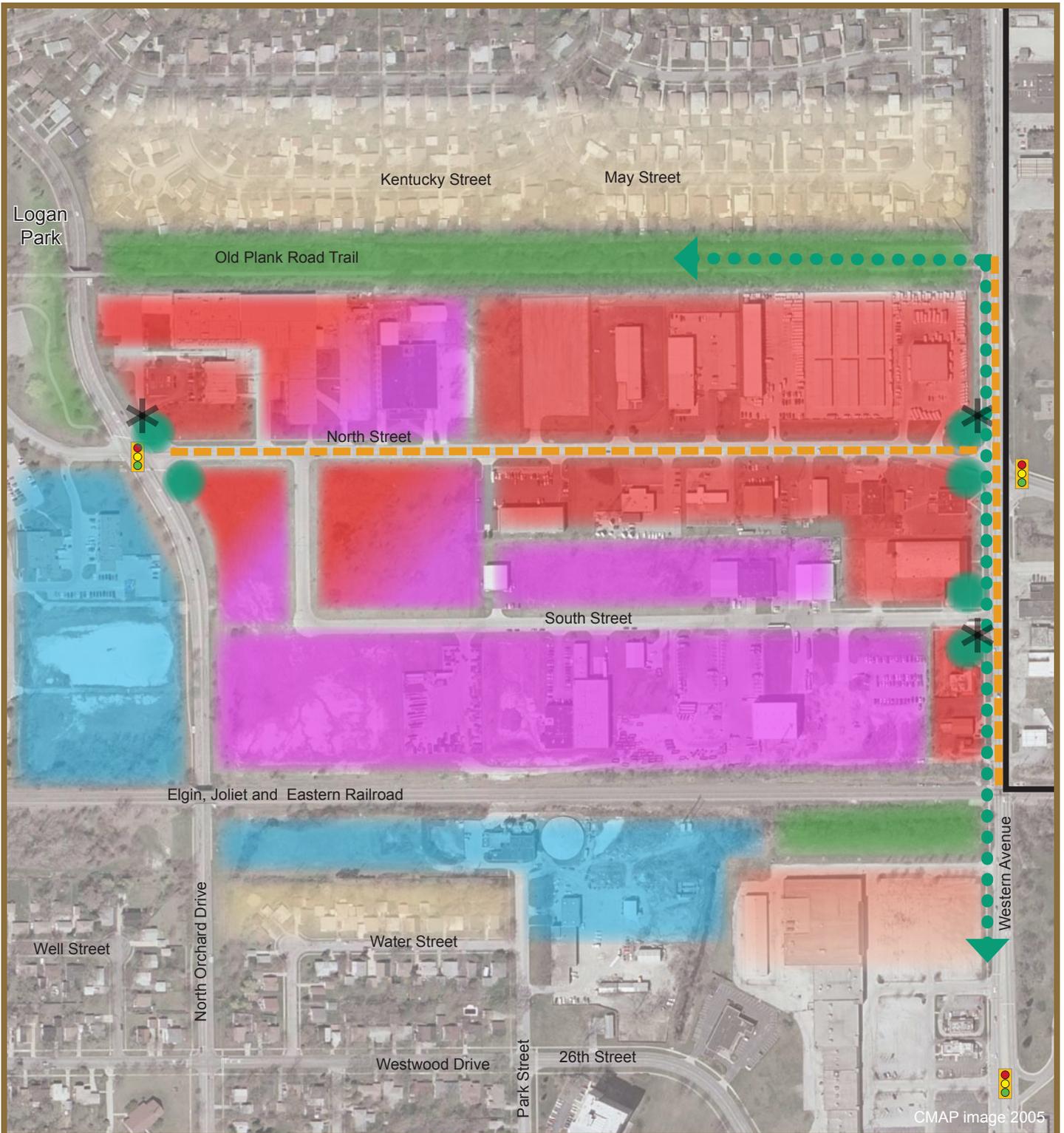
4. Signalized access at both ends of North Street should be maintained to ensure adequate Business Park access over the long term. As Business Park activity increases, strict enforcement of existing regulations may be needed to discourage truck traffic on Orchard Drive generated by the Business Park.
5. Streetscape enhancements, gateway features and Business Park identity signage will create a cohesive visual environment, with a particular emphasis on North Street.
6. Shared monument signage along Western Avenue listing major Business Park tenants should be encouraged.
7. The bike trail connection from the Old Plank Road Trail along Western Avenue to South Street should be maintained and extended to 26th Street/Norwood Boulevard. Improve the entryway signage to the Old Plank Road Trail at Western Avenue.

