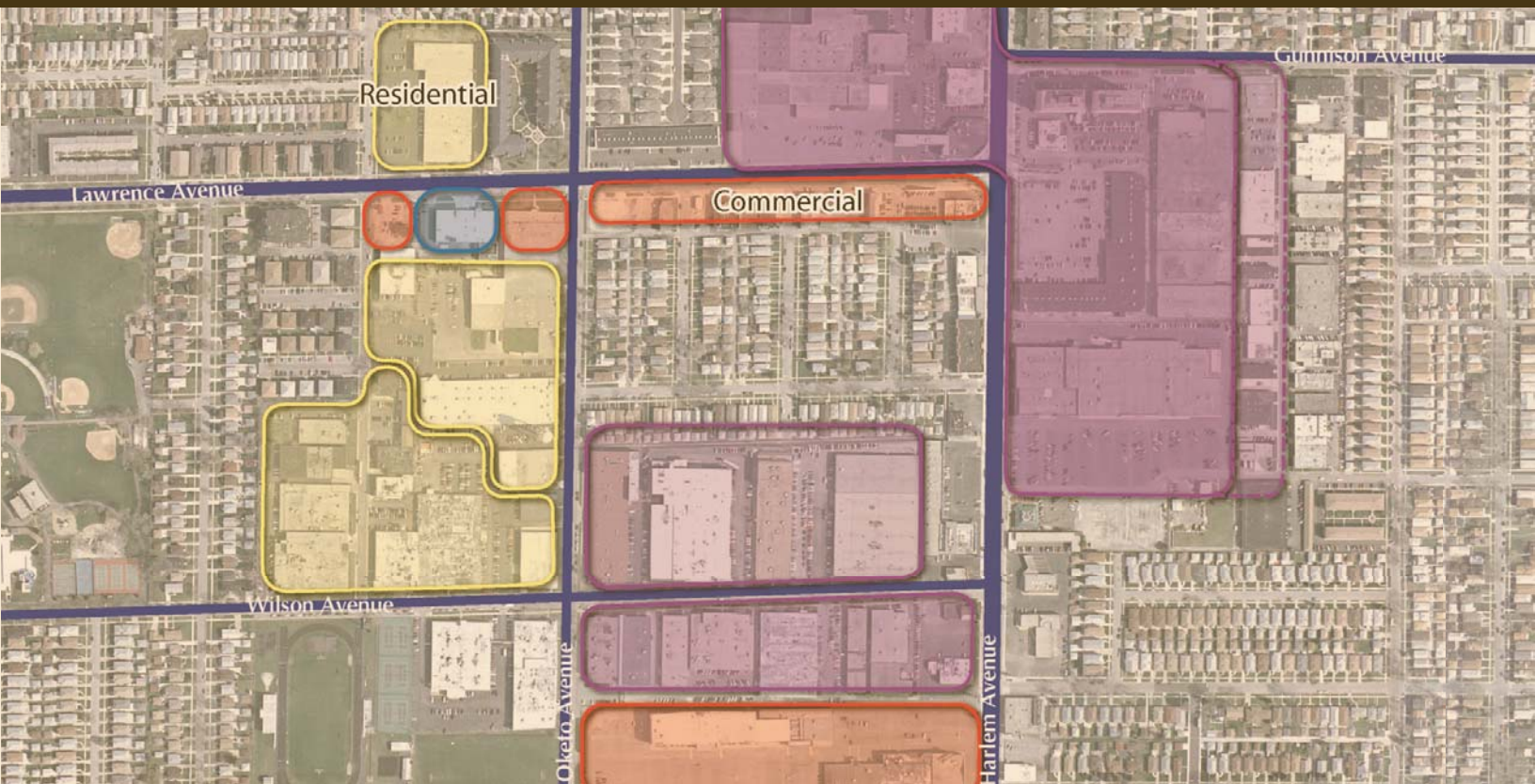


Strategic Comprehensive Plan Update

Village of Harwood Heights



Adopted: May 12, 2005

Ordinance 05-13



Vandewalle & Associates
Madison, Wisconsin

THE VILLAGE OF HARWOOD HEIGHTS
COOK COUNTY, ILLINOIS

ORDINANCE
NUMBER 05- 13

**AN ORDINANCE ADOPTING THE STRATEGIC COMPREHENSIVE PLAN UPDATE
FOR THE VILLAGE OF HARWOOD HEIGHTS**

MARGARET FULLER, MAYOR
DIANNE LARSON, CLERK

GEORGE ALEX
MARK DOBRYZCKI
ARLENE JEZIERNY
DEMETRIOS MOUGOLIAS
ROY SCHMIDT
LESTER SZLENDIAK

Trustees

Published in pamphlet form by authority of the President and Board of Trustees of the Village of Harwood Heights on 5/12 2005

Mathias W. Delort - Robbins, Schwartz, Nicholas, Lifton & Taylor - Village Attorney - 20 North
Clark Street - Chicago, Illinois 60602

ORDINANCE NO. 05- 13

**AN ORDINANCE ADOPTING THE STRATEGIC COMPREHENSIVE PLAN UPDATE
FOR THE VILLAGE OF HARWOOD HEIGHTS**

WHEREAS, the Board of Trustees submitted to the Plan Commission for its consideration and recommendation the Strategic Comprehensive Plan Update, which suggested changes in the existing comprehensive plan; and

WHEREAS, the Plan Commission has failed to submit a report with recommendations to the Board of Trustees within ninety (90) days of the Board of Trustees' submission of the Strategic Comprehensive Plan Update to the Plan Commission; and

WHEREAS, a public hearing was held before the Plan Commission giving all persons the opportunity to be heard in support or opposition to the changes to the comprehensive plan; NOW, THEREFORE,

BE IT ORDAINED BY THE PRESIDENT AND BOARD OF TRUSTEES OF THE VILLAGE OF HARWOOD HEIGHTS, IN THE EXERCISE OF THEIR HOME RULE POWERS, AS FOLLOWS:

SECTION 1: Adoption of Strategic Comprehensive Plan Update. The Board of Trustees hereby adopts the Strategic Comprehensive Plan Update as the official comprehensive plan of the Village of Harwood Heights. The map of the official comprehensive plan is attached hereto as Exhibit "A" and incorporated herein by reference.

SECTION 2:. Recording. The Village Attorney is directed and authorized to record a certified copy of this ordinance with the Recorder of Deeds of Cook County. The comprehensive plan, as amended by the Strategic Comprehensive Plan Update, shall become effective upon the expiration of 10 days after the date of filing notice of the adoption of such amendment with the Recorder of Deeds of Cook County.

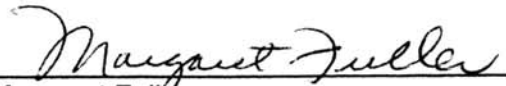
SECTION 3: Severability and Repeal of Inconsistent Ordinances. If any section, paragraph, clause or provision of this ordinance shall be held invalid, the invalidity thereof shall not affect any of the other provisions of this ordinance. All ordinances in conflict herewith are hereby repealed to the extent of such conflict.

SECTION 4: Effective Date. This ordinance shall be in full force and effect immediately after its passage and publication as required by law.

ADOPTED on MAY 12, 2005, pursuant to a roll call vote as follows:

	YES	NO	ABSENT	PRESENT
Alex	X			X
Dobryzcki	X			X
Jezierny	X			X
Mougolias	X			X
Schmidt	X			X
Szlendak	X			X
Mayor Fuller				X
TOTAL	6	0	0	7

APPROVED by the Mayor on MAY 12, 2005


Margaret Fuller
MAYOR Ord 05-13

ATTEST:


Dianne Larson
VILLAGE CLERK

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Acknowledgements

Mayor Margaret “Peggy” Fuller

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Introduction

The Village of Harwood Heights, nestled between the City of Chicago and O'Hare International Airport, was built on the back of manufacturing in the 1940's as the Chicago metropolitan area expanded to the northwest. The Village, nearly completely developed at the time of incorporation in 1947, has historically been recognized as a residential community with a strong industrial base. Recently, changes in regional economics have made the value of the industrial land too expensive for existing industrial users. Property owners are leaving the Village in search of more affordable land and the opportunity to retool their operations and rethink their space needs. Additionally, many businesses have been adversely affected by changes in the manufacturing industry and are closing their doors and leaving Harwood Heights. Specifically, local manufacturing businesses are leaving Harwood Heights due to:

- Global and national economic changes
- Shrinking space needs
- Increased space needs
- Retooling
- Age of buildings
- Value of land

As this industrial land becomes available, or potentially available, Chicagoland's real estate community has presented myriad development ideas to Village officials, property owners, and residents. In response to this development rush, the Village authorities decided to prepare for the inevitable changes in land use and develop a plan by which to guide their development decisions.

The Village authorities sought the assistance of an outside planning and design firm in order to gain an experienced perspective, as well as to expedite the process. VANDEWALLE & ASSOCIATES, a firm with experience in inner-ring suburban redevelopment, was hired to conduct an "Opportunity Analysis" and prepare this "Strategic Comprehensive Plan Update". The Opportunity Analysis process involved a Village-wide study to identify areas with redevelopment potential. The key development sites identified in the Opportunity Analysis form the focus area for this Strategic Comprehensive Plan Update.

This Plan outlines the Opportunity Analysis process, the proposed development scenarios, the Preferred Vision, as well as describes the detailed redevelopment concepts and implementation strategies. This plan will be adopted as an update to the existing Village Comprehensive Plan and shall prevail in instances of conflict between the two plans.

Process

The following process was used to conduct the Opportunity Analysis and develop the Strategic Comprehensive Plan Update.

Background Research and Document Review

The Opportunity Analysis process began with background research that provided an understanding of the forces affecting the Village's land use and development. VANDEWALLE & ASSOCIATES collected and analyzed market, demographic, land use, and transportation data, in addition to reviewing the Village's existing Comprehensive Plan and Zoning Ordinance.

Stakeholder Interviews

On July 15, 2004, the VANDEWALLE & ASSOCIATES planning staff interviewed community stakeholders, business owners, residents, Village employees, and real estate professionals, in order to understand the development constraints and opportunities in the region, as well as those specific to the community. In total, the team spoke with ten groups consisting of over twenty individuals.

Study Area Delineation and Opportunity Analysis

From the information obtained through background research and stakeholder interviews, focus areas for redevelopment and reinvestment were identified. These areas were chosen based on market potential and availability for redevelopment. Within each focus area, the redevelopment opportunities and constraints were identified to create the Opportunity Analysis.

Development Alternative Preparation

Based on the identified opportunities, VANDEWALLE & ASSOCIATES crafted three development alternatives; the Proactive Approach, Active Approach, and Facilitative Approach. These alternatives concentrated on the focus areas identified in the Opportunity Analysis, but differed in the level of public involvement in the redevelopment process.

Development Alternatives Public Open House

The Village authorities and VANDEWALLE & ASSOCIATES held a public open house on August 19, 2004. Approximately 80 area residents attended the event. The open house allowed members of the community to view the development alternatives and ask questions of the Village authorities and the planners. A formal presentation of the process and alternatives and an opportunity for comment followed the open house.



Refinement and Draft Plan Preparation

Based on the feedback from the Village authorities and residents, VANDEWALLE & ASSOCIATES crafted the preferred development alternative, the “Preferred Vision”. The Preferred Vision is a modification of the three alternatives presented at the public forum, and most resembles the Proactive Approach, the alternative requiring the most public involvement. VANDEWALLE & ASSOCIATES then drafted a list of implementation steps necessary to achieve the Preferred Vision.

Preferred Vision and Implementation Public Open House

On September 30, 2004, the Village authorities and VANDEWALLE & ASSOCIATES presented the Preferred Vision and implementation steps at a second public open house.

Approximately 70 area residents attended the event. Much like the first open house, a presentation and discussion followed the opportunity to view the plan and implementation steps.

**Completion of Strategic Comprehensive Plan Update**

Based on the input from the Village authorities and public at the September 30th meeting, VANDEWALLE & ASSOCIATES finalized the Strategic Comprehensive Plan Update.

