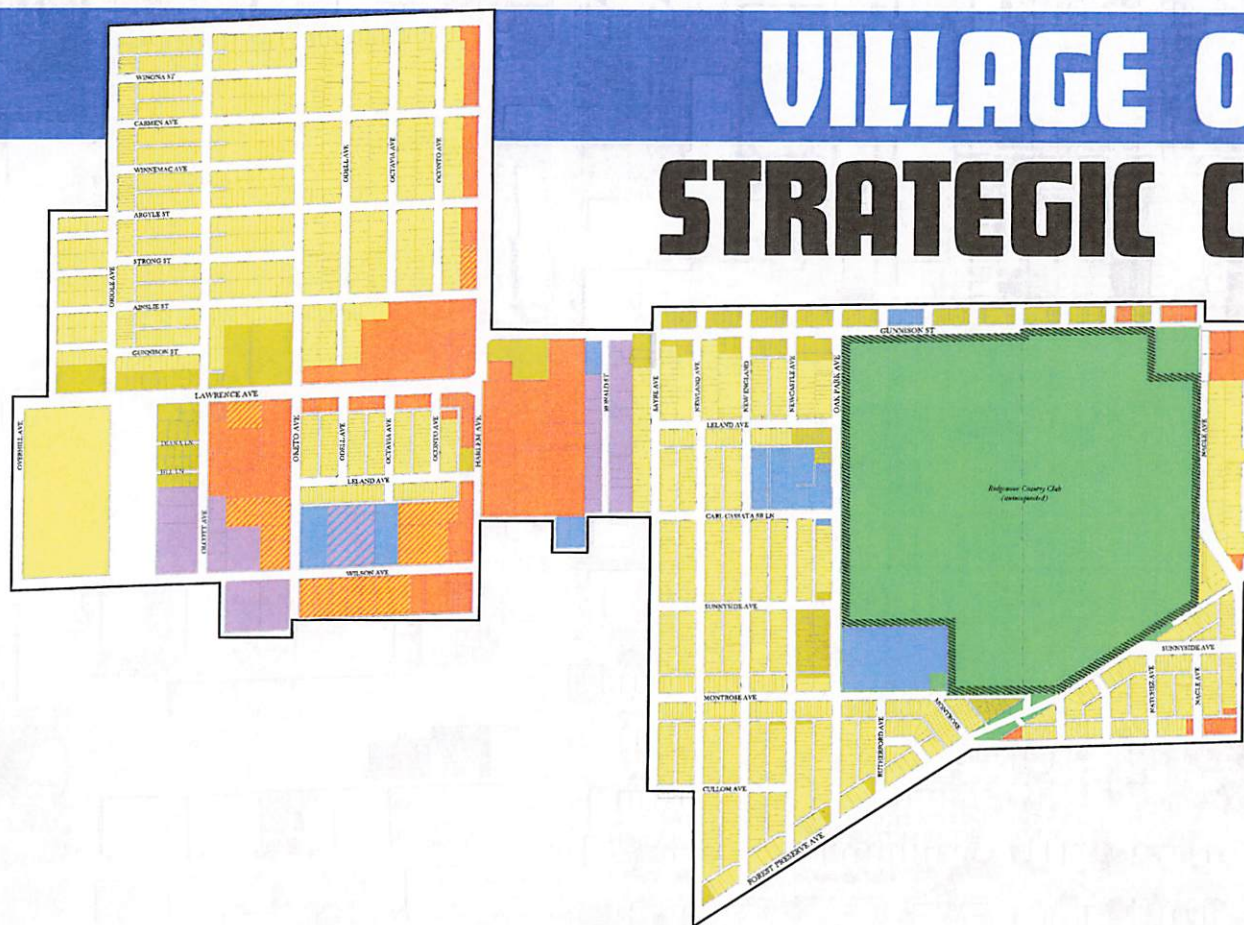




# VILLAGE OF HARWOOD HEIGHTS STRATEGIC COMPREHENSIVE PLAN

**ADOPTED SEPTEMBER 8, 2011**



## HOUSEAL LAVIGNE ASSOCIATES

# **VILLAGE OF HARWOOD HEIGHTS, ILLINOIS**

## **Comprehensive Plan**

**ADOPTED SEPTEMBER 8, 2011**

## **ACKNOWLEDGEMENTS**

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The Honorable Arlene Jezierny

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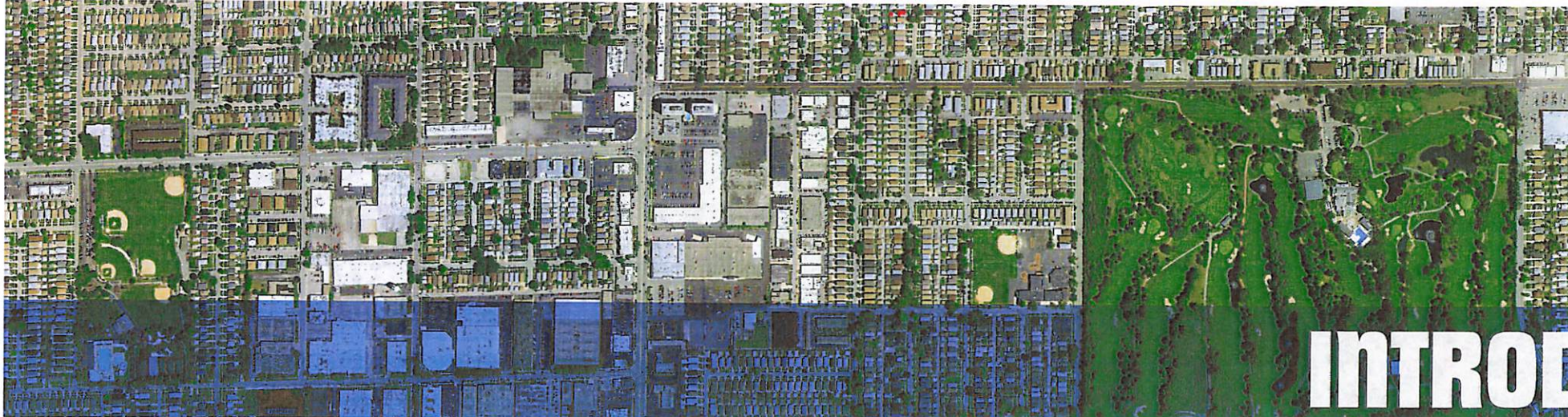
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A special thank you goes to everyone who participated in the planning process for the Village of Harwood Heights Comprehensive Plan. This Plan was made possible by the contributions and insights of the residents, business persons, property owners, and representatives from various groups and organizations in the Village.





# INTRODUCTION

## THE HARWOOD HEIGHTS COMMUNITY

The Village of Harwood Heights is located in Cook County, Illinois and is an inner-ring suburb of Chicago with a population of approximately 8,300 people. The Village is located approximately 11 miles north-west of Chicago's Loop and is bordered by the Village of Norridge and the City of Chicago. Harwood Heights' residents and business owners benefit from access to CTA rail and bus services, as well as Harlem Avenue and Lawrence Avenue, two regional commercial corridors.

The Village of Harwood Heights is also in close proximity to O'Hare International Airport, I-90 and I-94. This strategic regional location provides the Village with great opportunities as well as significant challenges, including the potential for conflicting land uses related to the airport and the O'Hare Modernization Program.

Although Harwood Heights is landlocked by neighboring municipalities, there are several sites ripe for redevelopment and the timing is ideal to update land use, transportation and economic plans to achieve consistency with the O'Hare Modernization Program and to maximize community and economic development for the Village.

## PURPOSE OF THE COMPREHENSIVE PLAN

The Comprehensive Plan for the Village of Harwood Heights sets forth long-range recommendations for future development within the community to ensure a sustainable future both physically and financially.

The Comprehensive Plan is one component of the Land Use and Airport Compatibility Plan created for the Village and summarizes the results of a fourteen-month planning process in Harwood Heights. The Comprehensive Plan incorporates much of the material prepared over the course of study, including interim reports.

The Comprehensive Plan will serve as Harwood Heights' official policy guide for physical improvement and development. It considers the present day needs and concerns of the Village as well as improvements and development over the next 10-15 years and beyond.

If administered carefully and skillfully, the Comprehensive Plan will assist the Village in protecting important existing features and resources, coordinating new growth and development, and establishing a strong, positive community image and identity.

The Plan is "comprehensive" in both scope and coverage. It encompasses the use of land; the movement of vehicles and pedestrians; the protection of open spaces; the provision of parks, schools and other public facilities; and the improvement and enhancement of the Village's character, image, and identity.

The Comprehensive Plan establishes "ground rules" for private improvements and development by providing the framework by which the Village can review and evaluate private development proposals. The Comprehensive Plan also provides a guide for public improvements, and can help to ensure that local dollars are spent wisely and effectively.

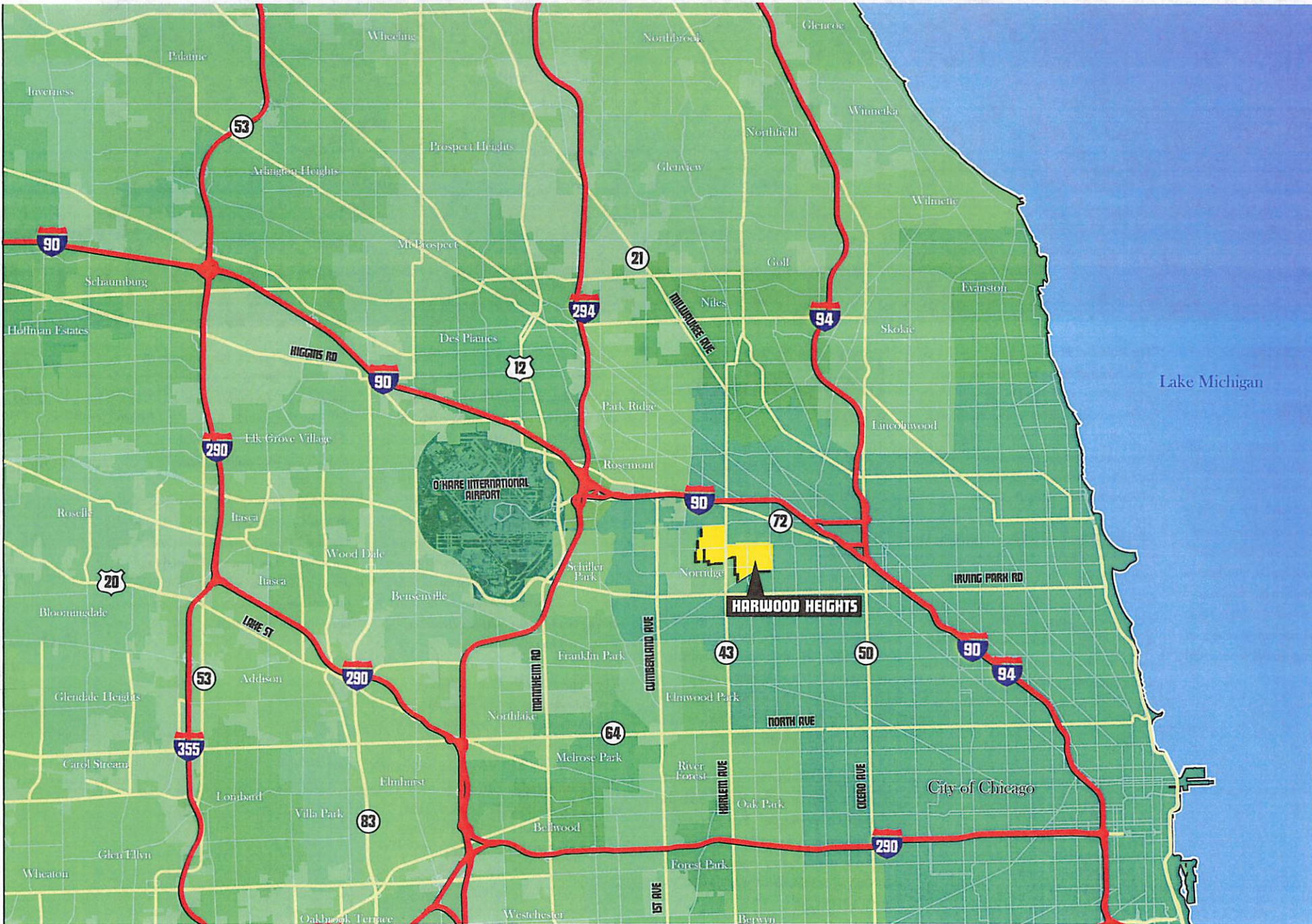
The Comprehensive Plan provides the basis for updates to the zoning ordinance and provides direction and the rationale for capital improvement plans, all of which should be used to implement the Plan's policies and recommendations.