Implementation Strategies

The following Implementation Strategies will be pursued by the Village for the Park Forest Business Park:

1. Incentives will continue to be required, as Park Forest will be competing with a host of other communities across the region for this type of development. The Village should continue to use and refine fiscally responsible incentive policies that require employment gains and increased tax revenues as qualifications for incentives.
2. Current efforts to acquire tax delinquent properties within the Business Park should be continued. These properties should be sold to buyers who add synergy to the overall Business Park mix, and who commit to constructing and maintaining high quality facilities. Property sales should be based on appraised value or, if warranted as a development incentive, sold for no less than the Village's cost to obtain and market the property.
3. The Village should prepare acquired sites for redevelopment by proactively addressing potential environmental concerns.
4. An ongoing assessment of the current and future needs of existing Business Park users should be undertaken, to better understand the potential for business relocation or expansion within the Park. This could be accomplished through a variety of means, such as a regularly administered survey, regular stakeholders meetings, one-on-one meetings with property and business owners, etc.
5. Retaining existing businesses is a key component of the Business Park revitalization strategy, along with identifying potential prospects, suppliers or related businesses that could be encouraged to locate within the Business Park to support existing businesses.
6. A broader assessment should be undertaken to identify potential industry niches and/or growth industries (such as high-tech or "green" industries) that are seeking to co-locate on smaller sites. Once potential niches are identified, a marketing campaign to raise awareness of the Business Park should be undertaken. Some of the unique advantages of the Business Park include:

- Access to I-57, I-80 and I-394
 - Affordable and varied housing options in nearby neighborhoods that can be used as a recruitment tool to appeal to both workforce and management
 - Ready access to Pace bus service on Western Avenue
 - Nearby commercial areas to serve employer and employee convenience needs
7. The zoning code should be analyzed and modified as needed to ensure that appropriate business types are allowable uses within the industrial zoning districts on North and/or South Streets, and that appropriate design standards are in place to address such issues as signage, adequate off-street parking and loading, and buffering.
 8. Encourage the creation of a business association within the Business Park to promote regular discussion and resolution of common issues.
 9. Pursue the potential for development of multi-tenant condominium buildings for commercial service and/or light industrial users.
 10. Determine the availability of fiber optics along the railroad corridor/right-of-way and promote this availability to prospective businesses. If fiber optics are not present, work with the railroad to promote installation of this technology.
 11. Initiate a beautification project, ideally in cooperation with the City of Chicago Heights, to provide for streetscape improvements and gateway features that enhance Western Avenue's overall appearance.



CMAP image 2005

Park Forest Business Park

- Single Family
- Commercial
- Employment
- Public/ Institution
- Open Space
- Gateway Feature
- ✖ Park Identity Signage
- Streetscape Enhancements
- Bike Path
- Park Forest Boundary (approximate)

N

Scale: 1" = 400'

HNTB

WESTERN AVENUE ANNEXATION AREA

The portion of Western Avenue south of Steger Road and the Village's existing incorporated limits was included as a key Sub-Area because it represents the last major opportunity for the Village to add to its Village boundaries and to create new non-residential tax base. The Village's incorporated area south of Steger Road contains multi-family residential uses, commercial uses, and an institutional use. South of this incorporated area is an unincorporated area in Will County of forest preserves, rural residential uses, commercial and industrial uses, and vacant parcels. This unincorporated area is surrounded by University Park on the west and south, and Steger and Crete to the east. One of the constraints to new development in this area is the availability of public utility services. The Village recently constructed a new water tower in this area, within the incorporated Village limits along Western Avenue, to address water pressure and fire flow concerns. However, the Village's water supply infrastructure ends at the Village's boundary at Sycamore Street. Public sanitary sewer service has been extended as far south as the Continental Midland property. The necessity for extension of utilities to enable development in this area will provide the Village a key point of leverage to impact the quality and configuration of development in this Sub-Area.