Plan Adoption

The Strategic Comprehensive Plan Update was reviewed and discussed with the Plan Commission in late 2004. Public Hearings were held on January 26, 2005 and February 23, 2005. The Plan Commission tabled the matter without making a recommendation to the Village Board of Trustees. On May 12, 2005, the Board of Trustees unanimously adopted Ordinance Number 05-13, an Ordinance adopting the Village of Harwood Heights Strategic Comprehensive Plan Update and the updated Village of Harwood Heights Official Map (Figure 18 at the end of this document).

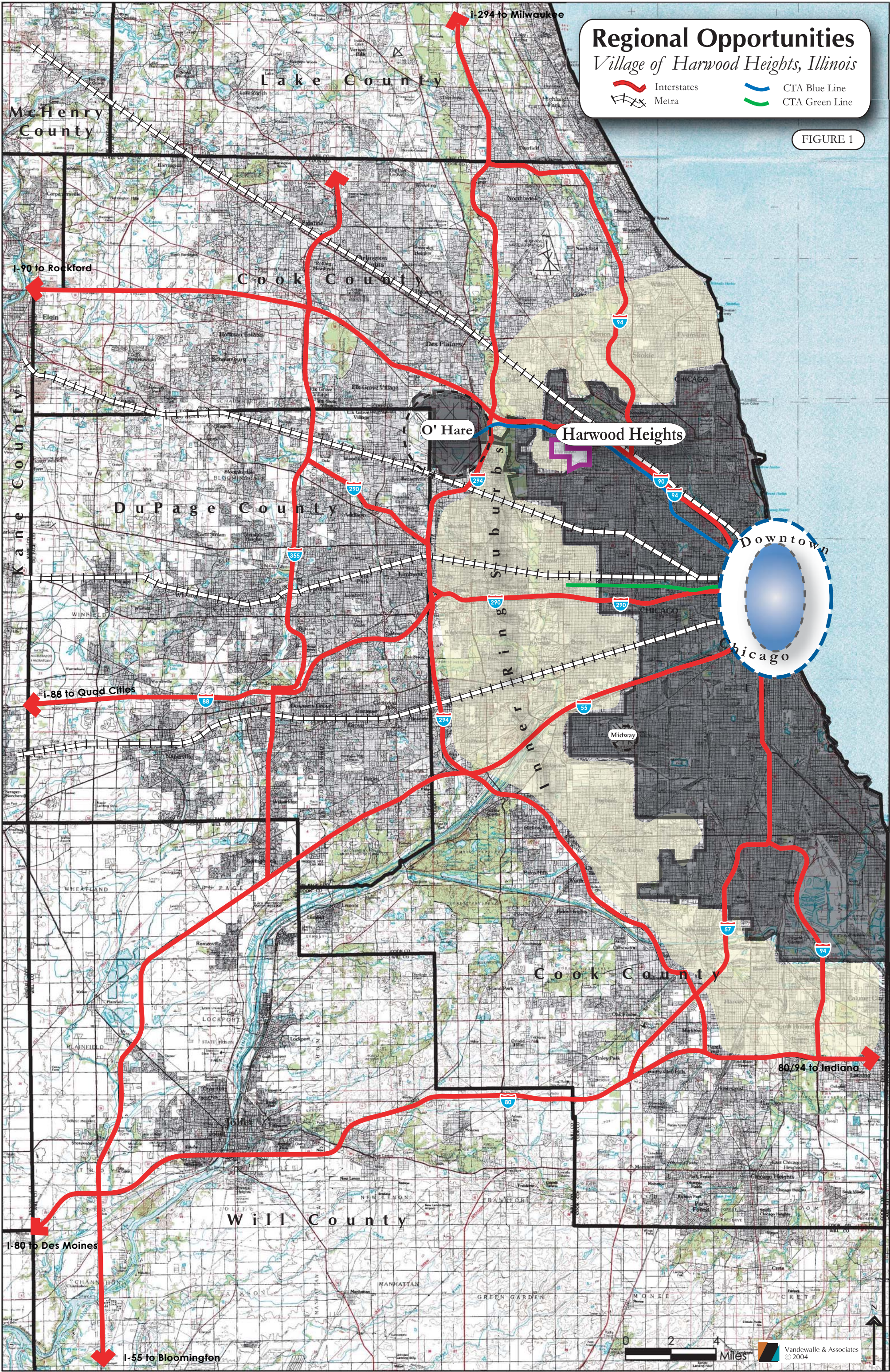
Regional Analysis

The Village of Harwood Heights is an inner-ring suburb of 8,300 people situated to the northwest of Chicago. Surrounded by the City of Chicago on three sides and the Village of Norridge on the other, Harwood Heights maintains the region's urban grid and enjoys excellent access to CTA rail and bus service. The City's well-kept brick bungalows, alleys, and street network continue straight through the Village and up to the doorstep of O'Hare Airport. Harlem Avenue, a regional commercial corridor, forms the main transportation spine through town and connects the Village to both the Kennedy and the Eisenhower Expressways (see Figure 1).

As a virtual extension of the City of Chicago, from a land use perspective, Harwood Heights is greatly affected by the real estate forces affecting urban centers across the county. Recent trends in urban real estate and land use are responding to the desire of young professionals and retirees to return to communities with strong urban fabric, public transportation, and proximity to recreational and cultural amenities.

Chicago's inner-ring suburbs offer the amenities that are drawing retirees from the fringe suburbs and young professionals from the urban core. The local real estate community, in search of these types of places, first focused on Harwood Heights' neighbors that had obvious redevelopment sites (blighted neighborhoods, vacant land, or willing sellers) in order to build condominium housing, and retail and mixed-use developments. For example, Harwood Heights' neighbor to the south, the Village of Norridge, redeveloped their industrial base into a regional retail center. Close to the airport and along commuter rail routes, communities have developed transit-oriented developments and travel accommodations (see Figure 2).

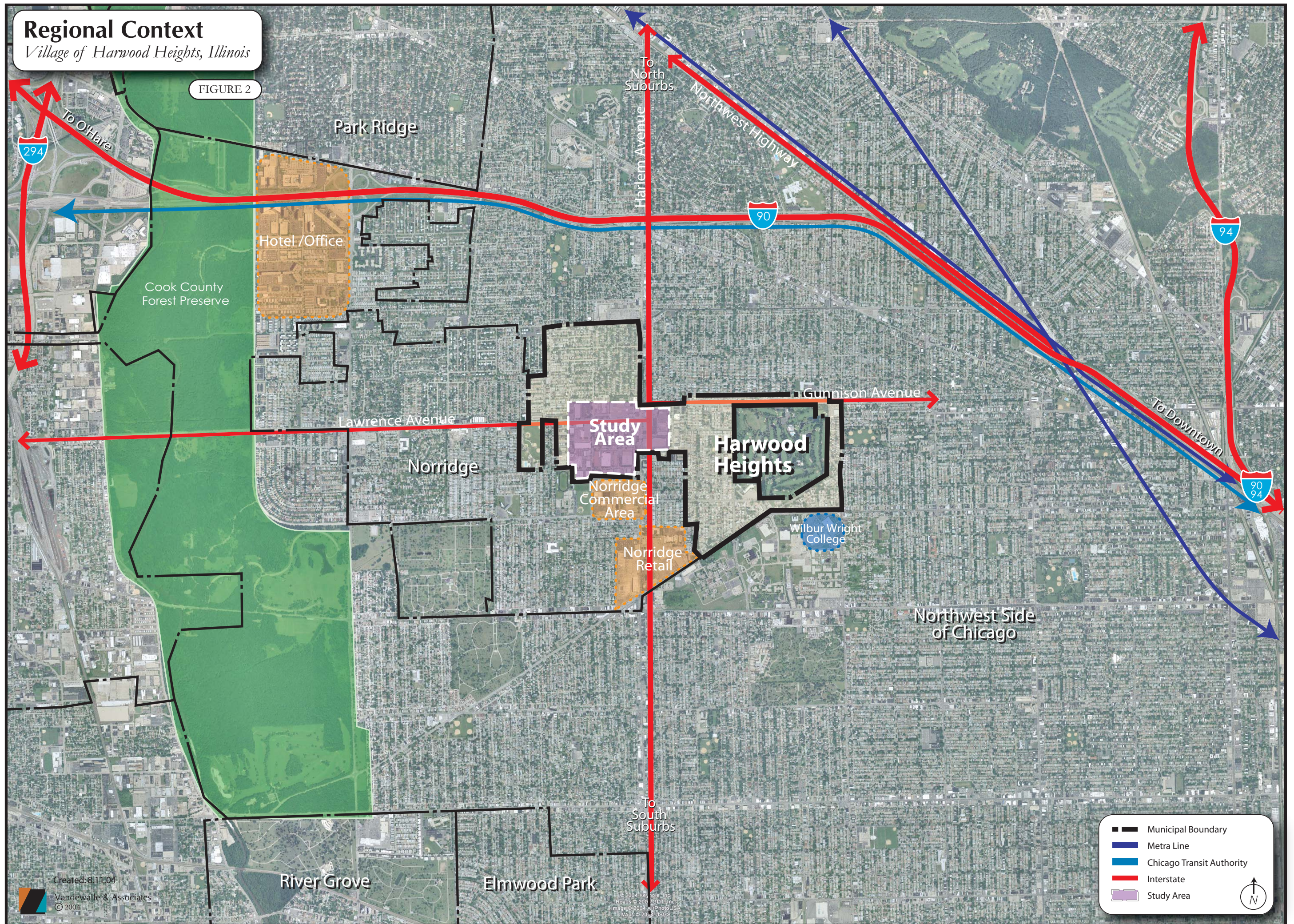
Harwood Heights, without available redevelopment sites, remained off the radar screen of the real estate community until the Village's industrial users began to consider leaving the Village; and thus spurring the development of this Plan.



Regional Context

Village of Harwood Heights, Illinois

FIGURE 2



Legend:

- Municipal Boundary
- Metra Line
- Chicago Transit Authority
- Interstate
- Study Area

North Arrow

Opportunity Analysis

The purpose of the Opportunity Analysis is to identify focus areas and their redevelopment potential. The Opportunities Analysis map, Figure 3, was developed from the collection of background market and land use information, as well as from the conversations with community stakeholders. The focus areas identified in the Opportunity Analysis are described below.

West Side of Oketo

The industrial areas on the west side of Oketo Avenue, which includes Areas 2, 3, and 3a on Figure 3, consist of aging, yet very well-kept industrial properties. Recently, business owners who have decided to sell their land have been met with unbelievable demand from area developers. The developers have proposed residential condominiums and mixed-use developments.

Retail and mixed-use development along Lawrence Avenue, on either side of the existing fire station, is appropriate development for the regional arterial street and could provide services to the existing residential developments and neighborhoods.

Residential development to the south of the fire station could bridge the existing disconnected residential areas to the east and west.

Townhouse and condominium development is a possibility for this area based on market demand and land values. This higher density housing would provide a residential base for a potential Village Center along Wilson Avenue.