Finally, the Comprehensive Plan serves as an important marketing tool to promote Harwood Heights' unique assets and advantages. The Plan can be used to achieve the desired vision of the Village, and to attract new families and beneficial new development to the Village.

*The Comprehensive Plan seeks to ensure a sustainable future by setting forth long-range recommendations for the enhancement of existing community areas, and for desirable improvements, developments and redevelopments within the Village.*



## FIGURE 1 REGIONAL SETTING





## BACKGROUND TO THE COMPREHENSIVE PLAN

Having recently celebrated its 60th anniversary, the Village of Harwood Heights embarked on a Land Use and Airport Compatibility Plan to guide development decisions and ensure that quality of life in the Village remains high. This undertaking is envisioned to avoid future land use conflicts and leverage opportunities for economic growth in Harwood Heights, by addressing the following:

- Analyze the compatibility of the Village's current commercial, industrial, and residential land use patterns with the O'Hare Modernization Program;
- Achieve compatible land uses consistent with Federal land use compatibility criteria;
- Identify economic opportunities so that Village businesses may grow along with the Airport; and,
- Update Village codes accordingly.

The undertaking of the Land Use and Airport Compatibility Plan intended to evaluate the "Big Picture" by coordinating local decision making and giving guidance to property owners and developers within the Village to ensure that future land uses are compatible with existing conditions and future airport growth. Through data collection and analysis, and community participation, the Land Use and Airport Compatibility Plan provides a framework to minimize land use conflicts, create economic development, maximize links to O'Hare International Airport, reduce blight and assist in increasing the Village's tax base.

From its incorporation as a four-block Village in 1947, the Village has experienced significant population, economic and physical changes. The Land Use and Airport Compatibility Plan includes five key components to address these changes:

- Existing land use and infrastructure analysis;
- Airport economic impact analysis;
- Multi-modal transportation analysis;
- Strategic comprehensive plan; and,
- Updated development codes and ordinances.

## THE PLANNING PROCESS

The Harwood Heights planning process incorporated a multi-step work program that entailed analyzing existing conditions, identifying issues and concerns, formulating a clear vision for the future, establishing goals and objectives, developing and evaluating alternative plans and policies, and preparing final recommendations for the Strategic Comprehensive Plan.

The process was designed to produce a Comprehensive Plan that accommodates desirable new growth, development and redevelopment, while preserving and protecting the established residential neighborhoods and open space. This process emphasizes innovative and interactive community participation in order to establish community consensus and foster a stewardship for the Plan.

Residents, Village officials and the business community were involved in each step of the process to define community issues, establish a vision, formulate ideas and shape solutions. The process was designed to produce a Plan that will accommodate desirable new development, while preserving, protecting, and enhancing the established character of the Village.

A companion document to this Comprehensive Plan is the Existing Land Use and Infrastructure Analysis report. This report is a record of the conditions that existed at the time the Comprehensive Plan was prepared. It summarizes the major issues and opportunities to be addressed through the Comprehensive Plan, and introduces local attitudes regarding the Harwood Heights community. This interim report is on file at the Village Hall.





## COMMUNITY OUTREACH

Several community outreach efforts were undertaken by the Consultant to involve elected officials, property owners, business persons and residents in the planning process. These outreach efforts provide important insight on local issues, concerns and opinions. As part of the planning process, the following outreach efforts were conducted:

1. A Project Initiation Meeting was conducted with elected and appointed officials and Village staff on November 4, 2009 at Village Hall.
2. A Community Workshop was conducted with residents and business owners on March 18, 2010 at Village Hall.
3. Key Person Interviews were conducted with a select number of people identified by the Village Board to allow for in-depth information. The interview process, which consisted of a question and response dialogue, was conducted in early 2010.
4. A Community Surveys process included two surveys, one for business owners and one for residents. Surveys were made available on-line at the Village's web site as well as in hard copy at the Village Hall.
5. A Community Visioning Session was conducted that allowed Village residents and official to create a long-term vision for the Village – targeting specific improvements, developments, and actions that would help shape a new future for the community.

The cumulative result of these outreach exercises was the identification of several key community issues, including overall character of the commercial corridors, the need for new commercial development, transitioning some of the industrial areas to commercial use, the need to maintain quality residential neighborhoods, maintaining quality Village services, and strengthening the Village's economic position and tax base. The results of the community outreach served as the foundation for understanding and insight into the community, and helped shape the Plan's overall approach.

In addition to the above community outreach efforts, a Community Service Providers Questionnaire was also distributed to community service providers such as fire, police, schools, and the park district. The results of these questionnaires along with all community outreach efforts are reflected within the Plan's recommendations. A complete documentation of all public outreach efforts, including all comments received may be found in the interim reports on file with the Village.





## ORGANIZATION OF THE COMPREHENSIVE PLAN

The Comprehensive Plan is divided into the following seven sections:

### SECTION 1: CONDITIONS, ISSUES, AND OPPORTUNITIES.

This section provides a critical understanding of the different issues and influences that existed at the time the Comprehensive Plan was being undertaken by the Village. This section inventories and assesses community demographic information, existing land use, blight, zoning, and the O'Hare Modernization Program (OMP).

### SECTION 2: VISION, GOALS AND OBJECTIVES.

This section describes in general terms, the kind of community that Harwood Heights desires to be in the future. It includes a vision statement for the community, which describes an "ideal" setting for the community in the year 2025. To move the community towards their desired vision, this section also presents goals and objectives that provide specific actions for the new Strategic Comprehensive Plan.

### SECTION 3: LAND USE AND DEVELOPMENT PLAN

The Land Use and Development Plan illustrates and describes in general terms the type and location of future land uses within the Village of Harwood Heights, including a Land Use Strategy Framework Plan.

### Section 3a: Residential Areas Plan and Policies

The Residential Areas Plan and Policies provides more specific recommendations and policies to guide new development and redevelopment within the Village's residential areas.

### Section 3b: Commercial Areas Plan and Policies

The Commercial Areas Plan and Policies details recommendations for improving the Village's commercial areas especially as it relates to diversifying the tax base and improving the overall function and character of the Village's commercial areas and corridors.

### Section 3c: Industrial Areas Plan and Policies

The Industrial Areas Plan and Policies provides detailed information on maintaining the viability and sustainability of the Village's industrial areas.

### SECTION 4: COMMERCIAL DEVELOPMENT STRATEGIES AND GUIDELINES

The Commercial Development Strategies and Guideline provide a variety of tools and guidelines for realizing new and improved commercial development throughout the Village.

### SECTION 5: TRANSPORTATION PLAN

This section establishes the basis for a multi-modal transportation network that efficiently supports existing and future development.

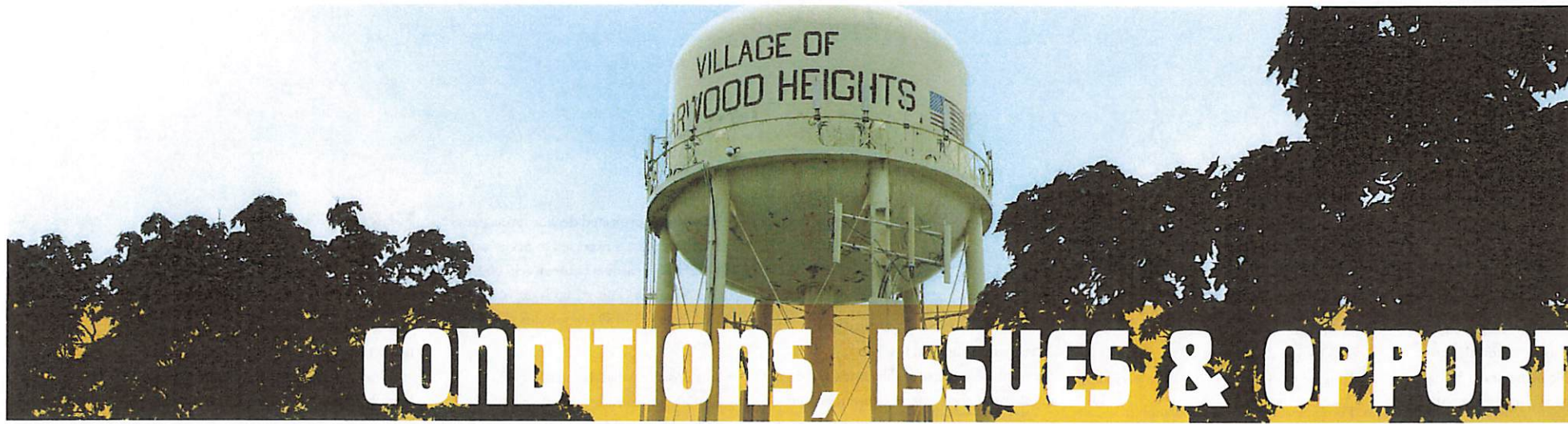
### SECTION 6: COMMUNITY FACILITIES AND INFRASTRUCTURE PLAN (INCLUDING PARKS AND OPEN SPACE)

This section of the Plan identifies the existing community facilities and infrastructure that serve the Village and presents recommendations and policies to ensure the Village is adequately served by providers that contribute to safety and quality of life in Harwood Heights.

### SECTION 7: PLAN IMPLEMENTATION

This section presents specific action steps for implementing the recommendations of the Comprehensive Plan. This includes potential funding sources for implementation.





# CONDITIONS, ISSUES & OPPORTUNITIES

This section of the Plan highlights many of the existing conditions that existed within the Village at the time the Comprehensive Plan was developed. These existing conditions, together with community outreach feedback and analysis undertaken by the Consultant Team and Village staff, provide a foundation of understanding regarding the many influences that helped shaped the Plan’s goals, objectives, and recommendations.

This section of the plan highlights the latest demographic information, existing land use and development conditions, blighted areas, current zoning, an overview of the impact of proximity to O’Hare International Airport, and establishes a basic framework for approaching land use and development in the Village.

This section provides a discussion of many of the primary issues and opportunities that were identified throughout the initial phases of the planning process. A detailed report (Existing Land Use and Infrastructure Analysis) is on file with the Village and provides extensive information regarding existing conditions in the Village.

## DEMOGRAPHIC OVERVIEW

Changes in population, households and demographic composition will influence future land use and development and a range of issues within Harwood Heights. Current estimates for 2010 (the most recent year for which data is available) have been contrasted with 2015 projections to highlight anticipated demographic shifts and market trends within the Village. While projections can be made beyond this time frame, the degree of accuracy in which market potential can be assessed would be reduced.

It should be noted that while preliminary 2010 Census data were available at the time of this report, detailed data regarding topics such as household income and age distribution had yet to be released. For this reason, 2010 Census data have not been incorporated into this report. Market data for this analysis were obtained from ESRI Business Analyst, a nationally recognized provider of market and demographic data.

DEMOGRAPHIC SUMMARY  
VILLAGE OF HARWOOD HEIGHTS, 2010 - 2015

	2010	2015	Change: 2010-2015	
			Number	Percent
Population	8,334	8,302	-32	-0.38%
Households	3,522	3,502	-20	-0.57%
Median Age	45.4	46.3	0.9	
Median Household Income	\$54,691	\$62,498	\$7,807	14.27%
Average Household Income	\$64,987	\$75,586	\$10,599	16.31%
Per Capita Income	\$27,400	\$31,789	\$4,389	16.02%

Source: ESRI Business Analyst; Homestead Lavigne Associates

## POPULATION CHANGE

As shown in the following table, the Harwood Heights community is stable with little change in total population or number households anticipated through the year 2015.

- Harwood Heights’ population is projected to decrease by less than 0.4% over the next five years to 8,302 in 2015.
- The community is projected to lose 20 households between 2010 and 2015. This would represent a decrease of less than 0.6%.
- Between 2010 and 2015, the median age of both areas is projected to remain steady at between 45 and 46 years old.
- The median household income within Harwood Heights is anticipated to increase by 14.3% between 2010 and 2015, rising from \$54,691 to \$62,498.

*This “foundation of understanding” at the on-set of the planning process highlights the latest demographic information, existing land use, current zoning, an overview of the OMP, blight concerns, and redevelopment opportunities.*



AGE PROFILE

The following chart illustrates projected population change by age group over the five year period between 2010 and 2015. As a whole, anticipated changes in population are not expected to occur uniformly across all age groups. While many of the Village's age cohorts are projected to remain stable, neither losing nor gaining in population, there are several groups that will likely experience more significant swings in population:

- It is projected that the number of individuals aged 24 or younger will have decreased by 81 (-18.7%) between 2010 and 2015.
- Those aged between 35 and 54 are projected to decrease by 193 individuals (a decrease of -8.1%) over the same period.
- The largest increase in population is expected to occur among individuals aged 55 to 74. It is anticipated that this cohort will have grown by 262 individuals (a 13.0% increase) through the year 2015.