Future Vision

The Future Vision for the Western Avenue Annexation Area, as depicted on the Concept Plan, reflects the following key elements:

1. A potential future annexation area that encompasses approximately 295 acres, comprised primarily of frontage along Western Avenue extending south to Exchange Street. The limits of the area are determined largely by the presence of natural barriers to the north, the municipal boundary of University Park to the southwest, and the desire to limit development depth east of Western Avenue to ensure primary roadway access from Western Avenue to sites falling within the Village limits.
2. Employment uses are anticipated to fill in the west side of Western Avenue, north and south of the existing Continental Midland facility. Employment uses are also anticipated to occur east of Western Avenue from approximately Norfolk Road to north of Exchange Street. These areas comprise a combined total of approximately 200 acres. Given the intent to efficiently accommodate business park development with an internal roadway network, a development site depth of at least 1200 feet is desirable where feasible, to allow for a double-loaded internal roadway.
3. Commercial nodes are anticipated at Norfolk Road and Exchange Street, comprising a total of approximately 45 acres.
4. Multi-family residential uses are anticipated to fill available sites to the north, buffered at the south end by a narrow forest preserve extension linking across Western Avenue.
5. An "enclave" of single family residential can be accommodated north of Norfolk Road behind the commercial node, with attractive forest preserve views.

Planning Policies

Planning Policies regarding redevelopment of the Western Avenue Annexation Area include the following:

1. Redevelopment efforts in this Sub-Area will be long-range in orientation, with the realization that emerging market demand that may result from a potential third regional airport in eastern Will County and the pending intermodal facility in Crete may impact demand for employment uses along Western Avenue.
2. Employment uses should be developed within internally oriented business park areas, with high quality identity signage and an attractive landscape buffer along Western Avenue.
3. Curb cut access should be limited along Western Avenue throughout the annexation area.
4. A long-term goal to annex south to Exchange Street will allow the Village to capture potential revenues from commercial development in that location.
5. Residential uses should be confined to sites north of Norfolk Road to avoid future land use incompatibilities and take full advantage of forest preserve views.
6. Physical buffers between employment or commercial areas and residential areas should be provided, along with major community gateway features.
7. A trail connection between forest preserve properties to the east and west of Western Avenue should be provided through a small east-west forest preserve expansion, which can also provide for a buffer between incompatible land uses. To the extent feasible, a multi-use path or trail along Western Avenue should be provided to allow for safe access to forest preserve property from residential areas to the north.
8. The Village can better impact the future land use patterns in this area with a proactive policy of utility extensions to this Sub-Area.
9. Natural features and areas of environmental sensitivity should be protected as development occurs.



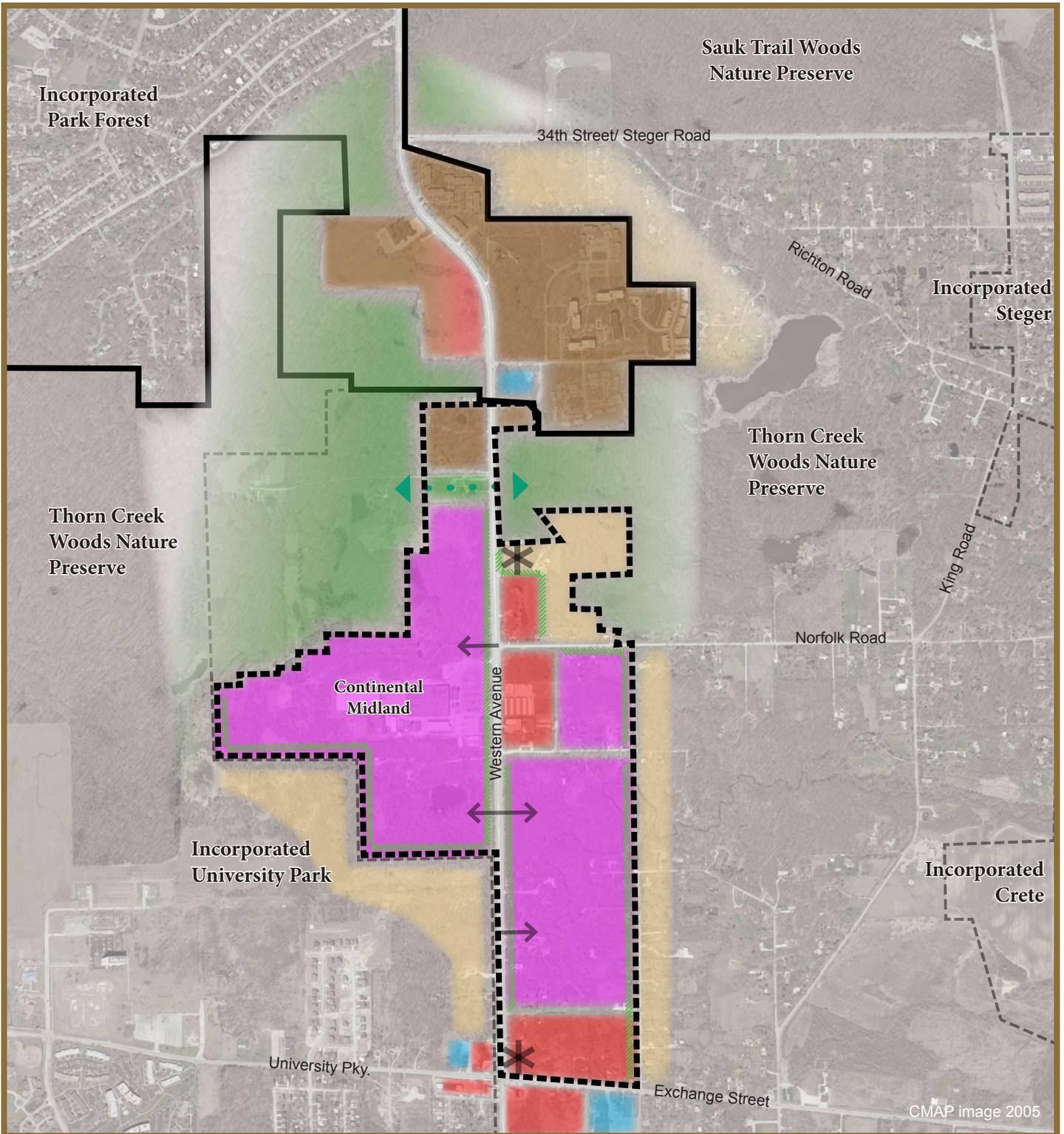
Business Park Development with Attractive Site Improvements