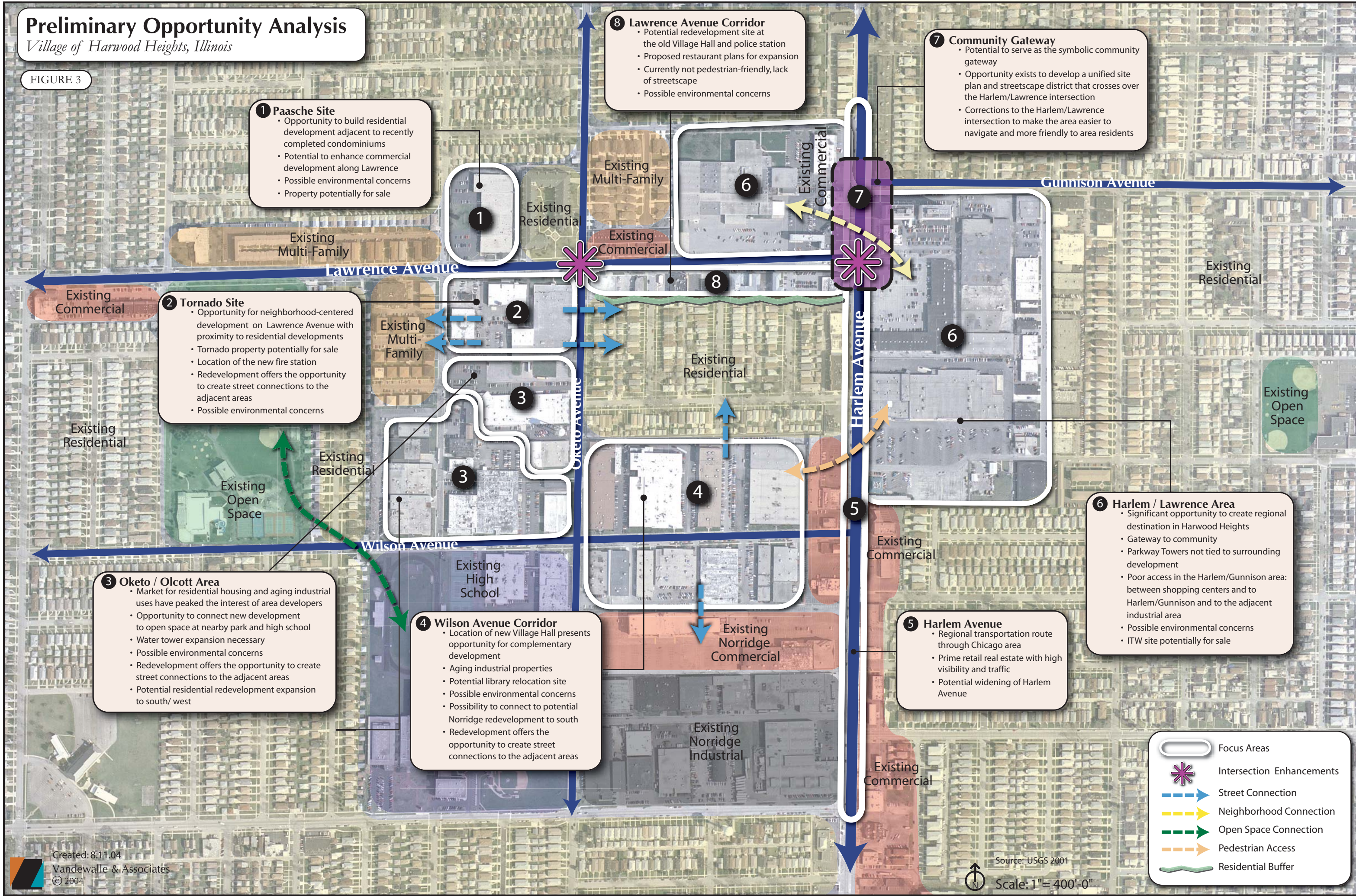
Wilson Avenue Corridor

The industrial properties along Wilson Avenue, Area 4 on Figure 3, also are well-kept, yet aging. The private market demand along Wilson is not as strong as the west side of Oketo, but interest from public users has already begun the redevelopment drive. The Village Hall recently was relocated to a former industrial building on Wilson Avenue, and the Eisenhower Public Library also plans to relocate to Wilson. This clustering of public uses presents the opportunity to create a true Village Center with complimentary retail and residential uses.



Preliminary Opportunity Analysis
Village of Harwood Heights, Illinois

FIGURE 3



The retail and residential uses would likely line the south side of Wilson Avenue. To the south, the Village of Norridge has plans to redevelop the commercial and industrial areas abutting the industrial property on the south side of Wilson. The opportunity exists to collaborate with Norridge and create a planned mixed-use development in this area.

Harlem Avenue Corridor

Harlem Avenue (Area 5 on Figure 3), is one of Chicagoland's most recognized commercial corridors, stretching from the southern suburbs to nearly the Wisconsin state line. As the primary transportation spine through Harwood Heights, over 22,000 cars pass through the Village each day. With this built-in customer base, the Village sits upon the incredible opportunity to create a place that differs from the typical suburban commercial establishments that line this area of the corridor. Creating distinctive, unique, and well-designed commercial and mixed-use establishments will catch the attention of the thousands of drivers passing through town and distinguish Harwood Heights from its neighbors.

Harlem/Lawrence Area

The commercial development at Harlem and Lawrence Avenue, Areas 6 and 7 on Figure 3, can provide this distinctive identity on a larger scale. Very few places in the region have the geographic advantage of these crossroads. Creating a commercial development, that possibly incorporates some residential, will not only create a regional destination, but also serve as a gateway to the Village of Harwood Heights.

Lawrence Avenue Corridor

Creating smaller-scale retail and residential developments along Lawrence Avenue, Areas 1 and 8 on Figure 3, can complement both the commercial development on Harlem and the residential and mixed-use development in the former industrial areas. The Village owns many of the parcels on the south side of Lawrence, the site of the former Village Hall and other municipal buildings, and can work with a developer to guide the scale and style of development along Lawrence.

On the south side of Lawrence, this development would likely be small-scale retail due to the depth of the lots and the close proximity to existing residential areas. Streetscape improvements and additional on-street parking would create a pedestrian-oriented corridor. At the west end of the corridor, residential development, specifically at the Paasche site, will balance residential plans for the west side of Oketo.



Development Alternatives

Based on the areas identified in the Opportunity Analysis, three redevelopment alternatives were developed. These development alternatives varied based on the level of public financial involvement and development oversight. The alternative maps are included in the appendix of this report. The recommended land uses in the alternatives have been developed based on the assumption that environmental contaminants either do not exist or can be remediated to the appropriate standards.

Proactive Approach

The Proactive Approach presents the land uses and scale of development achievable through active marketing and public financial participation. Working with existing property owners and potential developers, the Village can guide the type of development and coordinate with other initiatives. Using tax increment financing and/or establishing a special services area would create a funding source for public improvements that allows and enhances the planned development. These activities would allow the Village to reach the potential land uses outlined in the Opportunity Analysis.

Active Approach

Following the Active Approach, the Village would participate in private land use transactions, but at a limited level. Public financing would be less than the Proactive Approach. This scenario would create a land use pattern similar to the Proactive Approach, but less development and less density. For example, some of the existing industrial areas may remain industrial and the development at Harlem and Lawrence may be less dense and/or take longer to materialize.

Facilitative Approach

The Facilitative Approach outlines the land uses possible with little public involvement and financing. As market forces are very strong in the region, many of the focus areas will likely be redeveloped into the land uses outlined in the Opportunity Analysis. For example, residential development is likely at the west end of Lawrence and retail will likely line the south side of the corridor. Public investment in streetscape and roadways, and public involvement in private land transactions would limit the amount and intensity of development.

Preferred Vision

Based on the feedback of Village residents and direction from the Village authorities, regarding the three development alternatives, a Preferred Vision has been developed. The Preferred Vision (see Figure 4) is fundamentally a combination of the Proactive and Active approaches. A development scenario with phasing options was chosen, as many of the planned land uses may be years in the future.

Preferred Vision

Village of Harwood Heights, Illinois

FIGURE 4

Overall concepts

- Implemented with the use of Special Service Areas and active marketing
- Enhancements to streetscape and improvements to other public infrastructure augment the private development
- Village actively works with existing property owners and potential developers to facilitate market-driven land sales
- Village coordinates redevelopment activities with existing property owners, developers, and neighborhoods
- Land use plans and implementation strategies are redefined for redevelopment areas once environmental conditions are known

Lawrence Avenue Corridor: Commercial

- Neighborhood scale development (restaurants, small retail development)
- Frontage along Lawrence fully utilized to create a neighborhood-friendly commercial development
- Streetscape program instituted to tie development together and encourage pedestrian activity along Lawrence
- Village works with adjacent neighborhoods to provide appropriate buffering as redevelopment occurs

Harlem/Lawrence Area: Regional Retail/Residential

- Large scale retail/residential center as a regional destination with an emphasis on quality design and sense of place
- High quality retail with residential mix
- Properties east of Harlem are consolidated and redeveloped

Paasche Site: Residential

- High-density (40-60 units/acre) mid-rise condominiums
- Intensity of activity increases along Lawrence toward Harlem

Tornado and Oketo / Olcott Sites

- Phase 1
- See detailed sketch
- Phase 2
- Currently industrial, but over time may be redeveloped to tie into Phase I development

Wilson Avenue Corridor: Mixed-use Village Center

- Phase 1
- Civic center and gathering space created with Village Hall, library, and Village Green
 - Walkable pedestrian-friendly development with family amenities and neighborhood services
 - Streetscape program implemented to define and connect residential neighborhoods
 - Place for Village activities (parades, fairs, festivals) with the potential to close Wilson for special events
- Phase 2
- Currently industrial, but over time may be redeveloped into mixed-use/residential development tied to retail redevelopment in Norridge

Residential

Phase 1:
Residential

Phase 2:
Residential

Regional Retail / Residential

Commercial

Phase 1:
Mixed-Use
Village Center

Phase 2:
Mixed-Use
Village Center

Norridge
Retail

Potential
Expansion

The Preferred Vision recognizes the synergies necessary between developments in each of the focus areas. Diverse residential developments, a civic campus, and both local and regional commercial developments together will create a truly livable community and distinguish Harwood Heights from its neighbors. With the active assistance of public officials in planning and land transactions, and the use of tax increment financing or a special services area, the public improvements necessary to create this distinctive, synergistic development will be available. The specific land uses are displayed in Figure 4 and listed below:

- Residential development on the west side of Oketo will provide the critical pedestrian activity necessary to support the retail development on Lawrence and village center on Wilson
- A mixed-use village center along Wilson will create a true downtown destination and civic campus for area residents
- Development along Lawrence Avenue will begin at the west with residential and small-scale retail and gradually increase in density, creating a transition into the regional retail center at Harlem and Lawrence
- The regional retail center at Harlem and Lawrence and the commercial development along Harlem will create a distinctive destination for regional residents

Redevelopment Concepts

As described in the Summary Implementation section of this Plan, a number of actions are required on the part of the Village to fully realize the Preferred Vision described in the previous section. However, the primary implementation driver of this Plan is expected to be the private redevelopment of the several industrial properties currently on the market and those expected to be for sale in the near future. In fact, one development proposal is being considered simultaneous to the preparation and adoption of this Plan, and at least two others are expected shortly after adoption.

To serve the immediate needs of the Village in guiding and acting upon pending and future redevelopment projects, this section provides specific development parameters for the redevelopment of various sites and the attendant public improvements required to achieve the Preferred Vision. Most of the redevelopment sites covered in this section currently are zoned industrial. While future industrial use is not desirable for most of them, it would not be prudent to rezone them without a specific development plan.

Upon Plan adoption, the Village will move forward with various amendments to its zoning and development codes to provide additional detail concerning these parameters. However, even with such amendments it is expected that this Plan will continue to be a primary guiding document in the preparation and evaluation of all redevelopment proposals within the identified sub-areas. Further, it is assumed that the vast majority of redevelopment projects will be approved as Planned Developments.

The various public improvements outlined in this section are critical components of each redevelopment area and are summarized in the Public Improvements section of this Plan along with a graphic depicting their general locations and a summary of some potential funding mechanisms to pay for them. All of the steps needed to implement this Plan then are summarized in the Summary Implementation section.

NOTE: All of the redevelopment concepts detailed in this Section are contingent upon the ability to utilize existing and previous industrial properties for a full range of uses, including residential and public open/recreation spaces. Given the historic uses of many of these sites, some level of environmental contamination is anticipated. However, also anticipated is the ability to cost-effectively remediate these sites to permit the recommended uses. That said, little information currently is available as to the actual environmental conditions of these sites. Therefore, all proposed redevelopment must be preceded by a complete environmental evaluation and, where practical, remediation. In those instances where environmental conditions do not permit the uses recommended in this Plan, other uses will need to be identified that are appropriate for the conditions yet maintain the integrity of the Preferred Vision

Lawrence Avenue

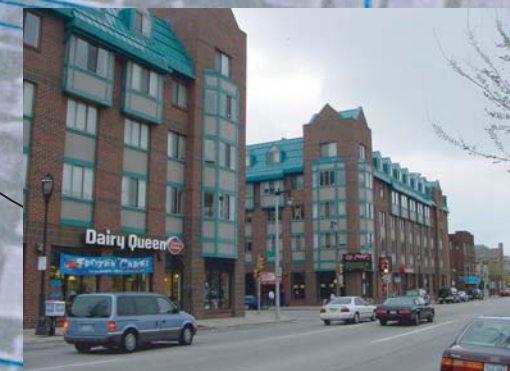
Figure 5: Lawrence Avenue Corridor

Lawrence is a major gateway to both the greater Harwood Heights community and the regional commercial center (downtown) to be developed at the intersection of Harlem and Lawrence/Gunnison (see Figures 5 and 6). The intersection of Olcott provides an opportunity for a formal entry to the Village and a transition point in the type and intensity uses that begin to set up the entry to the center of activity at the intersection of Harlem. Uses along the street include high density residential developments, freestanding commercial uses, and mixed-use buildings with ground floor commercial and upper floor offices and/or residential. Buildings are pulled close to the street and create a pleasant pedestrian environment with large storefront windows, awnings, and outdoor dining areas. The front doors open onto wide sidewalks with trees, planters, pedestrian-scale lights, benches, and a landscaped median – creating a high quality environment for those who are walking as well as those in cars. Parallel parking is provided along Lawrence, with angled parking along the intersecting side streets. Additional parking is provided in the alley to the south and along the sides of the buildings, but not in front.