HOUSEHOLD INCOME

The following chart presents projected household growth according to income levels from 2010 to 2015. Median household incomes are anticipated to increase over the next five years. This is the result of anticipated decreases in the number of lower income households and projected increases in the number of upper income households.

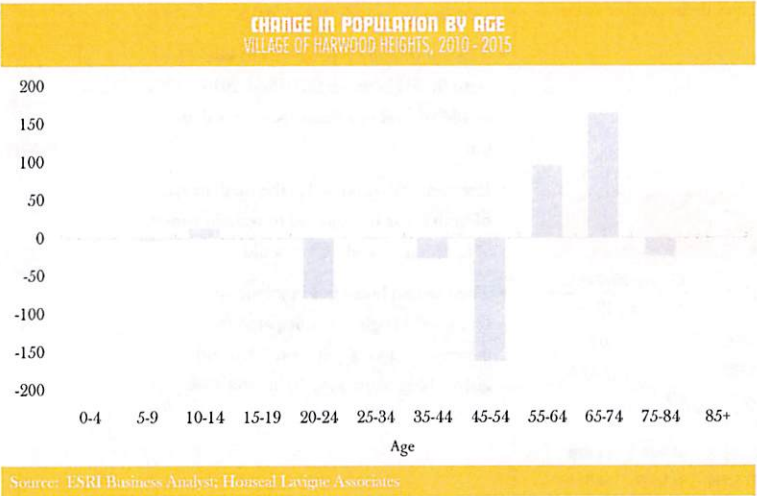
- It is projected that the number of households earning less than \$50,000 within Harwood Heights will decrease by 23.8%, a loss of 372 households, between 2010 and 2015.

- The largest projected decline among any income group is expected to occur among households earning between \$35,000 and \$50,000. This group is expected to decrease by 139 households (22.3% decrease).
- It is projected that the number of households earning more than \$50,000 within Harwood Heights will increase by 17.8%, a gain of 350 households, between 2010 and 2015.
- The most significant increase of any income group is projected to occur among households earning between \$100,000 and \$150,000. This group is projected to grow by 263 households (80.7% increase).

AGE BY INCOME

The following chart illustrates the projected change in the number of households according to the age of the head of household and household income. Changes projected to occur between 2010 and 2015 are shown as they pertain to each respective household age cohort in the community.

For example, the dark gray columns indicate change within the Harwood Heights householder population over the age of 74. A bar for this age group is shown in each income bracket. A dark gray bar located above the zero line of the graph indicates growth, while a dark gray bar below the zero line indicates decline in this particular age cohort.





Overall, Harwood Heights is experiencing decline among lower income households, stability among middle income households, and growth among upper income households. Decreases are concentrated among younger households while increases are concentrated among older households. As a result, the study area population is becoming more affluent on average with a slight increase in overall age within each income group.

- The number of households earning less than \$50,000 is projected to decrease across all age cohorts. Projected decreases in lower income households are most significant among householders aged 35 to 54, which are expected to decline by 43%.

- Changes among middle income households earning between \$50,000 and \$100,000 are somewhat mixed among age cohorts. Those households in this income group and aged under 35 are projected to remain stable while those aged between 35 and 54 are projected to decrease by between -18%. Conversely, those belonging to the same income group, but aged 55 and older are projected to increase by 19%.
- The number of households earning more than \$100,000 is projected to increase across all age cohorts. Projected increases in these upper income households are most significant among householders aged 35 to 54 which are expected to grow by 58%.

### MARKET IMPLICATIONS

Demographic projections indicate that the population and number of households within Harwood Heights will decrease slightly between 2010 and 2015. The magnitude of population change varies by age group, with declines in population concentrated among those aged between 20 and 24 or between 45 and 54. Growth is concentrated among those aged 55 to 74. The resulting overall shift in the community’s age profile is projected to be accompanied by a decrease in lower and middle income households and an increase in upper income households. Median household income is also projected to grow at an annual rate of approximately 2.7%.

Collectively, these changes indicate that area households are becoming more affluent and older on average. These demographic shifts may be indicative of an increased demand for owner-occupied, multi-family housing and senior housing. Furthermore, a stable population with increasing household income may be creating additional demand for retail goods and services. Based on average household income and household change, it is estimated that the purchasing power within the Village of Harwood Heights will have increased by as much as \$35.8 million (an increase of 15.6%) between 2010 and 2015.





## EXISTING LAND USE AND DEVELOPMENT PATTERN

The appearance, composition and overall character of Harwood Heights is determined predominantly by the pattern of existing residential, commercial, industrial, and open space areas within the community. The location and intensities of existing land uses, and the manner in which they have been developed, will have a significant impact on the future of the Village. For these reasons, it is important that the Comprehensive Plan provide an overview of the exiting land use conditions at the time the Plan was developed.

In its current state, the Village of Harwood Heights can be described as an established residential community experiencing a resurgence of new development along its commercial corridors and within its industrial areas.

Bordered by the Village of Norwood and the City of Chicago, the Village of Harwood Heights is landlocked on all sides with relatively few tracts of vacant land remaining within its corporate limits. The largest land use by area is single-family residential, and commercial uses are concentrated along Harlem Avenue and Lawrence Avenue. The Village surrounds an approximately 140-acre unincorporated area that is home to the Ridgemoor Country Club.

This section of the Plan documents existing land use and development patterns within the Village. It is based upon field reconnaissance undertaken in the fall of 2009.

## EXISTING LAND USE CATEGORIES

Existing land use is divided into the following eleven categories:

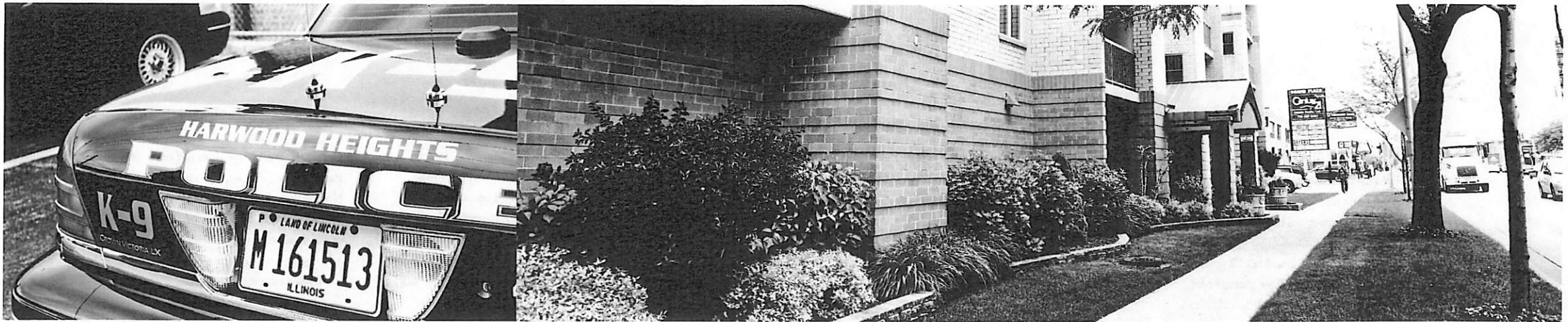
- Single-Family Residential
- Multi-Family Residential
- Commercial
- Office
- Parks and Open Space
- Industrial
- Public/Semi-Public
- Vacant Land
- Vacant Building
- Mixed-Use

### SINGLE FAMILY RESIDENTIAL

This land use category includes single-family detached residential dwellings, which comprise most of the Village's established residential neighborhoods. The typical Harwood Heights home was built in the 1950s on a 40' x 125' lot. Recent housing trends in these areas have included teardowns, additions, and extensive remodeling as homeowners seek to update their properties in terms of size and style.

Issues in the single family residential areas of the Village generally relate to compatibility with each other and responding to change. Specific issues that have been identified for residential areas include, but are not limited to: buffering from adjacent non-residential uses, noise mitigation from air traffic, lack of streetscaping along corridors, lack of parks and open space in neighborhoods, and lack of design and development controls for new residential construction.





### **MULTI-FAMILY RESIDENTIAL**

This land use category includes condominiums, apartments, and townhomes. Larger multi-family residential dwellings are concentrated predominantly along Gunnison Street and Lawrence Avenue, while smaller-scaled developments are intermixed with single-family neighborhoods in the southeast portion of the Village. One of the older and largest multi-family developments in the Village is the Mont Clare apartment complex located near the intersection of Gunnison and Harlem Avenue. The Courtyard and Clock Tower Point are new, large-scale multi-family residential developments that have been constructed along Lawrence Avenue.

Issues related to multi-family residential areas include appearance and maintenance of some areas, impact of parking and traffic, and like single-family-residential, there are concerns regarding noise mitigation and buffering from adjacent land uses. As populations age, the demand for additional multi-family residential development will likely increase.

### **COMMERCIAL**

The majority of commercial development in Harwood Heights is auto-oriented and is concentrated along Lawrence Avenue and Harlem Avenue. It is comprised predominantly of commercial strip centers with a mixture of retail and service uses. Small commercial pockets with neighborhood convenience businesses are situated along Montrose Avenue, Narragansett Avenue and Forest Preserve Drive as well.

Major commercial developments in the Village include:

- Holiday Plaza – a strip center with national and local tenants including Rich’s Food and Liquors (a Polish supermarket), Office Max, Oak Mill Bakery and Hair Cuttery;
- Grand Plaza – a dated, mixed-use strip center with perpendicular parking immediately adjacent to Harlem Avenue;

- Harwood Commons – a shopping center anchored by Burlington Coat Factory and Marshalls; and
- The Shops at Lawrence Court – a strip center with nearly 100% occupancy; most of the tenants are restaurants with a diversity of cuisines.

Commercial development along Lawrence Avenue is characterized by parking in the front while along Harlem Avenue; parking is typically on the side or in the rear. For larger developments with surface parking lots, interior landscaping is rarely present. Private, on-site parking lots often include donation bins for clothing and off-premise signage.

In addition to these large commercial nodes, there are several stand-alone, neighborhood commercial uses located throughout the Village. These uses offer a wide range of retail, restaurant, lodging and specialty shop opportunities. The businesses at the intersection of Montrose Avenue and Narragansett Avenue are frequented by Wilbur Wright College students and staff.

Existing commercial areas present a number of issues that affect the surrounding community, including overall appearance and character, signage, small parcel size and lot depth, buffering and screening, traffic congestion, and functional obsolescence. The majority of commercial development in Harwood Heights is auto-oriented rather than pedestrian-oriented. The result is minimal ability to attract casual shoppers or capitalize on “walk-by” and “drive-by” traffic generated from larger, regional destinations in close proximity to Village. Currently, Harwood Heights appears to lack a critical mass of retailers that would allow Village to be a “destination” in Chicagoland.

**OFFICE**

Offices uses within the Village are primarily located along major traffic corridors in multi-tenant, mixed-use buildings or commercial strip centers. Few offices are situated in standalone buildings. Typical of-ice uses within the Village include real estate, insurance and medical/dental offices.

In general, office uses are not sales tax revenue generators, thus are less desirable as standalone buildings or on the ground floors of buildings along major commercial corridors. Increasing sales tax revenue has been voiced as a main concern in the Village; and, consequently, the Village should explore ways to increase the amount of revenue generating uses along its key traffic corridors, while encouraging offices to locate on upper levels of mixed-use buildings or in locations that do not occupy a significant amount of frontage along key corridors.

Offices are a desirable land use in a community if they are sited appropriately because they can provide a consistent customer base for nearby shops and restaurants during lunch hours and/or after work hours. This actuality makes offices desirable on the upper floors of mixed-use buildings, or in office parks adjacent to commercial land uses.

**PARKS & OPEN SPACE**

Parks and open space areas have the potential to contribute to the desirability of a community, enhancing the quality of life, image and character for its residents. Currently, the amount of parks and open space is limited in the Village, resulting in a lack of recreational opportunities.

The National Recreation and Parks Association (NRPA) has established standards for the amount of “close to home” open space per capita. This standard is 6.25-10.5 acres per 1000 people. With the Vil-lage’s current population of approximately 8,300 people, a conservative estimate of the recommended amount of open space would be approximately 51.9 acres (6.25 acres per 1000 people), though 87.15 acres (10.5 acres per 1000 people) would be desirable. Table X demonstrates the amount of existing open space in the Village. By the most generous accounting (which includes Union Ridge School and Norridge Park) the Village has 25.95 acres, or about half of the standard minimum.