Implementation Strategies

The following Implementation Strategies will be pursued by the Village for the Western Avenue Annexation Area:

1. The Village should update the 1970 financial impact assessment to examine the projected revenue from annexed properties and the costs of necessary public infrastructure and services.
2. Until the extent of potential employment-related demand is known, care should be taken to avoid approving “piece-meal” development that will eventually preclude larger scale employment uses from being developed successfully at the south end of the corridor. Multi-family development contiguous to the existing Village and extending south should proceed as demand warrants, with land further south held out of development until market demand can be more accurately predicted.
3. In order for the Village to impact the timing of development, land use control through annexation, pre-annexation or boundary agreements will be needed. As opportunities arise, the Village should also consider land acquisition in this Sub-Area. Piece-meal development approved under County zoning is not in the Village’s long-term interest.
4. The Village should, at a minimum, pursue boundary agreements (with University Park, Crete and Steger) and/or pre-annexation agreements with property owners in order to exercise control over development patterns and quality in this area. Property owners should be assured that redevelopment will not occur without a master plan prepared by the developer and approved by the Village addressing access, buffering and aesthetic considerations.
5. Agreements as to the future provision of water and sewer utilities and other public services (such as police and fire protection) should be pursued only after further analysis is completed to assess annexation strategy alternatives. Utility and public service provision should be carefully planned to support the Village’s desired long term land use pattern in a proactive manner in conjunction with pre-annexation agreements, in particular if the Village extends services to parcels not contiguous to Village boundaries.
6. The Village should be prepared to participate in the cost of extending utilities within this area for developments that will fulfill the Village’s goals. This may include the preparation of preliminary plans for utility extensions so the Village understands the potential costs and the Village and/or developer can initiate extensions in a timely manner.
7. The Village should install additional gateway signage in this area that directs visitors to key destinations in the community, including, for example, DownTown Park Forest, Freedom Hall, and the Tennis and Health Club.
8. The Village’s Zoning Ordinance should be updated to be ready for large industrial park development of the type that is envisioned by the concept plan for this Sub-Area.

9. The Village should work with the Forest Preserve District to ensure that their plans for expansion of forest preserve land are not inconsistent with the Village's preferences for this Sub-Area.
10. The impact of annexation in this area on the Steger Estates Fire Protection District must be examined and addressed.