LAWRENCE AVENUE CONCEPTUAL REDEVELOPMENT

Village of Harwood Heights, Illinois

FIGURE 6



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South Side Redevelopment

- Consideration is given to relocation of the fire station to provide more opportunities for commercial or mixed-use development on highly valuable property
- If fire station remains, it is flanked by small-scale commercial uses
- All buildings along Lawrence are freestanding and pulled up to the sidewalk with single or two ground floor uses (multi-tenant strip centers are prohibited)
- Buildings are 2 to 4 stories in height
- Buildings are individually designed with high quality materials and an eclectic character
- Buildings have awnings, canopies, storefront windows, and/or change in materials on the ground floor level to further emphasize pedestrian scale
- Building front doors open onto the sidewalk
- Outdoor dining/sidewalk cafes are encouraged
- Ground floor uses include specialty retail and restaurants (drive-throughs, gas stations and similar auto-oriented uses are prohibited)
- Upper story uses include office and/or residential
- On-site parking in the rear and to side of buildings (parking lots in front of buildings are prohibited)
- Dumpsters are screened and located away from neighboring residential properties

North Side Redevelopment

- Paasche property is redeveloped with higher density residential buildings:
 - Materials are predominately masonry
 - Parking is beneath building (underground or at ground level)
 - Parking at grade is screened, but not with blank walls
 - Building has pedestrian entries at grade level
 - Vehicular entrance is off of Olcott, not Lawrence
 - Pedestrian walks are provided from main entry to Lawrence
 - Gross development intensity/density across the entire site ranges from 35 to 60 dwelling units per acre, 4 to 6 stories in height, and 1.0 to 2.0 FAR, with a minimum of 25% to 50% open space
 - Ultimate permitted intensity/density is dependent upon a totality of factors including: the location, massing and orientation of the buildings; building design, articulation, details, and quality of materials; screening and buffering of parking, service areas, and adjoining uses; and the location, size and function of open spaces and other development amenities.
- ITW property is redeveloped with commercial/mixed-use along Lawrence with mixed-density residential behind
 - Buildings along Lawrence:
 - are pulled up to the sidewalk similar to south side
 - have a continuous façade, broken only by continuation of Octavia Street across Lawrence and through site
 - can be up to 6 stories
 - have high quality designs, materials, and pedestrian scales similar to those on the south side
 - have ground floor and upper story uses similar to those on the south side
 - have parking for commercial uses at-grade in the rear and on-street

- have parking for residential/office uses under the building or in structure at the rear
- have rear parking area configured like a street to provide transition and buffer to adjacent residential redevelopment to the north
- Residential development in the back:
 - is oriented to Octavia street, which extends through the site
 - preserves and improves the existing open space at the northwest corner of the site
 - includes townhouse-type development of 2 to 3 stories in the area west of Octavia to provide transition to neighboring lower density residential to the west
 - includes townhouse-type development of 2 to 3 stories along Ainslie east of Octavia to provide transition to neighboring single family to the north
 - includes higher density residential development of up to 6 to 8 stories on the interior of the site
 - materials are predominately masonry
 - parking is beneath building (underground or at ground level)
 - parking at grade is screened, but not with blank walls
 - buildings have pedestrian entries at street level
 - pedestrian walks connect buildings to internal and external streets
- Gross development intensity/density across the entire site ranges from 30 to 50 dwelling units per acre and 1.0 to 2.0 FAR, with a minimum of 25% to 50% open space
- Ultimate permitted intensity/density is dependent upon a totality of factors including: the location, massing and orientation of the buildings; building design, articulation, details, and quality of materials; screening and buffering of parking, service areas, and adjoining uses; and the location, size and function of open spaces and other development amenities.

Public Improvements

- Relocate fire station off of Lawrence Avenue
- Provide parallel parking lane along both sides of Lawrence from Olcott to Harlem
- Significantly enhance streetscape along both sides of Lawrence from Olcott to Harlem
- Install landscaped median on Lawrence from Oketo to Harlem
- Provide major crosswalks at Oketo and Octavia
- Provide parking and streetscape improvements on north end of Olcott, Odell, Octavia and Oconto
- Reconfigure alley south of Lawrence to increase parking and reduce cut-through traffic and other impacts on adjoining properties
- Add fence/wall and landscaping to buffer homes south of the alley
- Change north-south alleys serving residential to one-way heading north to deter cut-through traffic

Harlem and Lawrence

Figure 7: Harlem and Lawrence Area



The intersection of Harlem and Lawrence/Gunnison is the geographic center of Harwood Heights, as well as the activity center (see Figure 7). Unfortunately, the current configuration of the properties and the form of development, primarily in disjointed strip centers, fails to realize the potential density and intensity for this area, as well as falling far short of serving as the “signature” focal point for the community. The redevelopment strategy includes a complete redevelopment of the strip centers and tape factory into a true “urban center” providing commercial uses serving a regional market, as well as high density residential development. Distinguishing this area from other commercial development in the near-west Chicago region is a strong emphasis on quality design and use of materials. Building from Harlem Avenue’s strength in the regional retail marketplace, the redevelopment includes a lively mix of ground floor and second level commercial retail, restaurant and personal service uses with upper story office and residential in true “urban” buildings, which are pulled close to the sidewalk on Harlem Avenue. Behind the buildings are a pedestrian way and green space connecting to higher density residential redevelopment to the east and south, as well as the existing Parkway Towers to the north. The arrangement of buildings and open space also provides a highly identifiable focal point at the terminus of Lawrence. Streetscape and crosswalk improvements connect the site with redevelopment of the ITW site just to the east of Harlem, north of Lawrence. The redevelopment also includes a bus transfer center with pocket retail space, such as a newsstand and coffee shop.

West Side of Harlem Redevelopment, North of Lawrence

- Existing buildings and strip centers completely redeveloped and sites reconfigured to connect to redevelopment on ITW site and across Harlem

East side of Harlem Redevelopment

- Strip centers (Family Palace, Holiday Plaza, and Harwood Commons) and Custom Tapes consolidated and reconfigured
- Major “focal point” at terminus of Lawrence
- Redevelopment connects physically and visually to Parkway Towers
 - Parkway Towers are enhanced as a local landmark with improvements to “ground” the buildings through improvements to lower level building facades, site landscaping, streetscaping, and connection to redevelopment to the south
 - Lower floor building facades are renovated and/or expanded to create greater interest and reduce scale for pedestrians
 - Gunnison and Harlem frontages are improved by replacing parking with landscaping and streetscaping
 - Physical and visual connections made to redevelopment of strip centers to the south and tape factory site to the east
 - Buildings fully evaluated and updated for consistency with all prevailing codes, including handicapped accessibility
 - Existing strip centers are replaced with multi-story “urban” buildings oriented to Harlem and internal pedestrian and “green” spaces
 - Buildings along Harlem are 2 to 6 stories in height and have 10 to 20 foot setbacks to accommodate future widening of Harlem
 - Buildings on Harlem have awnings, canopies, storefront windows, change in materials on ground floor and other design elements to reduce scale at the ground level
 - Buildings have “four-sided” design comprised of high quality, mostly masonry, materials with each elevation being well-articulated and detailed
 - Types and intensity of uses are aimed at regional market with ground retail and restaurants, as well as personal service and entertainment uses
 - Upper floors may have additional retail, offices or residential
 - Buildings internal to the site are taller (up to 12 stories) with ground floor retail, restaurants, personal and business services and offices, with upper floor office and/or residential
 - Building heights near center and south end of redevelopment compliment Parkway Towers to the north
 - Development has pedestrian orientation and scale to facilitate walking between uses within the development but can be accessed by cars or transit
 - Parking is underground and/or in structures
 - Bus transfer center developed including stops for town shuttle, RTA buses, taxis, airport limos, and hotel shuttles, along with small supporting retail
 - Development intensities and densities are to be moderated through a more detailed master planning process, but should reflect the value and importance of the site as *the* center of activity in the Village

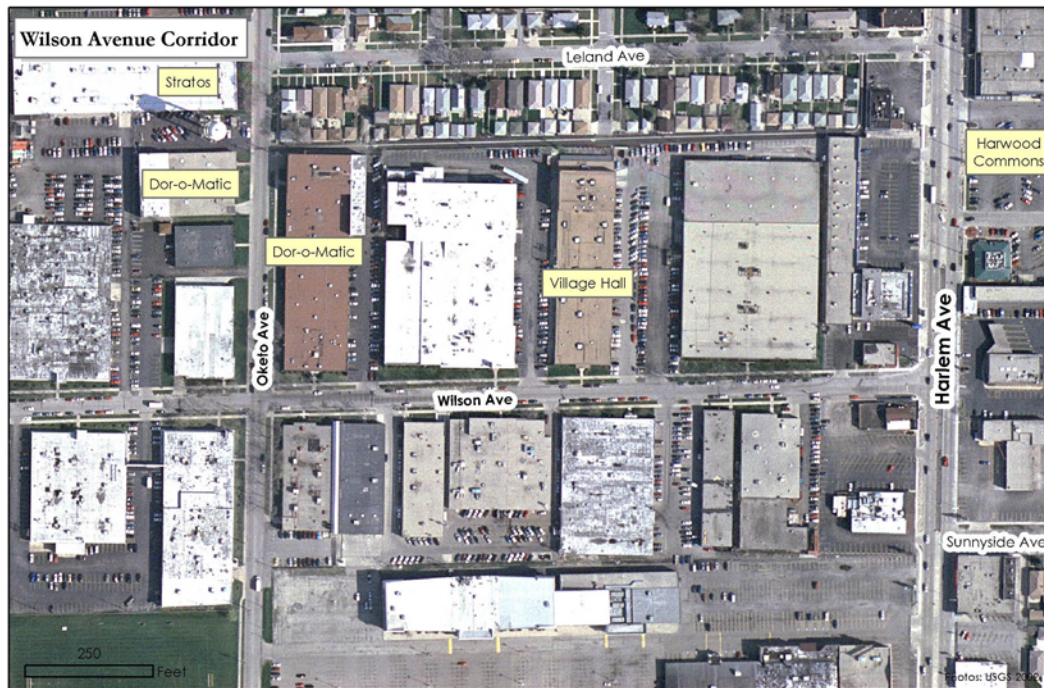
Public Improvements

- Develop master plan with property owners west of Harlem, north of Lawrence to redevelop/reconfigure consistent with ITW redevelopment and the above recommendations

- Develop master plan with Parkway Towers, strip centers, and tape factory owners for coordinated redevelopment of entire area
- Develop bus transfer station with RTA
- Significantly enhance streetscape along Harlem between Lawrence and Gunnison to reinforce image as “Village Center”
- Significantly enhance streetscape along Gunnison to “ground” Parkway Towers and create gateway entry to downtown
- Provide major crosswalks on Gunnison, Harlem and Lawrence

Wilson Avenue

Figure 8: Wilson Avenue Corridor



The newly relocated Village Hall and proposed relocation of the library provide the core of a new “civic center” along Wilson Avenue (see Figure 8). Joining these important community facilities is a multi-functional plaza and green space. Further, with an enhanced streetscape, these facilities are connected to other key civic assets already on Wilson including the high school and Norridge Park. Complimenting the public uses on the north side of Wilson is higher density residential development. South of Wilson, existing industrial properties appear to be healthy and viable into the foreseeable future. However, redevelopment of the theater and retail properties in Norridge to the south would provide an opportunity to develop concurrent smaller-scale commercial uses on Wilson. These uses would cater to Village residents’ daily needs and round out a highly attractive and walkable Village center.