The largest park in Harwood Heights is Norridge Park, located on the western edge of the Village. This park is owned and operated by the Norridge Park District and includes athletic fields, picnic areas, play-grounds and a community pool. In addition, the Village has two small “pocket” parks with playgrounds: the Tot Park situated at Norwood and Forest Preserve Drive and St. Rosalie’s Kiddie Park on Montrose Avenue. Each of these facilities is restricted for use by those 12 and younger in age. Union Ridge Ele-mentary School has adjacent open space with recreational facilities including baseball diamonds, multi-purpose fields, basketball courts and a playground.

The Ridgemoor Country Club is a members-only private club in an unincorporated area completely surrounded by the Village of Harwood Heights. The club was established in 1913, over 30 years before the Village incorporated in 1947. The course is surrounded by privacy fencing.

Currently, the Village does not have its own Park District; instead, it is served by the Norridge Park District. While this park district provides a number of recreational opportunities, Harwood Heights’ resi-dents are required to pay a non-resident fee to participate in activities offered. The Village should ex-plore opportunities to work with the Park District on reducing/eliminating non-resident fees; or, consider providing something in exchange for waived/reduced fees.

Currently, no bike trails or multi-use paths travel through the Village of Harwood Heights to connect the Village with the larger, regional trail system. Opportunities for multi-use paths or bike trails should be explored to connect the Village with the Des Plaines River Trail System (1.5 miles west of the Village), or to the North Branch Trail System (approximately 3 miles northeast of the Village).







**INDUSTRIAL**

There are two main concentrations of industrial land uses within the Village, one of which is located south of Lawrence Avenue and one that is situated along Ronald Street, east of Harlem Avenue. New industrial development is evident amongst older developments in the industrial area south of Lawrence Avenue. Industrial areas along Oketo Avenue, Olcott Avenue and Ronald Street directly abut residential areas.

The existing industrial areas within the Village's municipal limit present many issues that affect the surrounding community. Several industrial sites within the Village are vacant or underutilized, negatively impacting surrounding areas. In many locations, there is a lack of buffering between industrial uses and non-industrial uses. Industrial land uses are oftentimes more intensive than other uses due to the noise, truck traffic, light and pollution they can generate. Enhanced buffering and screening should be present to separate and shield these uses from adjacent non-industrial uses.

Industrial areas within the Village, especially the industrial area fronting Ronald Street, suffer from shallow lot depths, putting these properties at a risk of becoming functionally obsolete. The updated Comprehensive Plan should identify a strategy to relocate businesses in these areas and consolidate these parcels to attract more appropriate land uses in the future. It is also believed that many of the existing industrial sites in the Village are contaminated.

As previously indicated, new industrial development is evident amongst older development in the industrial area south of Lawrence Avenue. This reinvestment, combined with improved access to O'Hare International Airport in the future, provides an opportunity to re-establish the area as a revitalized industrial/employment/business park.

**PUBLIC/SEMI-PUBLIC**

This land use category is comprised of schools, churches, civic uses and other institutions serving the general public. Harwood Heights is served by Union Ridge Elementary School, Ridgewood High School in Norridge and Maine South High School in Park Ridge. Just outside of the Village limits is Wilbur Wright College, a community college that is part of the City Colleges of Chicago.

Churches within the Village limits include Bethany Baptist (the Village's oldest church), St. Rosalie Catholic Church, Norwegian Lutheran Church and Romanian Christian Gospel Church.

Civic uses within the Village's current municipal limits include the Village Hall, Police Station, Eisenhower Public Library and Norwood Park Fire Department. Each of these is located in close proximity to one another creating a municipal services district.

In general, public and semi-public facilities are disconnected from one another and scattered through-out the community. With the lack of wayfinding signage and visibility from key traffic corridors, these uses do little to enhance the sense of place and community for residents of Harwood Heights.



**VACANT LAND**

The majority of land within the Village is developed and few sites remain that are completely vacant or underutilized. Vacant land in the Village includes: the gravel lot on Lawrence Avenue between Oketo Avenue and Odell Avenue and the vacant parcel at the southeast corner of Lawrence Avenue and Odell Avenue.

Few sites are currently vacant in the Village, resulting in minimal “blank-slate” development opportunities. New development/redevelopment in the Village will likely require tearing down existing buildings and parcel consolidation which will require additional work.

Vacant land, in its current state, is often unattractive and poorly maintained, reflecting signs of deterioration and blight in the community. Vacant land does not contribute to the Village’s tax base which can erode the Village’s ability to provide services to its residents and business owners. Vacant land presents an opportunity for the Village because it offers a clear location for new development to occur and for businesses to locate in. The vacant land in the Village is located on Lawrence Avenue, a key commercial and transportation corridor in Harwood Heights and presents desirable sites for new development.

**VACANT BUILDINGS**

Throughout the Village, there are many vacant sites that contain vacant buildings on them as well. These include: the Tornado Cleaning Systems building (88,000 square feet) at the corner of Oketo Avenue and Lawrence Avenue; the Stratos Industrial site; the former Carsons Ribs restaurant at the south-west corner of Harlem Avenue and Carmen Avenue; the vacant ITW industrial building on the north side of Lawrence Avenue; and, the portions of the underutilized strip center on Harlem Avenue south of Leland Avenue (7800-10,000 square feet are currently vacant). There are several vacant buildings within the Village with redevelopment potential, and these provide easier targets for redevelopment since there is not usually a reluctant property owner to negotiate with.

**MIXED-USE**

Mixed-use development is development with more than one type of land use contained in the same building, typically characterized by commercial uses on the ground floor with residential and/or offices uses on the upper floors. It is a productive use of space and can contribute to the vitality of a community by promoting pedestrian activity and presenting opportunities for sustainability and building efficiency. The diversification of a mixed-use development can evoke an urban feel which can keep a space lively and engaged 24 hours a day.

Currently, there are relatively few buildings within the Village that can be considered mixed-use. Grand Plaza along Harlem Avenue is an example of a “dated”, mixed-use strip center that accommodates a mixture of office and commercial land uses within one building. This development, along with the other small mixed-use buildings present within the Village, provide the only few mixed-use developments.

# BLIGHT IN THE VILLAGE – OPPORTUNITIES FOR REDEVELOPMENT

Blight is a subjective term used to describe properties that are in a condition of disrepair or deterioration that have the potential to become an economic or social liability for a municipality. Blighted properties can impact neighboring property values or undermine the tax base on which municipalities depend. They can be both unsightly and unsafe.

Contributing to blight are larger economic forces that have resulted in vacant or underutilized property in the Village of Harwood Heights. Figure 3 identifies such properties and their redevelopment potential. Some of these sites are large enough (or have the potential through parcel assembly to become large enough) for significant redevelopment. Other sites are individual properties scattered throughout the Village.

## BLIGHTED AREAS

Based upon initial investigations undertaken by the consultant, the following properties appear to be blighted within the Village:

### ITW Site

The ITW site is approximately eight acres with over 500 feet of frontage along Lawrence Avenue. Comprised of a vacant building and a large surface parking lot, it is highly visible to motorists and detracts from the attractive streetscaping improvements that have occurred along Lawrence Avenue. Contributing to its blighted condition is the vacant, boarded up building; lack of parking lot maintenance; occasional illegal dumping; and the site’s proximity to the key intersection of Harlem Avenue and Lawrence Avenue.

### Tornado Cleaning Systems Site

The Tornado Cleaning Systems building is situated on approximately four acres of land at the southwest corner of Lawrence Avenue and Oketo Avenue. The site possesses a vacant, unattractive industrial building along one of the Village’s key commercial and traffic corridors.

### South Side of Lawrence Avenue between Odell Avenue and Oketo Avenue

Six vacant parcels front Lawrence Avenue for the entire block between Odell Avenue and Oketo Avenue. Combined, these lots total approximately 2.5 acres of land with 270 feet of frontage along Lawrence Avenue. A poorly maintained, unimproved gravel lot occupies the parcels, conveying a sense of blight along the corridor.

### Grand Plaza

Grand Plaza, located on the west side of Harlem Avenue, is a dated strip center with excessive and cluttered signage, inadequate parking facilities and an unappealing building. Overall, the site appears overcrowded and disorderly, evoking a sense of blight on the Village’s most highly trafficked commercial corridor.

### Southwest Corner of Wilson Avenue and Harlem Avenue

A partially boarded-up building with high vacancy rates and unsightly signage occupies the southwest corner of Wilson Avenue and Harlem Avenue. Contributing to the blighted appearance of this site is a lack of parking lot maintenance.

## POTENTIAL TO BECOME BLIGHTED

Based upon initial investigations undertaken by the consultant, the following properties appear to have the potential to become blighted:

### Southeast corner of Lawrence Avenue and Olcott Avenue

Currently, an auto-oriented, commercial service use is situated at the southeast corner of Lawrence Avenue and Olcott Avenue. There is no on-site landscaping or parking lot demarcation, and the Village’s streetscaping project terminates before reaching the property, making this site one of the least attractive properties on the Lawrence Avenue corridor. This property has the potential to become blighted.

### South Harlem Avenue

South Harlem Avenue is an auto-oriented corridor in the Village developed predominantly with commercial strip centers and commercial outlots. The buildings are generally set back from the street and property maintenance appears to be an issue in some locations. While occupancy rates appear to be fairly high, continued maintenance and improvement is necessary on these properties; otherwise, these properties may be at risk of becoming blighted.

### Ronald Avenue Industrial Area

A number of low-rise industrial buildings with a high potential for obsolescence occupy Ronald Avenue. Similar to south Harlem Avenue, occupancy rates appear to be fairly high currently; however, shallow lot depths, proximity to residential uses and potential changes in market conditions put these buildings at a risk of becoming functionally obsolete and blighted in the future.

### Montrose Avenue Commercial Area

Marginal commercial uses and crowded residential uses are located near the intersection of Montrose Avenue and Newcastle Avenue. Many of these uses suffer from deferred maintenance and overcrowding, putting this section of Montrose Avenue at risk of becoming blighted.





**FIGURE 3  
BLIGHT IN  
THE VILLAGE**

- Map Legend**
- Areas that appear to be blighted
  - Areas with potential to become blighted
  - Parks and Open Space

# CURRENT ZONING

The Village’s Zoning Ordinance dates back to 1988. The Zoning Ordinance provides for the regulation of the use and development intensity of land, including height and bulk of buildings. The current zoning, along with the existing land use and development, provide and guide the physical context of conditions within the Village.

The Zoning Ordinance was adopted for the purposes of:

1. Promoting the public health, safety, comfort, morals, convenience, and general welfare;
2. Securing adequate natural light, pure air, and safety from fire and other dangers;
3. Lessening or avoiding the hazards to persons and damage to property resulting from the accumulation or runoff of storm or flood waters;
4. Lessening or avoiding congestion in the public streets and highways;
5. Conserving the value of land and buildings throughout the village; and,
6. Preserving and enhancing aesthetic values throughout the village.

The Village has eight zoning classifications, four of which are residential. The Village also has a Planned Unit Development (PUD) process for review of large-scale projects. It is important that the Comprehensive Plan and the Zoning Ordinance complement one another in order to achieve the Village’s long-term goals.

Existing zoning districts include:

## Residential Districts

- R-1 Single Family Detached District
- R-2 Single Family Attached & Multi-Family District
- R-3 Multi-Family Residence
- R-4 Multi-Family Residence

## Business Districts

- B-1 Neighborhood Shopping District
- B-2 Central Shopping District

## Manufacturing Districts

- M-1 Manufacturing District
- M-2 Manufacturing District

## Other

- Planned Unit Development

The Village’s Zoning Ordinance was amended in 2006 to address administration and enforcement issues, enact requirements for new condominiums and conversions, and limit height and massing for single-family homes.