CMAP image 2005

Western Avenue Annexation Area

- | | | |
|---|---|--|
|  Single Family |  Public/ Institution |  Vehicle Access |
|  Multi-Family |  Open Space |  Landscape Buffer |
|  Commercial |  Community Signage |  Park Forest Boundary (approximate) |
|  Employment |  Forest Preserve/ Trail Connection |  Potential Extent of Annexation |

N

 Scale: 1" = 1600'

 0 800 1600
HNTB

EASTGATE NEIGHBORHOOD

The Eastgate neighborhood is a relatively isolated single-family residential area bordered by Chicago Heights and the Sauk Trail Woods Forest Preserve. The neighborhood contains 336 homes that were built during the Village's initial development in the early 1950s. Many of the homes are in bad to fair condition, and the neighborhood is plagued by increasing incidences of crime and code enforcement concerns. The Village has spent a considerable amount of time and public funds to help stabilize and improve the quality of the Eastgate neighborhood, and now proposes new policies and strategies for infill and redevelopment options.

The neighborhood is served by the Norwood Square Shopping Center and the limited convenience retail at the northeast corner of Western Avenue and 26th Street. The Norwood Square Shopping Center is currently undergoing a major renovation and revitalization. That project, and the revitalization of the Eastgate neighborhood can be mutually beneficial. Increased residential densities and property values in Eastgate will generate more retail traffic for the shopping center, and a vital shopping center will be attractive to new investors and residents in Eastgate.

In addition to the proximity to commercial services, the Eastgate neighborhood has other amenities that can be capitalized upon to create a viable new residential community. There is an elementary school and public park in the neighborhood. The Sauk Trail Woods Forest Preserve, located on the south side of 26th Street, is an outstanding natural and recreational amenity, with a bike trail head near Allegheny Street. The neighborhood is served by a Pace bus route, which connects with DownTown Park Forest and the Richton Park Metra Station. Finally, the Ash Street Cooperatives border the west side of the neighborhood and provide another stable foundation for future redevelopment potential for Eastgate.

Future Vision

The Future Vision for the Eastgate neighborhood, as depicted on the Concept Plan, reflects the following key elements:

1. Redevelopment in Eastgate will include a combination of new townhouse construction, new single-family home construction, and renovation of existing single family homes. Additional and revitalized housing stock in the Eastgate neighborhood will provide additional market support for the Norwood Square Shopping Center, which in turn will provide a key neighborhood amenity.
2. Townhouses are accommodated through redevelopment along Arcadia Street, taking advantage of forest preserve views and improving the image of the neighborhood from 26th Street. Townhouses are also proposed north of Allegheny Street, where existing open space is utilized in exchange for the creation of open space in other locations.

3. Antioch Street is extended to 26th Street to provide additional neighborhood access, with gateway improvements provided at all intersections with 26th Street.
4. New open spaces are provided along Antioch Street and between the school and Allegheny Street so that it is visible and accessible for both passive and active recreation.
5. A security barrier and buffer treatment along the north edge of the neighborhood is proposed, in conjunction with detention areas for the new development north of Allegheny Street.

Financial Gap Analysis

A gap analysis was performed for this Sub-Area to gain an understanding of the potential fiscal costs and benefits of pursuing the Concept Plan. The gap analysis provided preliminary cost estimates for implementation of the short-term elements of the Concept Plan, including land acquisitions, demolition, new construction and public improvements. These cost estimates, and the resulting data regarding a potential financial gap, was used by the Steering Committee to select the preferred concept for the Sub-Area and to establish appropriate Policies and Strategies for implementation. Because of the long-term nature of the Vision and Concept, this analysis was more general in its findings.

The analysis for the Eastgate neighborhood reflected a preliminary concept that assumed an increase from 283 dwelling units to 330 dwelling units over time in the portion of the neighborhood east of the Ash Street Cooperative and elementary school, resulting in an eventual mix of single family homes and townhouses. Up to 111 existing homes were presumed to remain, renovated by their owners. The concept anticipated a need for approximately \$3,150,000 in investment for new roads, streetscape upgrades, gateway features, a security/noise barrier at the railroad to the north, and community signage along 26th Street. The analysis of the original concept resulted in an estimated financial gap of at least \$11,753,000 and eventual property tax proceeds annually to all taxing bodies of about \$1,600,000. Current property tax proceeds for the area are approximately \$560,500 annually.

While gap implications for the proposed project are substantial, long-term redevelopment implications are also attractive, with a 20-year net present value of property taxes estimated to be about \$20,800,000. Within the context of broader market concern about adjustable mortgages and investor owned property, it seems likely that destabilizing influences on this neighborhood will continue, arguing for an aggressive posture by the Village and/or a related non-profit development entity to ensure long-term stability. The success of a redevelopment program will be linked with security improvements, as well as the buy-in of existing residents who own their homes and wish to stay in the neighborhood.