North Side Redevelopment

- Encourage library to follow through on plans to locate at northeast corner of Wilson and Oketo
- Redevelop remaining industrial sites as they become available with residential and smaller-scale commercial and service uses
 - Materials are predominately masonry
 - Parking is beneath building (underground or at ground level)
 - Parking at grade is screened, but not with blank walls
 - Buildings have pedestrian entries at grade level
 - Pedestrian walks are provided from main entries to Wilson
 - Gross development intensity/density in the area ranges from 30 to 50 dwelling units per acre, 4 to 6 stories in height, and 1.0 to 2.0 FAR, with a minimum of 25% to 50% open space

- Ultimate permitted intensity/density is dependent upon a totality of factors including: the location, massing and orientation of the buildings; building design, articulation, details, and quality of materials; screening and buffering of parking, service areas, and adjoining uses; and the location, size and function of open spaces and other development amenities.

South Side Redevelopment

- Should the theater and retail sites to the south in Norridge redevelop, seek to redevelop industrial uses with mix of residential uses and commercial uses targeted to basic needs of Village residents
- Investigate a shared access arrangement between properties to provide for loading and services at the rear of remaining industrial properties
- Develop higher density residential adjacent to high school with building views oriented high school athletic fields
- Materials are predominately masonry
- Parking is beneath building (underground or at ground level)
- Parking at grade is screened, but not with blank walls
- Buildings have pedestrian entries at grade level
- Pedestrian walks are provided from main entries to Wilson
- Gross development intensity/density in the area range from 30 to 50 dwelling units per acre, up to 6 stories in height, and 1.5 to 2.0 FAR, with a minimum of 20% to 30% open space
- Ultimate permitted intensity/density is dependent upon a totality of factors including: the location, massing, and orientation of the buildings; building design, articulation, details, and quality of materials; screening and buffering of parking and service areas; screening and buffering of adjoining uses; and the location, size and function of open spaces and other development amenities.

Public Improvements

- Create public green space/plaza to be shared by library and Village Hall
- Improve on-street parking and streetscape along both sides of Wilson between Harlem and Olcott
- Coordinate with Village of Norridge, the Norridge Park District, and the school district to continue streetscape improvements further down Wilson to Overhill to provide a strong connection between all civic uses located on Wilson
- Improve south façade, south lawn and entry to Village Hall to reflect importance and public stature of the building
- Improve north façade and entry to Police Department to reflect importance and public stature of the building
- In concert with north side Village Hall improvements, construct civic campus entry feature/visual focal point at south end of Octavia Avenue

West Side of Oketo (Tornado/Stratos/Dor-O-Matic)**Figure 9: West Side of Oketo**

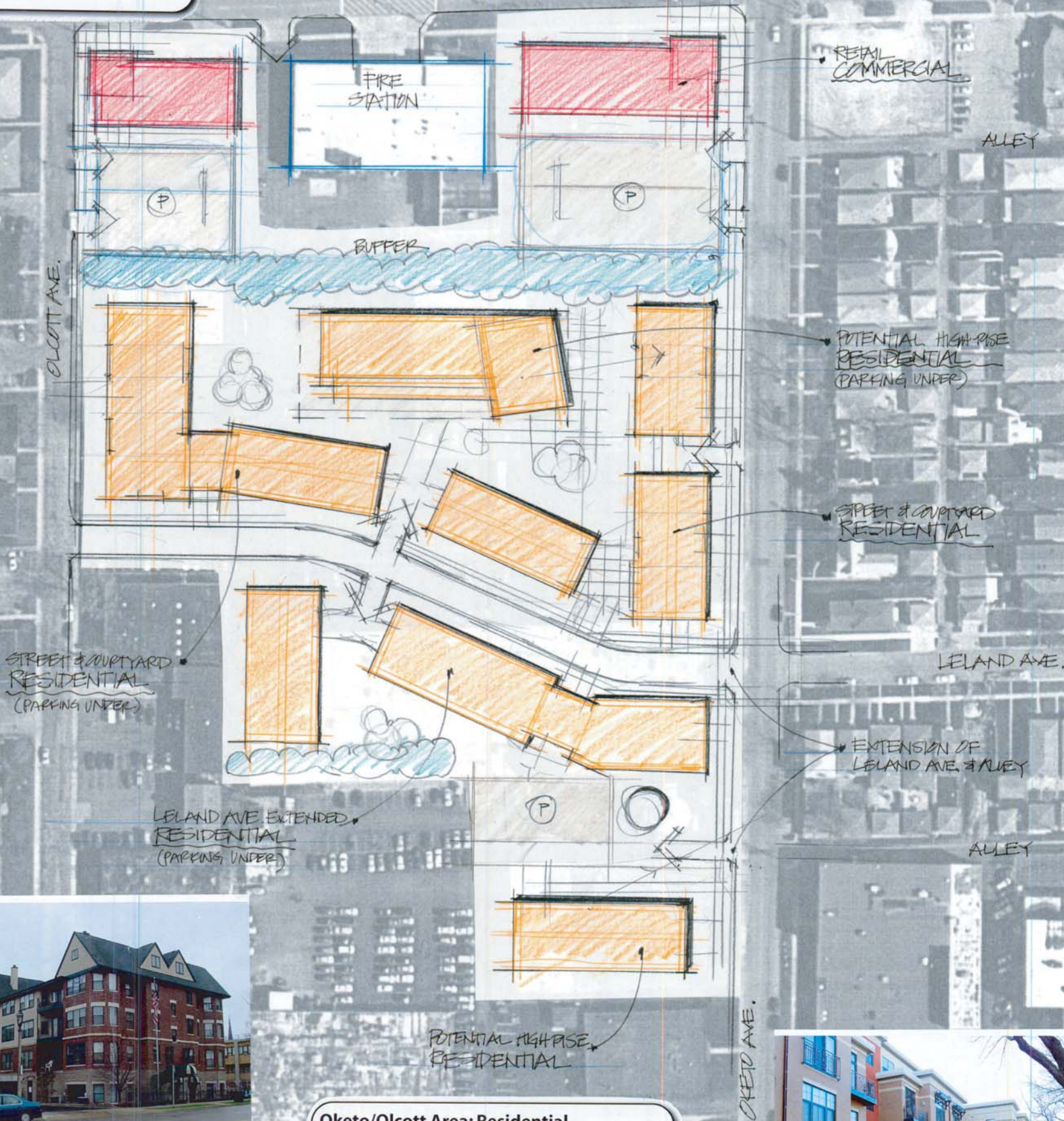
The concurrent availability of large, adjoining industrial sites provides a significant opportunity to not only make a dramatic shift in land uses, but to create a new multi-use neighborhood that will set the standard for quality redevelopment throughout the community (see Figures 9 and 10). The close proximity of this site to the enhanced commercial uses on Lawrence, the new “downtown” at Lawrence and Harlem, and the civic uses and recreation areas on Wilson makes this an ideal location for higher density residential development. The extension of Leland Avenue through the site provides a central focal point for higher density residential development on the site’s interior, while development along Oketo has a lower density to provide a transition to the single family homes to the east. As noted in the Lawrence Avenue section, the frontage along Lawrence is primarily commercial, perhaps with some upper story mixed use. Thoughtful building orientations and landscape buffers will permit the redevelopment to co-exist with the remaining industrial uses to the south and west. However, as the remaining industrial buildings reach the end of their useful life they too should be replaced with additional higher density residential development.

West Side of Oketo Redevelopment Plan Village of Harwood Heights

Tornado Site: Commercial

- Commercial development fully utilizes frontage on Lawrence Avenue and proximity to new residential developments
- Roadway connections to existing and planned residential developments
- Village works with existing residential neighbors and fire station as redevelopment occurs

FIGURE 10



Oketo/Olcott Area: Residential

- Higher density (30-50 units/acre) residential condominium and row houses
- Relocation and expansion of water tower
- Pedestrian connection to nearby commercial developments
- Streetscape improvements create a walkable neighborhood with lighted streets and sidewalks
- Street connections to adjacent neighborhoods are maintained and created



WILSON AVE.

Phase I – Tornado/Stratos/Dor-O-Matic

- Combine adjoining, available industrial properties into single redevelopment site
- Develop a mix of residential densities and types
- Develop ground floor commercial uses along Lawrence
- Develop Oketo frontage with 2 to 3 story townhouse-type residential to provide transition to single family homes to the east
- Continue Leland Avenue through the site to Olcott
- Orient interior of site to extended Leland Avenue
- Toward the interior of the site, develop higher density residential, up to 4 to 6 stories in height, with underground parking and internal court yard/open space
- Materials are predominately masonry
- Parking is beneath building (underground or at ground level)
- Parking at grade is screened, but not with blank walls
- Buildings have pedestrian entries at grade level
- Gross development intensity/density for the entire ranges from 30 to 50 dwelling units per acre and 1.0 to 2.0 FAR with a minimum of 30% to 50% open space
- Ultimate permitted intensity/density is dependent upon a totality of factors including: the location, massing and orientation of the buildings; building design, articulation, details, and quality of materials; screening and buffering of parking, service areas, and adjoining uses; and the location, size and function of open spaces and other development amenities.

Phase II – North Side of Wilson from Oketo West to Village limits

- East of Olcott, develop higher density residential similar to that in Phase 1 with under-building parking and internal open spaces
- West of Olcott, develop with townhouse-type development to transition to single family development to the west

Public Improvements

- Parking and streetscape improvements on Oketo between Wilson and Lawrence
- Buy/exchange land with developers to obtain adequate site for construction of new water storage tank
- Correct street flooding at Wilson and Oketo

Public Improvements and Funding

As outlined in the Redevelopment Concepts section of this Plan, a number of public improvements are needed to compliment private redevelopment projects in order to fully realize the Preferred Vision. All of these public improvements are listed below by the areas in which they are to be located and can be located on Figure 11. Following this list is a discussion of some of the funding mechanisms that may be available to offset the costs.

Public Improvements Summary

The following is a list of the needed public improvement identified in the Redevelopment Concepts section of this Plan.

Lawrence Avenue

- Relocation of fire station
- Parallel parking lane along both sides of Lawrence from Olcott to Harlem
- Streetscape enhancements along both sides of Lawrence from Olcott to Harlem
- Landscaped median on Lawrence from Oketo to Harlem
- Major crosswalks at Oketo and Octavia
- Parking and streetscape improvements on north end of Olcott, Odell, Octavia and Oconto
- Reconfigure alley south of Lawrence to increase parking and reduce cut-through traffic and other impacts on adjoining properties
- Fence/wall & landscaping to buffer homes south of the alley
- North-south alleys serving residential to the south changed to one-way heading north to deter cut-through traffic

Harlem and Lawrence

- Develop master plan with property owners west of Harlem, north of Lawrence to redevelop/reconfigure consistent with ITW redevelopment
- Develop master plan with Parkway Towers, strip center and tape factory owners for ultimate redevelopment of entire area
- Develop transit hub with RTA
- Significantly enhance streetscaping along Harlem between Lawrence and Gunnison to reinforce image as “Village Center”
- Significantly enhancement streetscape along Gunnison to “ground” Parkway Towers and create gateway entry to downtown
- Major crosswalks on Gunnison, Harlem and Lawrence

Wilson Avenue

- Create public green space/plaza to be shared by library and Village Hall
- Improve on-street parking and streetscape along both sides of Wilson between Harlem and Olcott
- Coordinate with Village of Norridge, the Norridge Park District, and the school district to continue streetscape improvements further down Wilson to Overhill to provide a strong connection between all civic uses located on Wilson
- Improve south façade, south lawn and entry to Village Hall to reflect importance and public stature of the building

Public Improvements

Village of Harwood Heights, Illinois

FIGURE 11

- Public Streets
- Alleys
- Civic Buildings
- Master Planning
- Other

West Side of Oketo

- 24 Parking and streetscape improvements on Oketo between Wilson and Lawrence
- 25 Buy/exchange land with developers to obtain adequate site for construction of new water storage tank
- 26 Correct street flooding at Wilson and Oketo
- 27 Extend Leiland to Olcott