Zoning District		Use	Minimum Lot Size (sq. ft.)	Minimum Lot Width (ft.)	Setbacks (ft)			Floor Area Ratio (F.A.R.)	Maximum Height (ft.)	Example of Permitted Uses
					Front Yard	Rear Yard	Side Yard			
R-1	Single-family Detached Residential District	Residential	5,000	40	25	35	4 - 6.5	N/A	30	Single-family, parks, churches, civic uses
		Non-residential	15,000	120	25	35	4 - 6.5	0.25	35	
		Detached residential	5,000	40	25	35	10% lot width	N/A	30	
R-2	Single-family Attached and Two-family Residential District	Semi-detached residential	4,000	40	25	35	10% lot width	N/A	30	Single-family, parks, churches, civic uses, institutional uses
		Non-residential	10,000	60	25	35	10% lot width	0.4	35	
		1 bedroom	1,500	60	25	35	10% lot width	0.4	35	
R-3	Multiple-family Residential District	2 bedroom	2,000	60	25	35	10% lot width	0.4	35	Single-family, multi-family, parks, churches, civic uses, institutional uses
		3 bedroom	2,500	60	25	35	10% lot width	0.4	35	
R-4	Multiple-family Residential District	Multi-family residential	15,000	120	25	35	10% lot width	0.8	35	Single-family, multi-family, parks, churches, civic uses, institutional uses, hospital
B-1	Neighborhood Shopping District	Residential	N/A	N/A	None required	25	None required	0.6	35	Retail, personal service, offices, lodges, civic uses
		Commercial	N/A	N/A	None required	25	None required	0.5	35	
B-2	Central Shopping District	Commercial	N/A	N/A	None required	25	None required	2.5	35	Retail, personal service, offices, lodges, civic uses, bowling alley, lumber yards
M-1	Manufacturing District	Manufacturing	N/A	N/A	N/A	N/A	N/A	0.55	35	Offices, public utilities, government service, laboratories, training centers and wholesale establishments
M-2	Manufacturing District	Manufacturing	N/A	N/A	N/A	N/A	N/A	0.55	35	Adult uses, storage facilities, radio and TV towers, offices, public utilities, training centers and wholesale establishments
PUD	Planned Unit Development	*Reviewed separately								





**FIGURE 4  
CURRENT ZONING**

## O'HARE MODERNIZATION PROGRAM (OMP)

The O'Hare Modernization Program (OMP) brings both opportunities and challenges for neighboring communities as it plans to increase the capacity of O'Hare International Airport by 60% and decrease flight delays by approximately 79%. The Program was approved by the Federal Aviation Administration in October of 2005 and involves the reconfiguration of intersecting runways at O'Hare into a more modern, parallel layout. The Program is planned to substantially reduce flight delays in all weather conditions and increase capacity at the airfield to allow O'Hare to meet the Chicago region's aviation needs in the future. The OMP also includes a new western terminal with additional airline gates and parking. This terminal will be connected to the airport's main terminal core by an automated people mover system. Overall, the Program includes the addition of four runways and the decommissioning of two others in order to give the airfield six parallel runways.

The City of Chicago has identified that O'Hare generates approximately 450,000 jobs and \$38 billion in economic activity for the region. The OMP plans to create an additional 195,000 jobs plus \$18 billion in annual economic activity. To be fully realized, the OMP will need to acquire over 400 acres of land in Chicago and nearby suburbs. No local or state taxpayer dollars will be used to fund the program. Funding will be provided from a variety of sources, including: Passenger Facility Charges, General Airport Revenue Bonds, and Federal Airport Improvement Program funds.

Established in 1993, the O'Hare Noise Compatibility Commission (ONCC) is made up of 27 member communities and 15 school districts and includes the Village of Harwood Heights. The commission educates the public about home and school insulation to mitigate the impacts of airport noise and works to reduce noise at the source. For example, the ONCC developed a Model Sound Insulation Code for communities to adopt. The City of Chicago has a noise monitoring system which tracks noise information and results in noise contour maps. Figure 5 demonstrates the historical pattern of noise contours of O'Hare International Airport affecting neighboring municipalities.

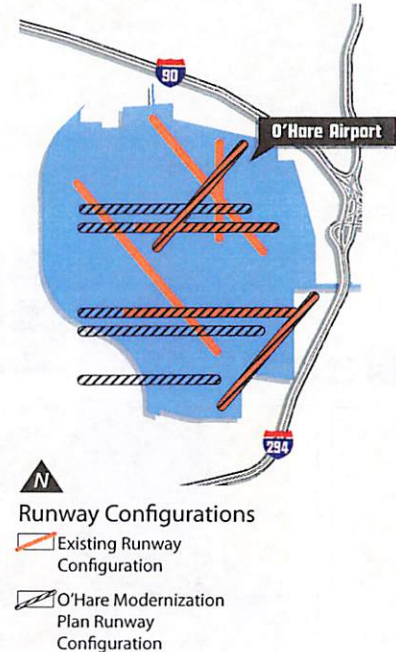
Figure 6 demonstrates the expected noise contours after the O'Hare Modernization Program is complete. The noise contours are not predicted to reach the Village of Harwood Heights; however, the realignment of the runways (as shown to the right) will affect the Village in an entirely new way. Due to the placement and orientation of the new runways, it is likely that the Village will be affected by new overhead air traffic and the resultant noise. Based on the projected noise contour map, Harwood Heights will be outside of the boundary eligible for the O'Hare Residential Sound Insulation Program.

There are several strategies for mitigating the noise impact of airports on neighboring communities. However, because of Harwood Heights' established development pattern, its "land locked" status, and the overall inability to simply "relocate" existing neighborhoods and developments, there are very few viable options for mitigating the noise impact from O'Hare.

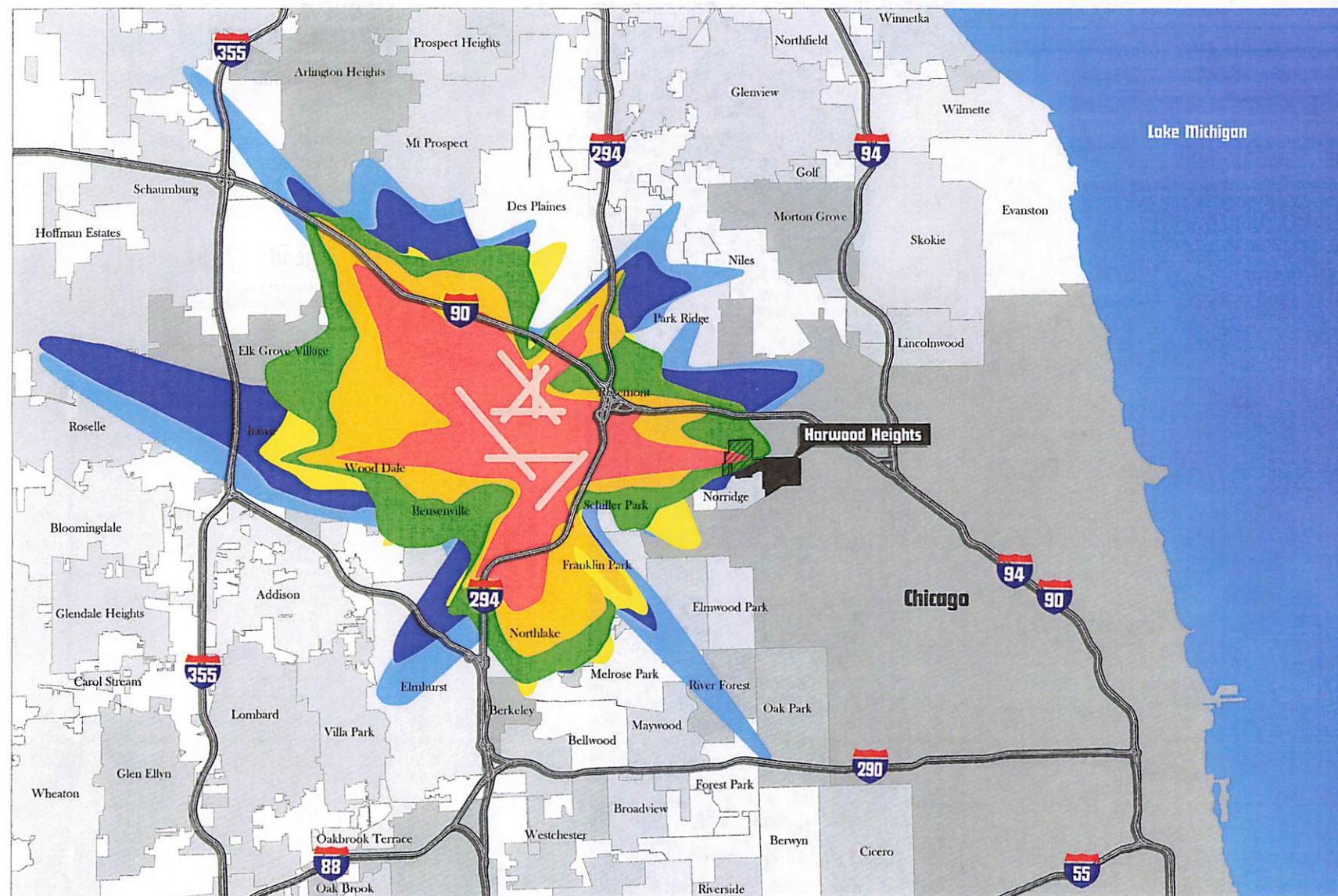
Common strategies for noise mitigation can often address land use management, zoning, noise overlay districts, environmental overlay districts, building codes, transfer of development rights, subdivision and site plan regulations, and other policy measures. Some communities in some location also consider property acquisition and redevelopment for compatible land uses. However, given that the Village is outside of the official noise contours and not immediately adjacent to the airport, the issue is really the issue of noise generally due to proximity.

Because the residential neighborhoods are well established and the commercial uses are appropriate along the major corridors, there is little to no opportunity to relocate these uses. In fact, relocating these uses to other locations within the Village would likely have little to no impact on mitigating the noise from airport activity. Considering all options, the best approach is to use the Village's codes to strengthen the sound insulation requirements for new development and seek opportunities to retrofit existing structures with improved sound insulation.

### RUNWAY CONFIGURATIONS







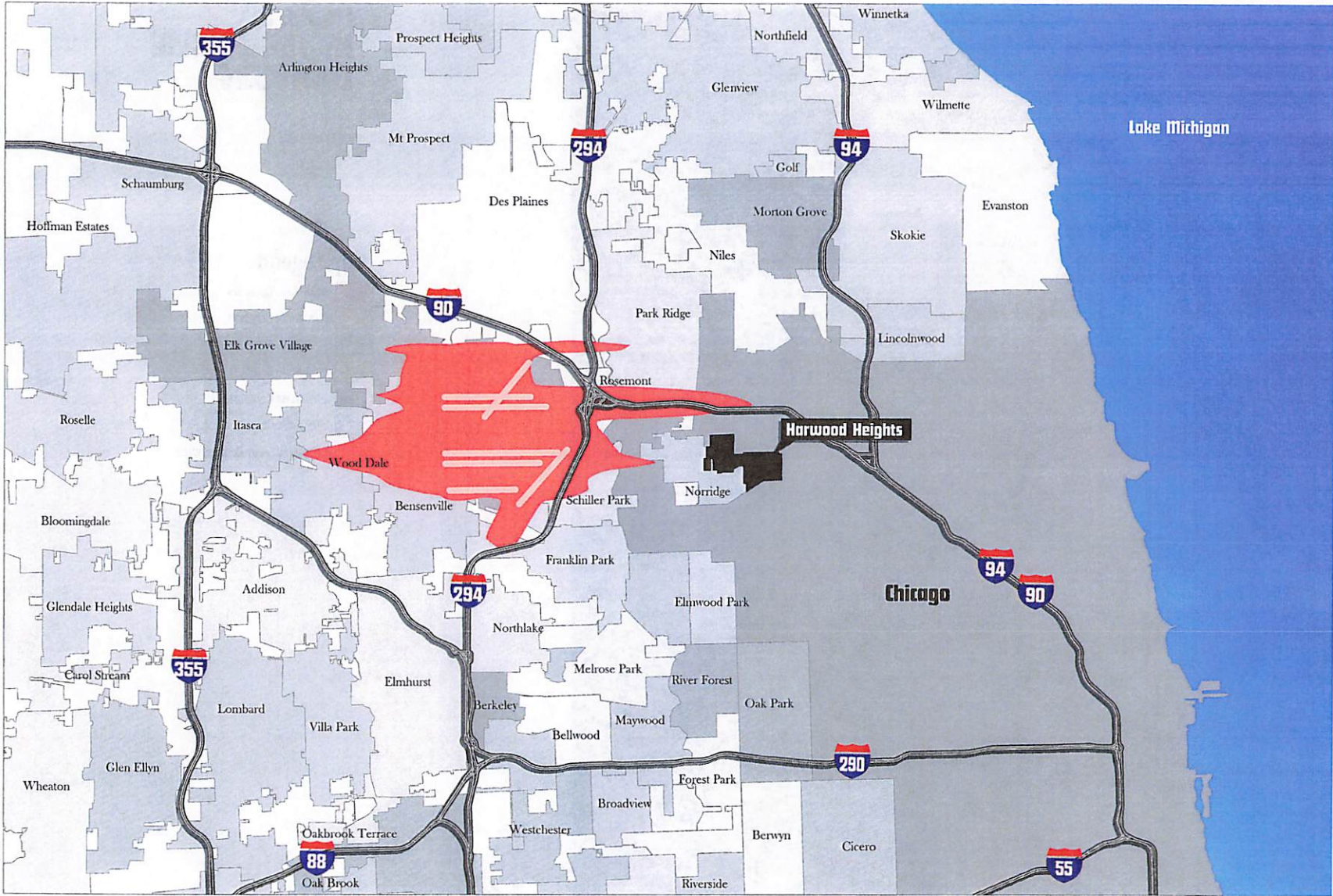
**FIGURE 5  
HISTORIC NOISE  
CONTOURS**

**Map Legend**

- 2002 Noise Contours
- 2000 Noise Contours
- 1997 Noise Contours
- 1993 Noise Contours
- 1988 Noise Contours
- 1979 Noise Contours
- Existing Runway Configuration

Source: City of Chicago Department of Aviation





**FIGURE 6  
FUTURE NOISE  
CONTOURS**

**Map Legend**

- Noise Contours Post  
O'Hare Modernization Program

Source: City of Chicago Department of Aviation





## SECTION 2

# VISION, GOALS & OBJECTIVES

## A VISION FOR THE FUTURE

The collective desires and aspirations for the Village of Harwood Heights are captured in the Community Vision. This Vision is based on input received at community workshops, vision session, and research conducted by the consultant. It establishes a set of core values that will help guide the realization of the Strategic Comprehensive Plan.