Planning Policies

Planning Policies regarding redevelopment of the Eastgate neighborhood include the following:

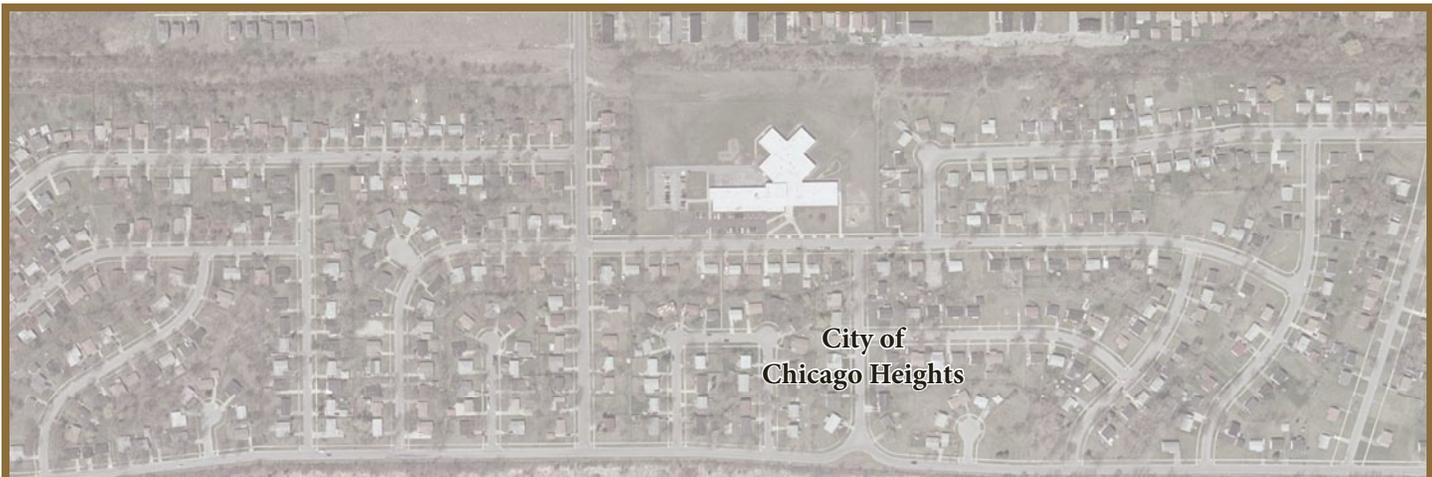
1. Ongoing efforts with regard to code enforcement and public safety should continue, to help maintain neighborhood stability as redevelopment efforts get underway.
2. Through ongoing redevelopment efforts, seek to create a variety of housing types and price points in the neighborhood, while maintaining affordability.
3. Create new park space in the neighborhood in visible and accessible locations, and facilitate access to adjacent forest preserve trails via improved pedestrian crossings at 26th Street.
4. Pursue options for a security and noise barrier along the Village boundary with Chicago Heights to alleviate ongoing security concerns and the impacts of potential future increases in freight rail traffic arising from the proposed purchase of the EJ&E Railroad by the CN Railroad.

Implementation Strategies

The following Implementation Strategies will be pursued by the Village for the Eastgate neighborhood:

1. To realize the concept, significant land assembly will be required. Existing Village efforts in this regard should continue, and in some cases the outright purchase of properties may be necessary in order to further the goals of this Plan.
2. If redevelopment as depicted in the Concept Plan is undertaken, it is anticipated that an improved “investment environment” for remaining homeowners will spur additional privately funded improvements on a lot-by-lot basis. The Village should undertake a more detailed assessment to identify potential clusters of homes that are most appropriate for replacement, renovation for resale, or reinvestment by existing homeowners so that limited public resources can be used to greatest effect to positively influence all areas of the neighborhood. The existing condition and current tenure of homes (owner occupied, absentee landlord owned, vacant or abandoned) will provide a basis for prioritizing property acquisition and reinvestment efforts.
3. The Village should consider partnering with a non-profit development partner to engage in ongoing redevelopment efforts. Properties acquired by the Village could be transferred to this development partner to coordinate a neighborhood-wide strategy to replace non-viable structures, renovate viable structures, and facilitate reinvestment by existing homeowners who remain in the neighborhood. A non-profit development partner would be able to hold properties for a period of time after acquisition, potentially “packaging” multiple properties for sale or renovation at one time by contractors or for-profit developers. It may also be possible for the non-profit development partner to directly undertake redevelopment or renovation of homes in the neighborhood for eventual resale to homeowners.