Wilson Avenue

- 18 Create public green space/plaza to be shared by library and Village Hall
- 19 Improve on-street parking and streetscape along both sides of Wilson between Harlem and Olcott
- 20 Coordinate with Village of Norridge, the Norridge Park District, and the school district to continue streetscape improvements further down Wilson to Overhill to provide a strong connection between all civic uses located on Wilson
- 21 Improve south façade, south lawn and entry to Village Hall to reflect importance and public stature of the building
- 22 Improve north façade and entry to Police Department to reflect importance and public stature of the building
- 23 In concert with north side Village Hall improvements, construct civic campus entry feature/visual focal point at south end of Octavia Avenue

Lawrence Avenue

- 1 Relocation of fire station
- 2 Parallel parking lane along both sides of Lawrence from Olcott to Harlem
- 3 Streetscape enhancements along both sides of Lawrence from Olcott to Harlem
- 4 Landscaped median on Lawrence from Oketo to Harlem
- 5 Major crosswalks at Oketo and Octavia
- 6 Parking and streetscape improvements on north end of Olcott, Odell, Octavia and Oconto
- 7 Reconfiguration of alley south of Lawrence to increase parking and reduce impacts on adjoining properties
- 8 Fence/wall & landscaping to buffer homes south of the alley
- 9 North-south alleys serving residential to the south changed to one-way heading north to deter cut-through traffic
- 10 Continue Octavia across ITW site

Harlem and Lawrence

- 11 Develop master plan with property owners west of Harlem, north of Lawrence to redevelop/reconfigure consistent with ITW redevelopment
- 12 Develop master plan with Parkway Towers, strip center and tape factory owners for ultimate redevelopment of entire area
- 13 Develop transit hub with RTA
- 14 Significantly enhance streetscaping along Harlem between Lawrence and Gunnison to reinforce image as "Village Center"
- 15 Significantly enhance streetscape along Gunnison to "ground" Parkway Towers and create gateway entry to downtown
- 16 Major crosswalks on Gunnison, Harlem and Lawrence
- 17 Extend Lawrence across Harlem

Created: 10/22/04

Vandewalle & Associates
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Source: USGS 2001

Scale: 1" = 400'-0"

- Improve north façade and entry to Police Department to reflect importance and public stature of the building
- In concert with north side Village Hall improvements, construct civic campus entry feature/visual focal point at south end of Octavia Avenue

West Side of Oketo

- Parking and streetscape improvements on Oketo between Wilson and Lawrence
- Buy/exchange land with developers to obtain adequate site for construction of new water storage tank
- Correct street flooding at Wilson and Oketo

Funding Mechanisms

The following is a summary of some of the mechanisms provided for under Illinois state statutes to recover the costs of public facility and improvements extensions to new development. General statute citations are provided in some instances but are not all-inclusive. The purpose of this section to provide an overview of potential mechanisms that may have some application in Harwood Heights. These are not intended to be recommendations and are not legal opinions concerning the applicability/legality on the use of any specific mechanism by the Village.

Impact Fees

The term “impact fee” is defined and used differently by every state and often by different municipalities within the same state. A common use of the term is one in which a fee is charged to new development to pay for the extension of a range of facilities and services, such as water and sewer lines, roads, parks, schools as well as police, fire, and library services. By and large, the State of Illinois has no enabling legislation to levy such universal fees for most of these facilities and services; and thus, most of these fees are not permitted. However, the statutes do provide for a number of other mechanisms to apportion some or all of the costs for facility and service extensions. The term “impact fee” is used in state statutes only as it applies to roads (the “Road Improvement Impact Fee Law”, 605 ILCS 5/5-901, *et seq.*); however, listed below are several other permissible fees, charges and programs available to recover the costs of extending public facilities and services to new development.

Tax Increment Finance District

Tax increment financing (TIF) districts are typically established in areas where new development/redevelopment activity has lagged and/or where significant public improvements are needed to facilitate and complement redevelopment. In general, a TIF allows for all of the new (“incremental”) taxes paid by redevelopment within the district to be used exclusively within the district to construct a host of public improvements and/or offset certain private redevelopment costs. During the life of the TIF (typically about 23 years) each of the taxing districts (Village, schools, park, library, county, township, etc.) continues to receive annual tax revenues based on the value of property in the district at the time the district was created. In other words, unless provisions are made otherwise, tax revenues received by all of the taxing districts from property within the TIF district are frozen for the life of the district. Once the TIF expires, each district then levies a tax against the full value of the district, which should be significantly higher than if the TIF were not established.

The general idea behind a TIF is to accelerate the growth in development and tax values and to provide a funding mechanism for the public improvements needed to accommodate the new development. Under Illinois law, it is the best and most efficient way to have “growth pay for itself”, as all of the funds come only from taxes paid by the redeveloped properties, not the community at-large. All of the taxing districts continue to receive a base amount of tax, but they do not realize the growth until the TIF expires. As a result, TIF creation often causes some consternation on the part of the taxing districts. When the TIF is created, however, the local government can arrange to share some of the TIF revenues with all of the taxing districts on prorated basis. Further, state law also requires that the impact of TIF development on school enrollment be evaluated and that the school districts be compensated if the TIF draws new students into the district. In addition, the state TIF law was recently amended to require an evaluation on the impacts to library districts.

When used correctly, TIF districts result in property values that grow much faster and to greater heights than if the TIF were not created. Accordingly, all taxing district benefit. The real issue is, when? The potential growth in property values and taxes within the redevelopment areas identified in this report is significant. Thus, there may very well be surplus increment to share with the taxing districts during the life of the TIF, in addition to the other forms of compensation already provide for in state statutes and what will likely be vastly enhanced property values at the expiration of the district. Accordingly, the creation of a TIF could have meaningful benefits to all of the taxing districts, which should be fully explored in a cooperative process including all of the affected taxing bodies.

Special Service Areas

A special service area (SSA) is a taxing district established by the Village. A majority of the property owners within the district can stop the establishment of the special service area by signing a petition objecting to its creation (35 ILCS 200/27-55). Taxes collected within an SSA can fund a wide variety of municipal facilities and services provided within the SSA including; roads, water and sewer lines, parks and park improvements, garbage collection, and street maintenance, among several others. In addition, the manner in which taxes are allocated can vary from a flat rate per lot, to a more traditional assessment based on the taxable value of each property within the district. Further, the Village can issue bonds on behalf of the SSA but is not responsible for repayment of the bonds in the event of a default.

An SSA could have wide applicability in funding water, sewer, stormwater, and road infrastructure upgrades, streetscape and parking improvements, and other public facilities, such as parks. A typical scenario would be one where the property owner/developer petitions the Village to create an SSA prior to building the project. The Village holds the required hearings, creates the SSA, and then issues bonds to cover the costs of the infrastructure needs of the new development. The bonds are paid back by levying a special tax against the new development as needed to cover the bond payments.

In so doing, all of the costs to provide facilities to the new development are paid directly by the developer and/or new home owners. The Village has minimal risk, and all administrative costs in establishing and administering the SSA can be charged to the SSA. The primary downside of creating an SSA is that residential unit owners and business owners in the new development are required to pay an additional tax, which could make buying into the development less attractive.

Park and School Land Dedications

Within its subdivision ordinance, the Village may require land dedications for parks and schools (65 ILCS 5/11-12-8.). In lieu of accepting a land dedication, the Village may accept a cash equivalent of the value of the land required to be dedicated. A fee in lieu is particularly useful for smaller developments that do not warrant dedicating enough land for a feasible park or school site, but instead can contribute funds to the Village, park district, and/or school district to help offset the costs of acquiring adequate sites at a later date. It is important to note that such dedications and fees in lieu thereof may cover only the *land* needed for a park or school, not improvements, such as ball fields and classrooms, nor personnel, such as lifeguards and teachers. A new amendment allows school capital improvements but limits fees to land value, not capital improvement value (65 ILCS 5/11-12-5.).

The Village's code already provides for the dedication of public areas within new subdivisions (Sec. 16.16.070.). However, the Village subdivision regulations do not provide for the collection of fees in lieu of park and school land dedications. The Village may want to discuss the potential of adding these fees with the park and school districts as part of a cooperative approach to addressing all of the public facility needs arising from the proposed redevelopment projects.

Utility Connection Fees

Utility connection fees are assessed when a property connects to a water or sewer line for the first time, or replaces or upgrades an existing service. For a basic residential service, the Village currently charges \$1,000 for the water connection and another \$1,000 for the sewer connection. These fees then increase as the size of the service increases. According to Village staff, these charges were last revised about seven years ago.

State law allows for a fair amount of latitude on the assessment of connection fees as part of the overall permissible utility fees and charges, but they must be reasonable and relate to the true costs of owning and operating the utilities or they may be viewed as a "tax" (65 ILCS 5/11-150-1.). In calculating the fees, consideration should be given to: the actual cost of Village staff time and equipment to review plans and make and/or inspect the connections; capacity reservation costs (the pipes have been "oversized" and the capacity "held" as needed to accommodate new development as it comes on line); and return on investment (the Village invested in the utility systems in lieu of other investments it could have made and should expect some return on its investment). Although the utilities are owned by the Village and are generally thought to be "public services", public accounting laws permit them to be run similar to private enterprises. Therefore, the fees and charges should be considered in the context of "profit and loss" and not as a typical General Fund service, like police and fire protection.

Extension Cost Recovery Agreements/Assessments

The Village's current ordinances and policies require the developer to bear the full expense of extending water and sewer lines to and through his property from wherever they may be located currently. While this is a logical way to have growth "pay its own way" it can raise some legitimate issues of fairness. In some cases, a developer may have to extend/upgrade the lines quite some distance down a street or easement in front of several other properties. This raises several questions about equity, especially as it relates to use of the extended lines by the property owners who did not pay for them.

One method for dealing with this is to enter into a Recapture Agreement with the developer making the extensions (65 ILCS 5/9-5-1.). Under such agreements, the developer pays the front end cost to extend the lines. As other properties owners connect to those lines, a fee for their pro-rated portion of the line would be collected by the Village and given to the developer. This is similar to a simple assessment program, but it is not paid until the connection is made. In a similar fashion, the Village could pay for the extensions and charge a pro-rated fee as other properties hook on.

Development Review and Permit Fees

Although not nearly as significant as utility extension costs, there are real and quantifiable costs associated with the development approval and permitting processes. These include direct expenses like copying, postage, legal notices and use of planning and engineering consultants to conduct reviews, as well as staff time to prepare notices and agendas.

Although the entire community benefits from these reviews and inspections, the need for them is being driven by, and is directly attributable, to the developer/applicant, and the fees charged to the applicant should reflect this. At a minimum, all of the direct expenses should be fully reimbursed by the applicant, and serious consideration should be given to recovering the cost of Village staff time as well.

Planned Developments

The planned development (PD) review process may provide an opportunity to negotiate the costs of facility extensions and improvements as a *condition* of development approval (65 ILCS 11-13-1.1). The Village's current PD ordinance has general requirements that the proposed development comply with the comprehensive plan and not have a detrimental influence on the surrounding neighborhood (Sec. 17.52.120B), which suggests that the development may be denied unless potential impacts are mitigated (e.g. roads improved, landscaping provided, utilities upgraded, etc.). As a result, it may be appropriate to condition the approval of the PD upon the improvements and mitigation, including the methods by which the extensions and mitigation are made. In other words, the Village may be able to require the developer pay for and/or install any number of improvements and mitigation measures to the extent necessary to ensure that the development will not be detrimental to the surrounding neighborhood.

The Village PD regulations should be updated and include more specific criteria and requirements; however, the PD process will always involve some amount of negotiating with the developer to arrive at a mutually acceptable type, form, and intensity of development. When properly constructed and applied, *conditions* of approval, which are permitted by state statutes, can be clearly differentiated from *contract* zoning, which is not permitted. The fact that PD's are almost always negotiated provides a greater opportunity to apply appropriate conditions, as opposed to "standard" rezonings and other forms of development approvals that typically do not include conditions of approval.

Grants and Loans

A number of state and federal grants and loans are available to assist with redevelopment and economic development efforts, particularly where substantial job creation is involved. The following is a quick summary of just some, but certainly not all, of the more significant programs for which the Village may be eligible:

- **Illinois Department of Commerce and Economic Opportunity:** DCEO has various grant programs to fund public improvements as needed to encourage new businesses

and business expansions, particularly those that pay “living wages”. These grants are funded in the state’s annual budget. As a result, the application deadlines, qualifications, and amounts available change frequently.