Creating a Community Vision can help to:

- Establish a unique character for the Village;
- Direct investment and development/redevelopment;
- Provide guidance to and inspire developers, business owners, entrepreneurs and property owners; and,
- Encourage and build support for economic development opportunities.

The Community Vision considers existing conditions and possibilities for the Village as a whole and key opportunity sites. The Vision identifies conceptual land uses and types of development that could be suitable based on information available today.

The Vision Statement provides important direction for the goals and objectives of the Strategic Comprehensive Plan. It is intended to provide a brief snapshot of Harwood Heights in the future by incorporating ideas and themes expressed by residents, business owners and Village officials.

## VISION STATEMENT

The Vision Statement is written as a retrospective from the year 2025 that details what has occurred since the Village adopted the Strategic Comprehensive Plan in 2010. It chronicles the conditions and achievements in the Village that were envisioned throughout the planning process.

### IN 2025...

The Village continues to expand its reputation on several fronts. New residents are attracted to the small town atmosphere with urban amenities, and businesses praise the accommodating local government. By working with property owners, business owners, and others, the Village continues to successfully promote new infill development and redevelopment of key sites within the community.

Public and private investments have enhanced the Village's identity, making it distinct from neighboring communities. Amended zoning regulations have played an important part in enhancing private properties by complementing existing streetscape improvements. The positive effects of these improvements are felt Village-wide. Residential neighborhoods maintain their pride of ownership, and long-time residents are able to "age in place".

*Together, the Vision Statement, and Goals and Objectives begin to present a framework for future policy decisions and actions by specifically addressing community concerns and aspirations.*





The actions of forward-thinking government and business and civic leaders have produced tangible victories in Harwood Heights in the fifteen years since the Comprehensive Plan was adopted. The Village's economic base is diversified, strong, and secure due to the successful attraction of several new developments, responsible for new retail, restaurant, and commercial service uses within the Village.

The industrial/employment sectors have evolved into well-established business park/light industrial areas – one for larger users in the area near Wilson, Olcott, and Oketo, and a smaller light industrial area for incubator businesses and less intense activity along Ronald. This is due, in part, to the O'Hare Modernization Program, which was completed just over ten years ago and has provided new business opportunities for the Village.

The Wilson Avenue Industrial Corridor continues to provide an important employment and tax base for the Village. Contemporary industrial businesses have flocked to this area due to its proximity to O'Hare Airport, the City of Chicago, and nearby interstates. The corridor has achieved an enhanced identity through the use of a comprehensive wayfinding system, improvements in truck operations and traffic circulation, as well as strong property maintenance regulations.

Businesses of all types are now thriving in Harwood Heights. New retail, restaurant, and entertainment uses have clustered along Lawrence Avenue and Harlem Avenue. The concentration of commercial uses in this location has created a shopping and entertainment district that attracts visitors arriving by foot and by car. This accomplishment was driven by the catalytic redevelopment of the former ITW site, the former Tornado site, and the expansion of commercial development along Oketo and Wilson. To complement these developments, the Village continues to work with developers to explore the potential of a Town Center on the old Holiday Plaza site at the southeast corner of Harlem Avenue and Gunnison Street.

The Village has achieved its commercial goals by working closely with existing businesses and property owners to improve the appearance of individual properties; and, in some cases, to relocate them to more appropriate sites within the Village's municipal boundaries. New development has been designed to enhance the image and character of the Village and monument signs, extensive landscaping and contemporary facades are now the norm.

Harwood Heights has successfully created a place where residents of all ages congregate. Lawrence Avenue has an active pedestrian realm where sidewalks provide ample space for people to linger and window shop and public gathering places connect residents and visitors. Pedestrian amenities are complemented by an inviting streetscape, outdoor dining, and numerous festivals and community events that occur throughout the year.





## GOALS AND OBJECTIVES

The Village of Harwood Heights' Strategic Comprehensive Plan is an expression of what the Village desires to become in the future. Through recommendations, goals, and objectives, the Plan becomes a reliable policy guide for decision-making and action. This section presents the Plan's goals and objectives which provide the framework for planning recommendations, policies, future projects, and actions:

**Goals** describe desired end situations toward which planning efforts should be directed. They are broad and long-range. They represent an end to be sought, although they may never actually be fully attained.

**Objectives** describe more specific actions that should be undertaken by the Village in order to advance toward the overall goals. They provide more precise and measurable guidelines for planning action.

The goals and objectives presented below are based on input received from: a) Village staff; b) elected officials; c) community workshops; d) key person interviews; e) resident questionnaire; f) business owner questionnaire; g) community service provider questionnaire; h) visioning workshop; i) various public meetings and discussions; and, j) investigations undertaken by the Consultant Team.

Goals and Objectives have been established for:

- Residential Areas;
- Commercial Areas;
- Industrial Areas;
- Transportation & Circulation;
- Community Facilities & Open Space;
- Image and Identity;
- Economic Development; and
- Village Administration and Implementation.

**RESIDENTIAL AREAS**

**Goal**

Maintain the Village’s image and desirability as a great place to live by preserving and enhancing the quality, character, safety and appeal of residential neighborhoods, developments and subdivisions, and providing diversity in its housing stock and unit types.

**Objectives**

1. Promote residential development and redevelopment of a variety of housing and dwelling unit types and densities in accordance with the Land Use Plan, and ensure the Zoning Ordinance and other regulatory tools are updated appropriately.
2. Promote the economic importance of diversity in the Village’s housing stock and work to ensure neighborhood stability in all areas of the Village.
3. Accommodate residential renovation and redevelopment through an expedient and flexible, yet thorough permitting process.
4. Encourage new development, infill and teardown development to be complementary to the scale and character of surrounding residential uses.
5. Establish and encourage strict home occupation regulations to protect households from the encroachment and establishment of incompatible and inappropriate uses.

6. Consistently administer and enforce residential development regulations, including compliance with setbacks, maximum height, tree preservation, stormwater, bulk, density and other development regulations.
7. Consistently administer and enforce residential construction regulations, including construction hours, fencing, trash and debris, parking, and other construction related activities that can impact nearby properties.
8. Enforce all building, safety, zoning and fire codes to prevent overcrowding, unsafe conditions and misuse of residential dwellings.
9. Improve public outreach and input programs for capital and infrastructure improvement projects.
10. Explore the creation of a property maintenance program to assist residents, particularly seniors, with affordable lawn cutting and snow removal services.
11. Investigate financial assistance programs which will aid residents in making property improvements, specifically mitigation for airplane noise.
12. Preserve sound existing housing through regular, active code enforcement and preventative maintenance programs.
13. Explore the creation of a vacant building registration and inspection program to prevent foreclosed properties from having a detrimental impact on surrounding properties.

14. Prevent the encroachment of incompatible development on residential areas through implementation of the Land Use Plan and buffering, screening, and separation requirements where necessary and provide areas of transitioning density and intensity of use between residential and commercial land uses where appropriate.
15. Strictly enforce buffering, landscaping, screening and lighting requirements of adjacent commercial areas to minimize the negative impacts of commercial development on residential uses.
16. Discourage “cut through” commercial traffic in residential areas through signage, enforcement, traffic calming and other measures.
17. Ensure that all residential neighborhoods in the Village have adequate access to parks, open space and recreational facilities.

**COMMERCIAL AREAS**

**Goal 1**

Develop aesthetically pleasing and functionally well-designed retail and commercial shopping areas that are market supportable, maintain a diversified tax base, and serve the needs of the Village’s residents and the larger regional market.

**Objectives**

1. Maintain a range of retail and service commercial activities throughout the Village.
2. Establish and maintain regular lines of communication with commercial property owners and businesses.
3. Work with the Harwood Heights-Norridge Chamber of Commerce to aggressively market the Village as a great place to do business.
4. Where possible, create “shovel-ready” development sites through utility and infrastructure improvements, demolition, remediation, and parcel assembly.
5. Utilize existing Village assets, development strategies and tools to incentivize desirable new development and expand the Village’s tax base.
6. Define and designate more specific functional roles for the various commercial areas within the Village distinguished by local, community, and regional serving developments.

7. Ensure that new commercial development and redevelopment is designed in scale with, and complementary to, existing adjacent development.
8. Ensure that all new, improved, and existing commercial development are effectively screened and buffered from adjacent residential uses.
9. Ensure that all retail, office, and service commercial activities are organized by use and concentrated within or near areas of similar or compatible uses.
10. Identify funds and establish a program to assist businesses and property owners with façade improvements, landscaping, parking improvements, and modernization of aging structures and facilities.
11. Continue to utilize and consider additional incentives such as sales tax rebates, TIF, SSA, and business district funds to initiate redevelopment of key opportunity sites.
12. Initiate programs to encourage the improvement and rehabilitation of older commercial buildings and areas which are, or are becoming, functionally obsolete including improvements to facades, signage, streetscaping, landscaping, and parking areas.
13. Implement a more systematic and proactive property maintenance and code enforcement process in commercial areas of the Village.



**Goal 2**

Enhance the economic viability, productivity, appearance and function of the Village's commercial corridors, including Harlem Avenue and Lawrence Avenue.

**Objectives**

1. Promote a healthy and mutually reinforcing mix of commercial, retail, and service uses along key corridors within the Village including Harlem Avenue and Lawrence Avenue.
2. Establish design and improvement standards for commercial areas to guide the scale, appearance, orientation, and overall character of new development.
3. Encourage the improvement and rehabilitation of older commercial buildings and sites that are, or are at risk of becoming, functionally obsolete.
4. Investigate the use of programs or financial assistance which incentivizes property owners to make needed improvements to commercial structures and centers including façades, signage, and parking and encourage additional site amenities.
5. Encourage appropriate signage along corridors to ensure safe traffic movements into, out of, and through commercial areas, while providing attractive and effective identification of corridor businesses.
6. Develop and install a streetscape program consisting of elements that strengthen the uni-fied theme of the commercial areas such as benches, bus shelters, trash cans, streetlights, way finding signage and other amenities.
7. Work cooperatively with IDOT to facilitate desired improvements within their right-of-way including improved landscaping, lighting, and gateway signage consistent with the Compre-hensive Plan.
8. Identify underperforming and underutilized parcels and sites and work with property owners and developers to promote their redevelopment encouraging parcel assembly where appropriate.
9. Promote coordinated and shared vehicle access to commercial properties along the Village's commercial corridors and remove redundant and unnecessary curb cuts to improve traffic flow and vehicular and pedestrian safety.
10. Incentivize improvements to enhance and require aesthetic improvements including the upkeep of parking lots, installation and maintenance of landscaping and screening of service areas, drives, buildings, and incompatible uses.
11. Encourage new commercial development/redevelopment to incorporate pedestrian access and amenities.

**INDUSTRIAL AREAS**

**Goal**

Continue to support a diversified light industrial/business park/commercial service economic base that provides employment opportunities within the community.