4. Identify varied sources of funding for significant up-front public improvement costs, based on the understanding that stabilization and revitalization of the neighborhood is a sound long term investment with the potential to significantly increase the assessed valuation of the neighborhood as a whole over time.
5. Marketing efforts for new housing in the Eastgate neighborhood will require a concerted effort to establish an overall neighborhood identity or “brand” that addresses its convenient location and nearby amenities, such as the Norwood Square Shopping Center and forest preserve trail system.
6. Continue discussions with the railroad regarding the need for a continuous sound barrier adjacent to the rail line.
7. Clarify the location of the Village boundary with Chicago Heights.
8. Capitalize on the electric utility right-of-way and forest preserve land to build a multi-use trail along 26th Street to Western Avenue.



City of
Chicago Heights

Elgin, Joliet and Eastern Railroad



26th Street



Sauk Trail Woods
Forest Preserve



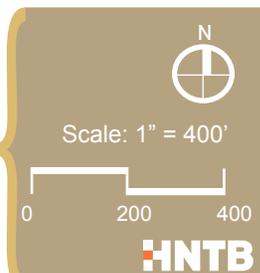
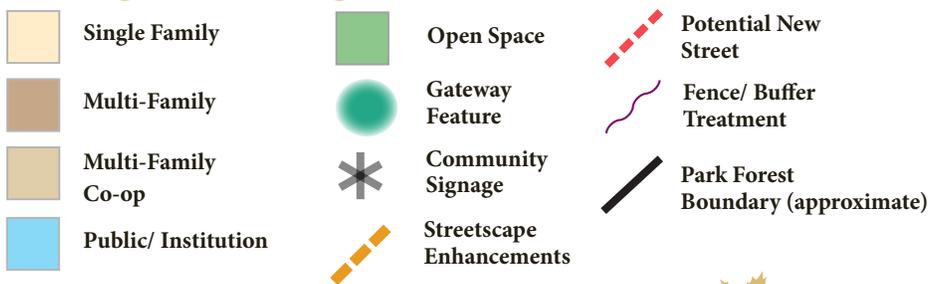
Typical New Multi-Family Character



Typical New Single Family Character

CMAAP image 2005

Eastgate Neighborhood





Priorities for Action

■ priorities for ■
action

VI



VI. PRIORITIES FOR ACTION

The Village’s comprehensive vision for land use and economic development is articulated within the DownTown Master Plan, the 211th Street Metra Station Transit Oriented Development Plan, and this Strategic Plan for Land Use and Economic Development. Taken together, these three Plans represent multi-faceted planning issues. They address development of residential, commercial, and employment land uses, and they involve both new development and redevelopment. The three Plans promote enhanced quality of life for existing residents of Park Forest and the means to attract new residents to the community. They build on the quality of life that has long been a hallmark of this community, including its walkability, its respect for public open space, and the diversity of its population.

“Make no little plans; they have no magic to stir men’s blood... Make big plans, aim high in hope and work.”

***-Daniel H. Burnham
(1846-1912)***

The Plans will be the impetus for updating Village ordinances, including the Zoning and Subdivision Ordinances, and for developing related plans for future public services that the Village provides such as police, fire, utilities, public health, and parks and recreation. These Plans will also be the basis for consideration of development proposals within each of the strategic development areas. Finally, implementation of the Plans will provide the means to enhance revenue (property taxes, sales tax, user fees, utility fees) with the intent of lowering the Village’s portion of residential, industrial and commercial property taxes, and will provide diverse local employment opportunities, contributing to a quality of life within the Village that can be sustained for generations to come.

The Village’s vision, planning policies and implementation strategies for future development and redevelopment of the following areas within the community are expressed within the three Plans:

- DownTown Park Forest, including the DownTown Gateway as defined in the Strategic Plan*
- The 211th Street Metra Station Transit Oriented Development area*
- Sauk Trail, including the West Gateway, the East Gateway, and the Corridor between the Gateways*
- The South Western Avenue Annexation Area*
- Norwood Square Shopping Center*
- The Park Forest Business Park*
- The Eastgate Neighborhood*
- Scattered Residential Infill and Redevelopment Opportunities*

The DownTown Master Plan and the 211th Street Metra Station TOD Plan were developed and adopted by separate processes, and those documents are available under separate cover. This Strategic Plan for Land Use and Economic Development describes the process by which the community examined the remainder of the strategic development areas and created a vision, planning policies, and implementation strategies for each. This final chapter of the Strategic Plan lays out the Village’s priorities for implementation of the vision and policies for the various areas, including those described by the separate Plans.