- **Illinois Department of Transportation:** IDOT has grant programs for transportation improvements that facilitate economic development and business and job growth. These grants are funded as part of the state’s annual budget and also can vary year to year.

IDOT also administers federal transportation enhancement funds, which are available for streetscape, sidewalk, bike path, and similar improvements, other than road extensions and widening. The next round of federal funding is expected to be appropriated within the next year, and IDOT will likely seek applications shortly after that.

- **U.S. and Illinois Environmental Protection Agencies:** Together, the two agencies have grants for Brownfield assessments and clean-up. Brownfields are existing or former industrial sites that have been contaminated. Eligibility for funding typically depends on the local government or a non-profit redevelopment organization having some form of site control. Both programs are funded in the annual federal and state budgets. Some of the grants have fixed application deadlines, while others can be applied for at any time.

The IEPA also has water and sewer grants and low interest loans for communities needing to make system upgrades to comply with federal and state water quality standards. Although the Village does not own the treatment plants, some state funding may be available to assist with the costs for the new water tower.

- **Illinois Department of Natural Resources:** IDNR administer the Open Space Land Acquisition and Development program, among others, that provides funding for land purchases and improvements for public recreation. Funding comes from a state trust fund, but the amount available varies year to year. Most of these programs have fixed annual deadlines that vary based on the type of funding being sought (e.g. land acquisition, park improvements, etc.). Because most of the Village is not covered by a parks district, the Village may be eligible to receive funds directly.
- **U.S. Housing and Urban Development Economic Development Incentive Grant:** This program is funded out of HUD but results from a specific earmark placed in the authorization bill as approved by the U.S. Senate. The potential to secure a grant is dependent upon the year in which the appropriations bill is passed (they typically cover multiple years) and having the prior support of at least one Senator from Illinois.

Implementation Summary

As discussed throughout this Plan, some implementation activities will be initiated and completed by the Village, while others will be initiated through individual, private redevelopment proposals. Accordingly, this Plan is being adopted as an amendment to the Village's Comprehensive Plan so that it can be used immediately to guide the following:

- The evaluation of individual redevelopment projects;
- The drafting of various zoning and development code amendments;
- The investigation of funding mechanisms for various public improvements;
- The preparation of concept plans for various public improvements;
- The coordination of redevelopment activities with other governmental agencies; and
- The disposal and redevelopment of the former Village Hall site.

The following is a summary of all of the implementation requirements identified throughout this Plan that are necessary to fully realize the Preferred Vision. Those items marked with a ⚡ are those identified by the Village as definite top priorities where immediate action will be taken. However, action on the other items may take precedence if warranted as circumstances arise (such as availability of funding, unexpected change in property ownership, proposed changes in land use, etc.). At a minimum, this list will be reviewed, and revised as necessary, every six months.

General Implementation Administration

- ⚡ Adopt Opportunity Analysis document as an amendment to the Comprehensive Plan
- ⚡ Amend official map to include proposed road network extensions (Leland, Octavia, and Lawrence)
- ⚡ Amend development review fees to recover costs for professional assistance
- ⚡ Conduct joint meeting with Corporate Authorities and Plan Commission to review Opportunity Analysis document, planning process outcomes and redevelopment expectations

Codes and Ordinances

- ⚡ Update zoning ordinance:
 - ⚡ Planned development requirements
 - ⚡ Permitted uses in industrial districts
 - ⚡ Stormwater management requirements
 - High density multifamily development standards
 - Residential open space requirements
 - Nonconforming use and structure requirements
 - Commercial zoning district standards
- ⚡ Review apartment to condominium conversion requirements and costs
 - Update zoning map
 - Update subdivision code

Investigate/Pursue Financing Mechanisms

- ⚡ Determine feasibility of an SSA
 - Determine feasibility of a TIF district
 - Review all development-related fees
 - Pursue state and federal economic development grants

- Pursue state and federal transportation enhancement grants
- Pursue state and federal Brownfield grants

Public Improvement Plans

- ✧ Develop concept plans for Lawrence Avenue corridor (includes on-street parking on Lawrence and cross streets, streetscape, crosswalks, and landscaped median)
- ✧ Develop concept plans for new water storage tank
- Develop concept plans for Oketo Avenue (includes on-street parking and streetscape)
- Develop concept plans for Wilson Avenue (includes on-street parking, streetscape and storm drainage)
- Develop concept plans for “Village Green” on north side of Wilson Avenue
- Develop concept plans for Village Hall/Police Department improvements (includes main entries, Wilson Avenue frontage, and focal point at end of Octavia Avenue)
- Develop concept plans for “gateway” features throughout community on major streets

Intergovernmental Coordination

- ✧ Review Preferred Vision and general implementation and funding requirements with all area taxing districts
- ✧ Continue discussions of possible station relocation with Fire District
- Discuss potential theater redevelopment with Norridge
- Discuss Wilson Avenue improvements with Norridge
- Discuss Wilson Avenue improvements with Park District
- Discuss land dedication/fee requirements with Park District
- Discuss Wilson Avenue improvements with School District
- Discuss land dedication/fee requirements in subdivision code with School District
- Discuss Wilson Avenue and “Village Green” improvements with Library District
- Discuss future Harlem Avenue improvements with IDOT
- Discuss development of a transit hub at Harlem and Lawrence/Gunnison with RTA

Property Owner/Developer Discussions

- ✧ Meet with Paasche and/or developer
- Meet with Parkway Towers, tape factory, and strip center owners east of Harlem
- Meet with strip center/property owners west of Harlem, north of Lawrence
- Meet with property owners north of Wilson between Lawrence and Oketo
- Meet with ITW and/or developer
- Meet with Tornado/Stratos/Dor-o-Matic and/or developer

Old Village Hall

- ✧ Refine/finalize development goals and objectives
- ✧ Prepare Request for Qualifications to solicit developers
- Select developer
- Negotiate development plan and final price

Official Map

- ✧ Adopt revised Official Map as shown in Figure 18

Appendix

Preliminary Redevelopment Alternatives

(1) Proactive Approach

Village of Harwood Heights, Illinois

FIGURE 12

Overall concepts

- Implemented with the use of Tax Increment Financing, Special Service Areas, and active marketing
- Enhancements to streetscape and improvements to other public infrastructure augment the private development
- Village actively works with existing property owners and potential developers to facilitate market-driven land sales
- Village coordinates redevelopment activities with existing property owners, developers, and neighborhoods
- Land use plans and implementation strategies are redefined for redevelopment areas once environmental conditions are known

Paasche Site: Residential

- High-density (50-70 units/acre) mid-rise condominiums
- Intensity of activity increases along Lawrence toward Harlem

Residential

Regional Retail / Residential

Harlem/Lawrence Area: Regional Retail/Residential

- Large scale retail/residential center as a regional destination with an emphasis on quality design and sense of place
- High quality retail with residential mix
- Properties east of Harlem are consolidated and redeveloped

Commercial

Tornado and Oketo / Olcott Sites

- See detailed sketch

Residential

Potential Residential

Mixed-Use Village Center

Potential Expansion

Norridge Retail

Wilson Avenue Corridor: Mixed-use Village Center

- Civic center and gathering space created with Village Hall, library, and Village Green
- Mixed-use/residential development on the south side of Wilson tied to retail redevelopment in Norridge
- Walkable pedestrian-friendly development with family amenities and neighborhood services
- Streetscape program implemented to define and connect residential neighborhoods
- Place for Village activities (parades, fairs, festivals) with the potential to close Wilson for special events

Lawrence Avenue Corridor: Commercial

- Neighborhood scale development (restaurants, small retail development)
- Frontage along Lawrence fully utilized to create a neighborhood-friendly commercial development
- Streetscape program instituted to tie development together and encourage pedestrian activity along Lawrence
- Village works with adjacent neighborhoods to find appropriate solutions as redevelopment occurs

Preliminary Redevelopment Alternatives

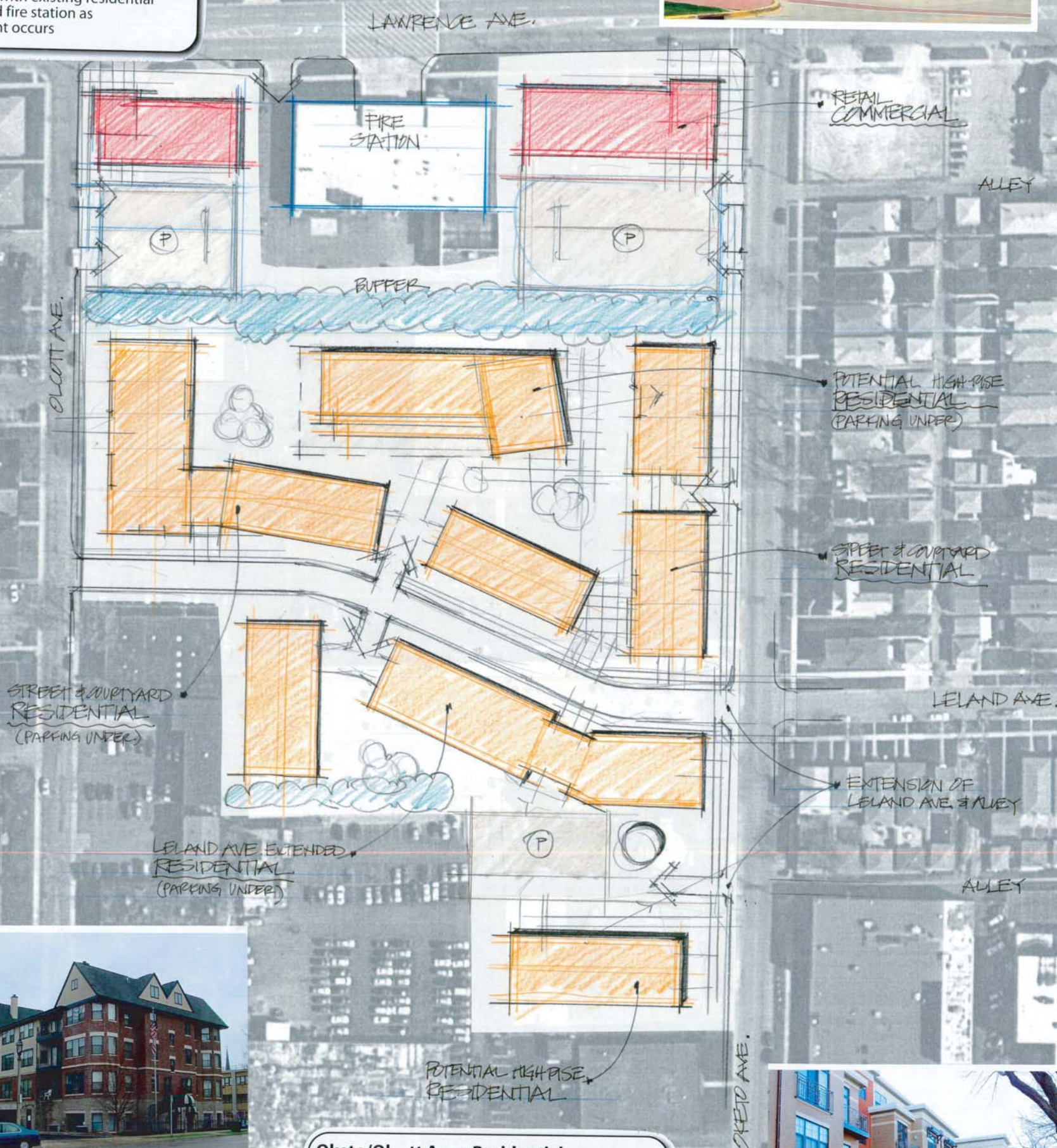
(1) Proactive Approach

Village of Harwood Heights, Illinois

Tornado Site: Commercial

- Commercial development fully utilizes frontage on Lawrence Avenue and proximity to new residential developments
- Roadway connections to existing and planned residential developments
- Village works with existing residential neighbors and fire station as redevelopment occurs

FIGURE 13



Oketo/Olcott Area: Residential

- Higher density (40-60 units/acre) residential condominium and row houses
- Relocation and expansion of water tower
- Pedestrian connection to nearby commercial developments
- Streetscape improvements create a walkable neighborhood with lighted streets and sidewalks
- Street connections to adjacent neighborhoods are maintained and created



WILSON AVE.