**Objectives**

1. Establish and maintain regular lines of communication with industrial property owners and businesses.
2. Promote and encourage the improvement and rehabilitation of older industrial buildings and areas which are, or are becoming, functionally obsolete or undesirable including improvements to loading docks, access, building facades, signage, streetscaping, landscaping, and parking areas to accommodate more appropriate and market viable uses.
3. Reclassify and rezone manufacturing areas which are functionally obsolete due to impactful proximity to residential areas, lot size and/or challenging lot configurations, or which do not comply with the land use recommendation of the Comprehensive Plan.
4. Install directory signage as appropriate to direct traffic within the industrial areas to promote the businesses to residents and motorists travelling along Harlem and Lawrence Avenues.
5. Improve the public utilities and road infrastructure to accommodate the state-of-the-art technological needs of the business and the physical and circulation needs of the truck traffic moving in and throughout the area.
6. Prevent the encroachment of incompatible development into designated industrial areas and utilize appropriate setbacks, screening, buffering, and site design to minimize the negative impacts of industrial uses on adjacent areas.
7. Require that new development occur where adequate municipal services and facilities are present to serve the new development.
8. Promote redevelopment or rehabilitation of vacant or underutilized properties within the designated industrial areas of the Village.
9. Ensure that business operations are well buffered from adjacent properties and public rights-of-way through the effective use of screening, landscaping, fencing, or other means.
10. Require all industrial development to meet specific applicable performance standards for noise, air, odor and any other forms of environmental pollution.
11. Promote industrial developments that pursue and obtain LEED (Leadership in Energy and Environmental Design) certification. Encourage the use of green technology and best man-agement practices (BMPs) in the development and redevelopment of industrial uses and market the Village's industrial areas as centers of green technology and light industrial.
12. Identify industrial properties that may be potential brownfield sites in order to assess key redevelopment opportunities and seek funding for remediation and redevelopment.



## TRANSPORTATION AND CIRCULATION

### Goal 1

Improve the safety, function and efficiency of vehicular movement and parking facilities within the Village.

#### Objectives

1. As new development occurs, ensure appropriate street rights-of-way are dedicated to the Village for future road improvements.
2. Continue to work with IDOT, the County, and adjacent communities to ensure that all future road improvements are planned jointly, effectively, and efficiently.
3. Install and maintain “intelligent” traffic signals and systems along Harlem Avenue and Lawrence Avenue to facilitate the efficient movement of vehicles within and through the Village and minimize the impact of peak traffic flows.
4. Protect and improve the function of the street network through controlled access, land-use decisions, and street/ intersection design improvements.
5. Ensure adequate resources are made available for the maintenance of Village streets and public rights-of-way.
6. Work closely with existing business owners to consolidate curb cuts by providing cross access between and shared access into businesses wherever possible.
7. Eliminate unnecessary, redundant, obsolete and dangerous curb cuts throughout all commercial areas to improve the safety and efficiency of vehicular movement.
8. Establish a wayfinding signage system that directs motorists to key retail, office, industrial, and community facility destinations.
9. Work with the school districts to review the existing parking facilities, buildings, drop-off/pick-up areas, and bus parking, including ingress and egress to ensure they are adequate and if not, identify opportunities for improvement.

### Goal 2

Provide a coordinated “complete streets” transportation network for pedestrians and bicyclists in order to connect them to employment, shopping and recreational areas.

#### Objectives

1. Encourage new development/ redevelopment to include connections and amenities for pedestrians, bicyclists and commuters, ensuring that all sites provide for safe and efficient pedestrian mobility.
2. Improve pedestrian and bicycle circulation and safety throughout the Village with an emphasis on safer and more convenient routes for non-motorized traffic.
3. Expand the Village’s network of trails and sidewalks to provide better connections between the Village’s residential neighborhoods, parks, schools, and other commercial areas.
4. Budget for on-going maintenance and repair of sidewalks as part of the Village’s Capital Improvement Plan including the consideration of a cost-sharing program with private property owners.
5. Conduct and implement an on-street bike lane feasibility analysis and plan.
6. Work with the Police Department and school districts to promote bicycle safety.
7. Establish a pedestrian-scaled wayfinding system that directs people to key community facilities, retail and other destinations.
8. Provide streetlighting that includes adequate levels of lighting for pedestrians and bicyclists in all areas of the Village.
9. Improve existing and future controlled intersections with clearly marked pedestrian crossings, pavement markings, lighting, and signage.





### Goal 3

Improve transit service, access, and options as a vital component of the Village's transportation net-work.

#### Objectives

1. Ensure that levels of public transit service are maintained and enhanced throughout the Village, including future enhanced connections to O'Hare Airport and regional employment and activity centers.
2. Undertake a Comprehensive Transit Plan to identify key traffic generators and destinations within the Village and ensure they are adequately served by Pace Bus routes and other modes of alternative transportation.
3. Work with area employers and businesses to promote and implement traffic demand management and reduction techniques including the use of public transit, carpooling, walking and bicycling.
4. Promote Pace's Vanpool Incentive Program (VIP) including traditional vanpooling, employer shuttles and Metra feeders as an economical, convenient and environmentally-friendly alternative to driving.
5. Continually monitor and assess Pace Bus shelters to ensure schedules are adequately posted, the shelters are in good condition, and connected to the Village's sidewalk system, community facilities, shopping areas, employment centers and other key destinations.
6. Work with transit providers to improve service routes and encourage increased use of transit throughout the Village including improved service within the Village's residential areas and continuation of the Village Helper.

### COMMUNITY FACILITIES & OPEN SPACE

#### Goal

Continue to provide high-quality Village services, maintain appropriate infrastructure and utilities, and explore new opportunities for open space within the community.

#### Objectives

1. Evaluate the potential for combining fire and police protection with the Village of Norridge.
2. Maintain adequate sites for Village facilities including constructing, renovating, and relocating facilities when necessary.
3. Continue to budget for and implement the improvement, expansion and maintenance of Village infrastructure including roadways, sidewalks, utilities, stormwater, water, and sewer systems.
4. Promote the coordination of infrastructure and utility projects with other agencies to reduce Village costs through economies of scale.
5. Increase efforts to identify alternative sources of funds such as grants to fund a wide range of public projects including, but not limited to village facilities, parks and recreation enhancements, transportation improvements, economic development related projects, and social services.
6. Complete a Village-wide stormwater management study to determine public actions, regulatory requirements and system improvements.
7. Explore opportunities for new park sites in established neighborhoods within the Village.
8. Work with the Norridge Park District, area school districts, and other providers within the area to ensure appropriate recreational facilities and activities for residents of all ages.
9. Plan and budget for beautification elements to be incorporated into planned infrastructure im-provements such as landscaped parking lots, planted medians, landscaped sidewalks, and street trees.

10. Consider the use of pervious paving materials in public parking lots and encourage private developers to use this and other run-off reducing technologies.
11. Work with others to seek appropriate locations for specialized facilities and services for senior citizens, youth and disadvantaged populations.
12. Continue to conduct a comprehensive life cycle assessment for Village buildings, equipment, vehicles, facilities, and properties and develop/revise a multi-year maintenance plan and on-going maintenance program.

**IMAGE AND IDENTITY**

**Goal**

Maintain a positive image and identity for the Village that is distinct and reflective of its unique character and assets to distinguish Harwood Heights from other nearby communities.

**Objectives**

1. Encourage compatible and high-quality design and construction for all development/redevelopment with an emphasis on site design, building orientation, architecture, building materials and site improvements.
2. Provide for consistent and high-quality maintenance of all local streets, parkways, sidewalks, water towers and other visible municipal infrastructure.
3. Install streetscape elements that strengthen the unified theme of the community such as benches, bus shelters, trash receptacles, streetlights, way finding signage and other amenities.

4. Create gateway features consisting of signage, walls, sculptures, pylons, fountains, lighting, monuments, and/or landscaping at key locations within the community to announce entry into Harwood Heights and to distinguish the Village from adjacent municipalities.
5. Encourage subdivision and business park monument signs to include the Village of Harwood Heights’s name and/or logo to promote the Village’s identity.
6. Install wayfinding signage to direct vehicles to key community destinations including Village Hall, Eisenhower Public Library, local park sites, and more.
7. Review and update the Village’s landscape ordinance to ensure new development includes sufficient landscaping.
8. Develop and implement landscaping and tree planting and maintenance programs that beautify the residential and commercial areas of the Village.

9. Develop a program to bury and/or relocate overhead utility lines along key commercial areas, including Harlem and Lawrence Avenues.
10. Implement a program to screen fixed utility locations, such as lift stations, pump houses, transformer sites, antennas, telephone switches, etc.
11. Review and update signage ordinances being flexible to the desire and necessity of business identification but mindful of its potential to block views, create visual clutter and detract from the appearance of the Village and its commercial areas.
12. Develop a marketing campaign to promote the advantages and benefits of living, working, visiting, or doing business in the Village.
13. Improve communication with residents in an effort to increase awareness of, and participation in, programs, services and events within the Village.
14. Improve and maintain relationships with the press and other media.

**ECONOMIC DEVELOPMENT**

**Goal**

Improve the economic and fiscal climate of the Village by supporting existing businesses, working to attract new businesses and development, and increasing/improving employment opportunities for residents.

**Objectives**

1. Coordinate planning and economic development activities in a manner that provides regular opportunities for contact between business and development interests within the Village.
2. Continue to promote the redevelopment of vacant and underutilized properties as identified in the Plan.
3. Support and implement the development strategies and tools recognized in the Plan to incentivize desirable new development and expand the Village’s tax base.
4. Maximize retail sales tax-generating uses, where appropriate, by concentrating retailers in the Village’s commercial corridors and expanding commercial areas where possible, consistent with the recommendations of the Comprehensive Plan.
5. Establish on-going marketing strategies to retain and attract businesses and developers.
6. Work with the Norridge-Harwood Heights Chamber of Commerce and other economic development agencies to promote and market the Village to attract new businesses and retain existing ones.

7. Create programs and incentives to minimize, remove, and prevent blight on properties in the Village.
8. Maximize the potential benefits of the O’Hare Modernization Program and promote proximity to O’Hare as a business advantage.
9. Ensure that new development pays its fair share of public facilities and service costs attributable to demand for additional facilities or services as a result of new development.
10. Identify additional small business assistance programs to stabilize and improve conditions for existing businesses.
11. Renovate or redevelop aging shopping centers and commercial areas in order to maximize their contribution to the Village’s tax base.
12. Enhance the appearance of commercial districts to attract businesses and customers.
13. Promote the Village’s commercial corridors through joint marketing efforts, community events, and district identification signage.
14. Seek an appropriate mix of commercial retail, commercial service, office and industrial uses throughout the Village
15. Seek opportunities for new employment growth through the retention and expansion of existing employers.



**VILLAGE ADMINISTRATION AND  
PLAN IMPLEMENTATION**

**Goal**

Implement, monitor progress, and update the Comprehensive Plan on a regular basis.

**Objectives**

- 1. Maintain a five-year action plan to prioritize objectives and list accomplishments of preceding years.
- 2. Identify and engage agencies and organizations willing to share in the responsibility for active implementation of the Plan.
- 3. Identify or create potential funding sources and partnerships to assist in implementing specific Plan components.

- 4. Establish a process for the regular review and update of the Village's Zoning Ordinance to appropriately meet the changing needs of the community.
- 5. Maintain a positive channel of communication with agencies such as the Illinois Department of Transportation, O'Hare International Airport, Metropolitan Water Reclamation District, Village of Norridge, and the City of Chicago for improved coordination regarding projects within the Village.
- 6. Coordinate with the Chicago Metropolitan Agency for Planning (CMAP) and neighboring communities, including Norridge and Chicago, to assist in realizing mutual objectives and address issues that transcend municipal boundaries such as traffic.
- 7. Continue to seek grants, loans and other sources of funding to assist with capital improvements and projects to minimize the financial impact on the Village.
- 8. Consider expanding the use of user fees for Village-provided services in order to ensure the true cost of service provision is captured.
- 9. Establish appropriate impact fees for development/redevelopment that capture all of the associated expenses and improvements to ensure that costs are not borne by existing residents of Harwood Heights.
- 10. Where possible, streamline development review processes to ensure they are timely and easy to understand.
- 11. Expand community outreach efforts for large capital projects, including additional opportunities for public review and comment such as open houses or online tools to solicit input and feedback.
- 12. Improve customer service levels at all points of contact with residents and provide regular training to ensure that a consistent message is delivered regarding Village policies.



## SECTION 3

# LAND USE & DEVELOPMENT

Harwood Heights is defined by its small-town atmosphere in an urban setting. With easy access to interstates, public transportation, and proximity to Chicago, the Village is extremely well-located. Despite the fact that the Village is landlocked by neighboring Norridge and Chicago, there are several key development sites and a healthy manufacturing base which provide opportunities for growth. Additionally, the Village is known for its stable housing stock and friendly neighbors. The Village should strive to maintain, market, and enhance these features and amenities as community assets and ensure that any new development is sensitive to and reflective of the desired image and character of the Community.