First Priority

211th Street Metra Station Transit Oriented Development Area

The 211th Street Metra Station TOD area represents all the qualities that make for a good development, and one that will have significant, positive impacts for the Village of Park Forest. This development is located along one of the major traffic arterials through Park Forest, US30/Lincoln Highway, and benefits from the commuter traffic generated by the Metra Station itself, by being located within a stable neighborhood, and from its location at the intersection of three municipalities. The TOD Plan is a joint effort of three communities, Park Forest, Olympia Fields, and Matteson, and so it can enhance the growth of the region. It promotes both commercial and residential development, so will contribute to the property tax and sales tax revenues of the community. Finally, the Plan continues the tradition of promoting walk-ability for existing and future residents, as well as commuters who will use this development. For these reasons, it should be the Village's highest priority to undertake the implementation of the 211th Street Metra Station TOD area. The Village Board of Trustees and Staff will take ongoing, proactive action to make the vision and policies for this area a reality.

Second Priority

DownTown Park Forest, including the DownTown Gateway South Western Avenue Annexation Area Eastgate Neighborhood

The Village has been involved in a long term, sustained effort to redevelop the former Park Forest Plaza into DownTown Park Forest. This effort should be continued, and expanded by the vision for the DownTown Gateway, because DownTown Park Forest is the heart of the community.

The South Western Avenue Annexation Area represents the future of our community, as it is where the Village boundary can expand to include new residential, commercial, and employment uses. While realization of the vision for this area will require a long term effort, the groundwork must begin immediately and be continued by an ongoing effort.

Implementation of the vision and policies established for the Eastgate Neighborhood will have a profound impact on the quality of life for a large segment of Park Forest's population. Like the South Western Avenue Annexation Area, a successful transformation of this neighborhood will require significant effort over the long term, so efforts consistent with this Plan must be initiated immediately.

The Village Board of Trustees and Staff will take ongoing, proactive action to make the vision and policies for these areas a reality.

Third Priority

Residential Infill and Redevelopment

As noted early in this Plan, the Village of Park Forest has the opportunity to achieve population growth greater than that predicted based on past trends, and thereby enhance the development of its business and retail base. One of the ways to accomplish this population growth is to look at available land throughout the community and consider opportunities for infill development and redevelopment. The Village Board of Trustees and Staff should take action to implement the strategies outlined in Chapter IV of this Plan as opportunities present themselves. This may include acquiring land as it becomes available through the tax delinquency process or other means, and it may be a response to property owner or developer interest in specific projects within the community.

Fourth Priority

Norwood Square Shopping Center

Park Forest Business Park

Sauk Trail, including the West Gateway, the East Gateway, and the Corridor between the Gateways

In the case of the Norwood Square Shopping Center and the Park Forest Business Park, the Village has taken significant steps over the past several years to create a positive development environment for these two Sub-Areas. Norwood Square Shopping Center is in a tax increment financing district and the brownfield issues have been remediated. The property is now in private ownership and the Village's role should be one of support to the redevelopment activities that will be undertaken by the property owner. The new owner should be encouraged to begin incremental implementation of the vision for this Sub-Area whenever possible.

The Park Forest Business Park is largely built out, and during the course of the planning process that resulted in this Strategic Plan, additional investment in the Business Park has been initiated by private property owners. The Village should continue to market the land that is available in the Business Park and support the efforts of private businesses and developers to finish what has been started, assessing opportunities as they present themselves based on the vision provided by this Plan.

Implementation of the vision and planning policies for the Sauk Trail Corridor, including the West Gateway, the East Gateway, and the Corridor between the Gateways, should occur in response to market forces and conditions. As residential and/or commercial developers express an interest in the Sauk Trail Corridor the blueprint for redevelopment that is established by this Plan should be the guiding force used by the Village to move those projects forward.

Taken together, the guidance provided by the three Plans that encompass the Village's Strategic Plan for Land Use and Economic Development will foster thoughtful decision making by Village staff, appointed officials and elected officials in the coming years, enabling the assessment of development proposals and public expenditures in light of both the Village's overall vision and specific policy direction for each strategic development area.