Preliminary Redevelopment Alternatives

(2) Active Approach

Village of Harwood Heights, Illinois

FIGURE 14

Overall concepts

- Implemented with the use of one or more tools: Tax Increment Financing, Special Service Areas, and active marketing
- Improvements to public infrastructure augment the private development
- Village works with existing major property owners and potential developers to facilitate market-driven land sales
- Village coordinates redevelopment activities with existing property owners, developers, and neighborhoods
- Land use plans and implementation strategies are redefined for redevelopment areas once environmental conditions are known

Paasche Site: Residential

- High-density (50-70 units/acre) mid-rise condominiums
- Intensity of activity increases along Lawrence toward Harlem

Harlem/Lawrence Area: Pedestrian- Oriented Village Center

- Walkable pedestrian-friendly mixed-use development
- Possibility for residential development on upper-levels or behind commercial frontage

Residential

Pedestrian-Oriented Village Center with 1/2 Residential

Commercial

Tornado and Oketo / Olcott Sites

- See detailed sketch

Residential

Industrial

Civic

Industrial

Wilson Avenue Corridor: Civic Center

- Civic center and gathering space created with Village Hall, library, and Village Green
- Walkable pedestrian-friendly development
- Place for Village activities (parades, fairs, festivals) with the potential to close Wilson for special events
- Residential neighborhoods connected to new development

Lawrence Avenue Corridor: Commercial

- Neighborhood scale development (restaurants, small retail development)
- Frontage along Lawrence fully utilized to create a neighborhood-friendly commercial development
- Village works with adjacent neighborhoods to find appropriate solutions as redevelopment occurs
- Streetscape program instituted to tie development together and encourage pedestrian activity along Lawrence

Wilson Avenue Corridor: Industrial

- Industrial businesses stay in place and maintain high quality appearance
- Village addresses buffering and screening of industrial area

Potential Expansion

Gunnison Avenue

Lawrence Avenue

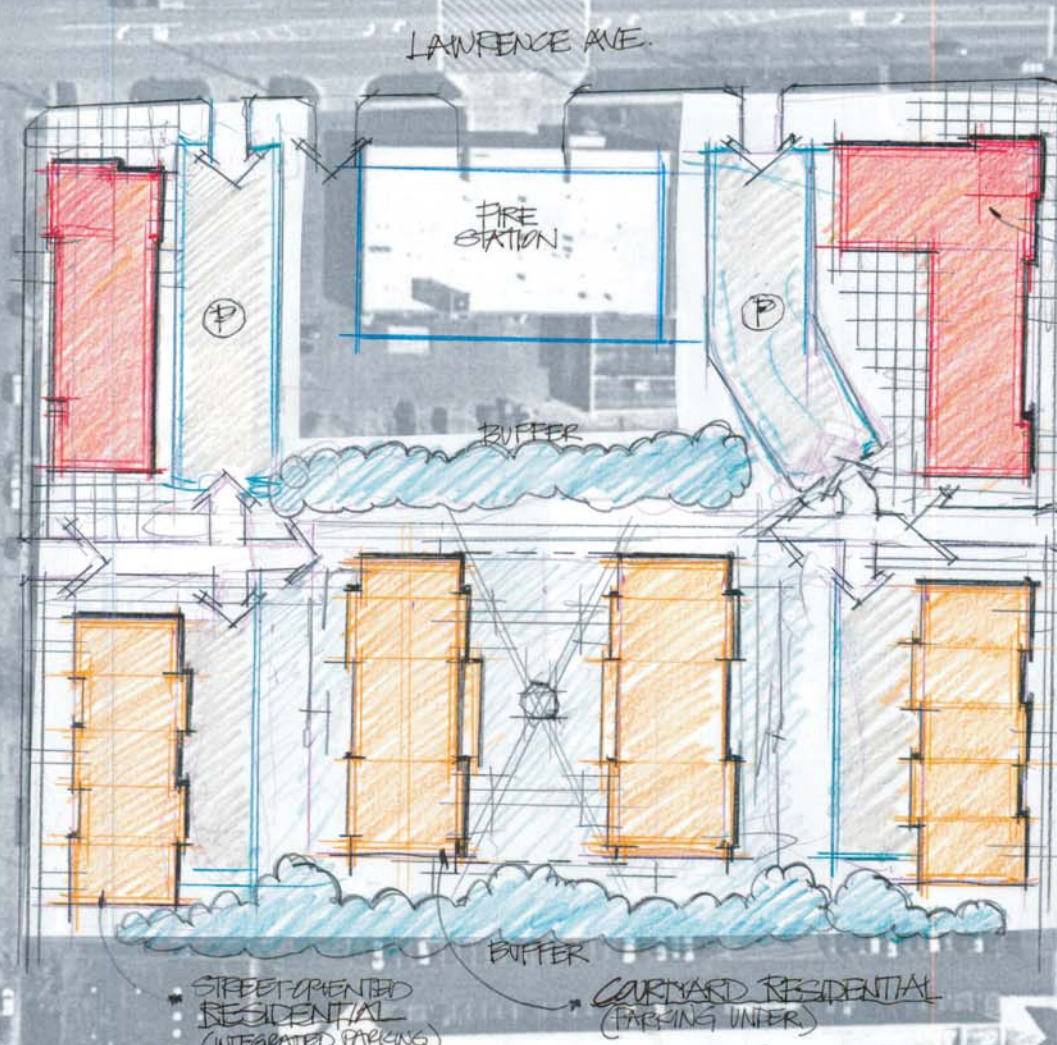
Wilson Avenue

Oketo Avenue

Harlem Avenue

Preliminary Redevelopment Alternatives
(2) Active Approach
Village of Harwood Heights, Illinois

FIGURE 15



- Tornado Site: Mixed-use**
- Neighborhood-oriented commercial development
 - Roadway connections to the adjacent residential developments are created
 - Village works with existing residential neighbors and fire station as redevelopment occurs
- Tornado Site: Residential**
- Higher density (40-60 units/acre) residential condominiums and row houses
 - Access to open space at nearby park and high school
 - Pedestrian access to mixed-use development
 - Street connections to adjacent neighborhoods are maintained and created



- Oketo/Olcott Area: Industrial**
- Industrial owners remain in place and maintain high quality appearance
 - Village works with industrial business owners and residential neighborhoods to address buffering and screening of industrial area

Preliminary Redevelopment Alternatives

(3) Facilitative Approach

Village of Harwood Heights, Illinois

FIGURE 16

Overall concepts

- Existing property owners and potential developers facilitate individual market-driven land sales
- Village coordinates redevelopment activities with existing property owners, developers, and neighborhoods
- Land use plans and implementation strategies are redefined for redevelopment areas once environmental conditions are known

Paasche Site: Residential

- High-density (50-70 units/acre) mid-rise condominiums
- Intensity of activity increases along Lawrence toward Harlem

Residential

Residential

Commercial

Commercial

Harlem/Lawrence Area: Planned Commercial District

- Plan is created to unify the commercial district and integrate industrial uses
- Village works with property owners to tie together existing and future land uses and create vehicular and pedestrian access between shopping areas
- North side of ITW redeveloped to residential

Commercial

Industrial

Tornado and Oketo / Olcott Sites

- See detailed sketch

Civic

Industrial

Industrial

Lawrence Avenue Corridor: Commercial

- Neighborhood scale development (restaurants, small retail development)
- Frontage along Lawrence fully utilized to create a neighborhood-friendly commercial development
- Village works with adjacent neighborhoods to find appropriate solutions as redevelopment occurs
- Streetscape program instituted to tie development together and encourage pedestrian activity along Lawrence

Wilson Avenue Corridor: Industrial

- Industrial businesses stay in place and maintain high quality appearance
- Village addresses buffering and screening of industrial area

Oketo Avenue

Harlem Avenue

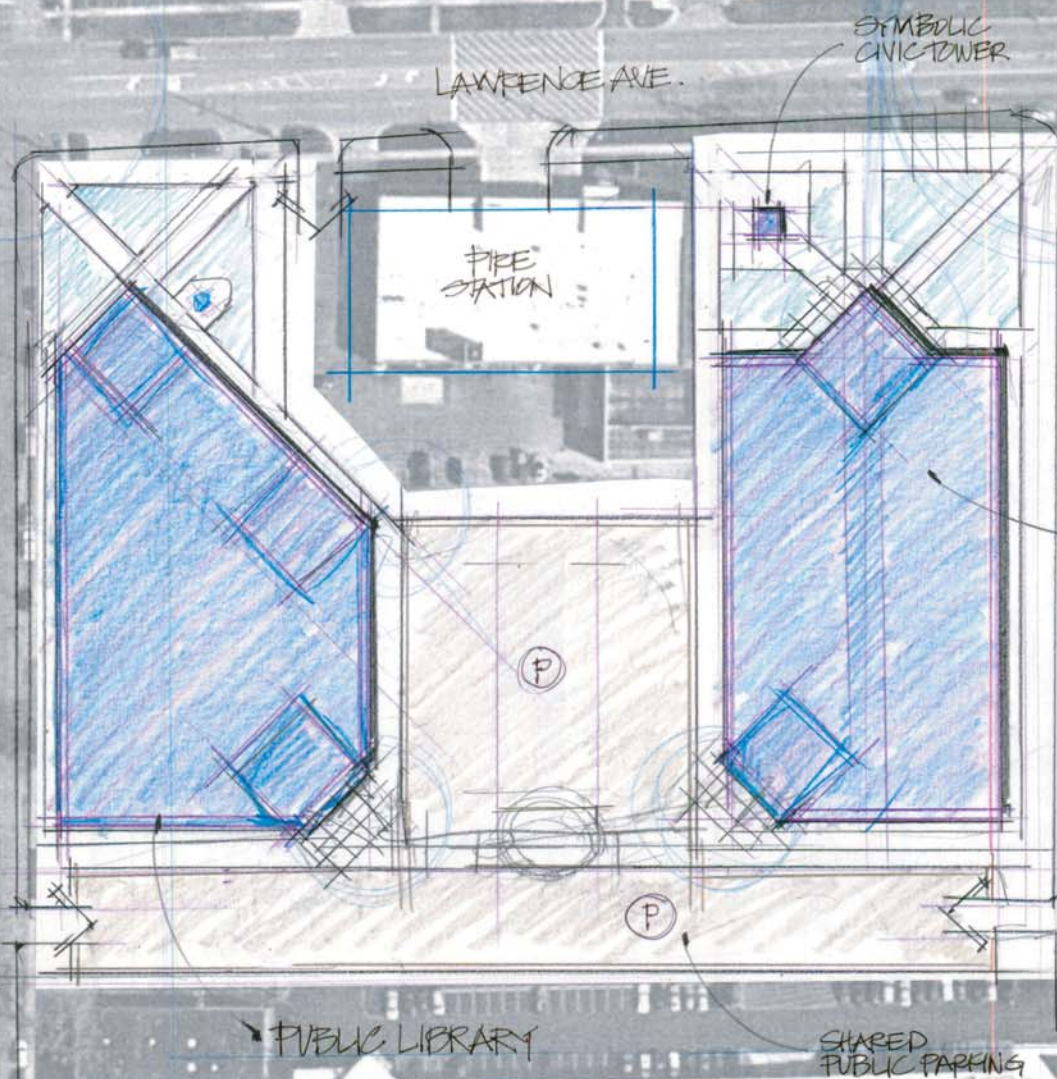
Gunnison Avenue

Lawrence Avenue

Wilson Avenue

Preliminary Redevelopment Alternatives (3) Facilitative Approach Village of Harwood Heights, Illinois

FIGURE 17



Tornado Site: Civic Center

- Village Hall and library relocate to Tornado site and together with existing fire station create a full civic center
- Potential space for a "Village Green"
- Place for Village activities: festivals, fairs, and meetings
- Street connections to adjacent residential areas are created



Oketo/Olcott Area: Industrial

- Industrial owners remain in place and maintain high quality appearance
- Village works with industrial business owners and residential neighborhoods to address buffering and screening of industrial area



FIGURE 18