The recommendations of the Land Use and Development Plan strive to establish guidance for the orderly use of land, and promote programs and policies for improving residential, commercial, industrial and open space areas.

Specifically, the Land Use and Development Plan seeks to reinforce the quality of the residential neighborhoods, improve and expand upon the Village's commercial areas, and improve the quality of the designated light industrial/employment areas of the community.

It is emphasized that the Land Use and Development Plan is a general guide for growth and development for the Village as a foundation for future decision-making. It is not a site development plan. While the Land Use and Development Plan is specific enough to provide guidance on land-use decisions, it is also flexible enough to allow for individual negotiations and the consideration of creative approaches to land development that are consistent with the policies and guidelines included in the Comprehensive Plan.

## LAND USE PLANNING FRAMEWORK

The Village of Harwood Heights, like many communities, provides a wide variety of land uses, including residential, retail, office, restaurant, commercial service, light industrial, institutional, recreational, and much more. Over time, different areas of the Village have become characterized by certain land uses and development patterns, firmly establishing residential areas, commercial areas, and industrial/business areas within the community.

These distinct areas of the Village are well established and serve as a framework of existing conditions and influences that have a direct bearing on the development of short-term and long-term planning recommendations. The framework concept provides guidance for future planning and development in the Village by recognizing the Village's different "character areas" and understanding that much of the Village's future is influenced by its existing conditions. By establishing the functional framework for planning, Village officials and residents will be better able to maintain focus and understanding on the underlying planning concepts that area explored in greater detail in subsequent sections of the Plan.

This section provides the overall "framework" for planning, development, and improvement in all areas of the Village. The functional framework concept helps to organize the Village into functional geographic areas that will help to focus planning efforts and emphasize different land use and development priorities.

There are eight distinct functional "framework" areas that make up the Village. These areas may contain a variety of different land uses, but each area has a distinct and primary focus. The eight framework areas include:

- Residential East
- Residential West
- Residential Central
- Commercial Core
- Commercial Transition
- Light Industrial/Business Core
- Small Business/Incubator Area
- Civic Core

*At the core of the Comprehensive Plan is the land use and development "framework", designating appropriate land uses for all areas of the Village and addressing residential, commercial, and industrial plans and policies.*



### **RESIDENTIAL EAST, WEST, AND CENTRAL**

The Village is composed of three main residential areas - one on the east side of the Village, one on the west side of the Village, and one smaller area centrally located and surrounded by commercial and industrial uses. These areas are generally characterized by established, well-maintained single-family neighborhoods. Although these areas contain some non-residential uses (particularly the eastern area), any changes or initiatives in these areas should be driven by further stabilizing and enhancing the overall residential character of the neighborhoods. With the exception of individual property reinvestment and small scale infill development, these areas are not expected to undergo significant change in the future.

### **COMMERCIAL CORE**

The Commercial Core sets a course for the Village's primary commercial corridors: Lawrence Avenue and Harlem Avenue. Currently, this area is characterized by auto-oriented commercial development with a number of vacant or underutilized parcels. The Commercial Core must be protected and enhanced as the Village's primary commercial activity area. Retail uses should be prioritized and encouraged, and non-commercial uses should be minimized to the extent possible. Any residential in this area would ideally only exist as part of a mixed-use development, with retail and other commercial uses occupying the ground floor of all mixed-use buildings. Industrial uses should be relocated out of the commercial core area, and vacant and underutilized properties should be developed in a manner the maximized revenue potential for the Village while creating an attractive and viable commercial district for residents and visitors.

### **COMMERCIAL TRANSITION**

The Commercial Transition areas represent those areas that should be converted from the current uses to commercial/retail uses over time. These areas represent opportunities for the expansion of adjacent commercial development and would provide for more creative, larger-scaled, and better coordinated and designed contemporary commercial development. If converted to commercial/retail development, these areas would essentially result in the expansion of the core commercial area and allow more areas to benefit from the regional access and exposure to Lawrence and Harlem Avenues.

### **LIGHT INDUSTRIAL/BUSINESS CORE**

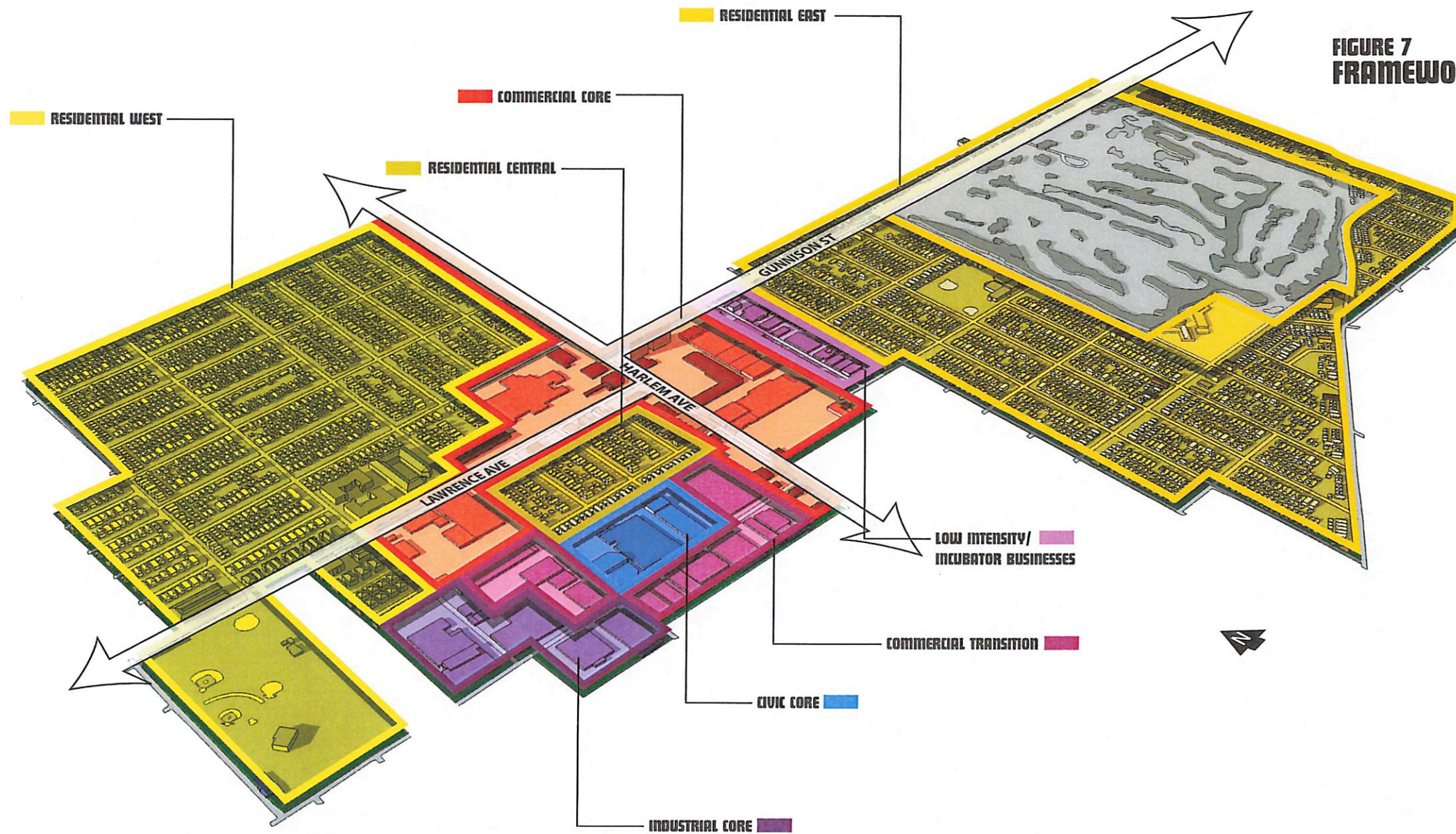
The Village's industrial core for purposes of future planning and development is the area adjacent and near to Olcott, Oketo, and Wilson Avenues. This area should be further enhanced as a contemporary light industrial/business park area, taking advantage of excellent regional location and proximity to regional arterials and O'Hare Airport. Office, research, technology, and light industrial uses should be forficed in this area of the Village. Because existing residential areas and civic uses are adjacent and near the area, the Village should strive to maintain land use compatibility to the extent possible, preventing industrial area activity from negatively impacting neighboring areas.

### **SMALL-SCALE LIGHT INDUSTRIAL/COMMERCIAL SERVICE AREA**

This smaller light industrial area is ideally suited for less intense commercial service and industrial activities. The size of the individual parcels limits the size and intensity of appropriate uses, but the area can and should accommodate a variety of uses that serve local residents and the needs of the larger regional consumer service base. Small-scale and start-up/incubator business should be prioritized in this area.

### **CIVIC CORE**

The Village Hall, Police, and Library should serve as the foundation of a civic core located along Wilson Avenue. Over time, a new Village Hall, Police Station, and possibly a Recreation Center or other facility would create a civic heart for the community, anchored by the new Library. The development of a civic core could also include an open space component to accommodate civic events, festivals, and other outdoor public activities. This location provides the necessary room for a civic core without locating the uses along the primary corridors, which would deprive the Village of maximizing the development and use of revenue generating properties.



**FIGURE 7  
FRAMEWORK PLAN**





## LAND USES DESIGNATIONS

### SINGLE-FAMILY RESIDENTIAL

The Village is predominantly a residential community comprised of established, well-maintained single-family neighborhoods. The standard home was built in the 1950s and recent trends have included teardowns, additions and extensive remodeling as homeowners seek to update their properties in terms of size and style. To maintain the quality of these older neighborhoods, sidewalks, street trees and new parks and open space should be added.

### MULTI-FAMILY RESIDENTIAL

Traditionally, multi-family residential development in the Village has taken the form of buildings adjacent to, and in scale with, single-family residences. However, newer, larger apartment buildings and condo developments are found along Harlem Avenue and Lawrence Avenue.

Future multi-family development should be limited to two primary categories: 1) a smaller-scaled single-family attached residential housing in appropriately designated areas along the Village's primary corridors; and 2) as part of mixed-use development which may occur on Lawrence Avenue or within a new Town Center development at some time in the future, typically consisting of retail/commercial uses on the ground floor with residential and or office uses on the upper floors of the building.

### COMMERCIAL EXPANSION

These areas are designated for commercial use and development, but are currently utilized for non-commercial uses. The intent of this land use designation is to accommodate and promote the expansion of the Village's commercial base by providing greater opportunity for new commercial development adjacent to existing commercial areas. Within these areas retail uses are generally preferred, but other commercial uses such as service and office uses are also appropriate. While the existing uses may be appropriate and remain for some time, the Village should seek to transition these areas to commercial use in an effort to strengthen the Village's attractiveness for commercial development opportunities.

### COMMERCIAL

Harwood Heights has two primary commercial corridors: Harlem Avenue and Lawrence Avenue. These areas are envisioned to experience a substantial amount of commercial development and redevelopment, particularly near their intersection. These commercial areas are best suited for larger, coordinated development including retail, restaurants and office uses. Harlem Avenue, in particular, should develop with commercial uses and redevelopment of key sites on a larger-scale in order to attract customers from a longer distance. This is in context with the pattern of development to the south (most notably Harlem Irving Plaza) and is appropriate for such a major road with an interstate exit. Lawrence Avenue is more appropriate for providing for the daily needs of residents due to its mix of uses and recent streetscape improvements, although larger commercial development may also be appropriate.

Areas of service commercial are scattered along the southern and eastern portions of the Village, particularly along Montrose Avenue, Gunnison Street and Nagle Avenue. Uses in these areas include sales and service, professional offices, and a few restaurants and other small retail establishments. The Land Use and Development Plan recommends limiting service commercial to the outer edges of the Village where they would more easily serve the larger community. Consolidating these uses would allow the Village to address transportation and circulation issues, provide infill residential development opportunities in established neighborhoods, and provide an area where additional commercial service uses will be appropriate.





**INDUSTRIAL**

The areas designated for Light Industrial/ Business Park are intended for relatively low-intensity uses such as office, business and research facilities, light assembly, storage and distribution, and appropriately scaled commercial service uses. Heavy manufacturing, high levels of truck traffic, and other intense industrial activities are not considered appropriate due to the close proximity of residential and commercial areas and due to traffic and safety issues for the area. The Village should capitalize on the expansion of O'Hare International Airport, proximity to the interstate and a growing industrial base, to strengthen the employment uses in the community. The vast majority of industrial areas in the Village directly abut residential areas and measures to improve buffering and mitigate negative impacts should be pursued.

**PARKS AND OPEN SPACE**

The Plan designates potential areas for new parks and open space to accommodate service gaps and provide activities for residents of all ages. The Village should coordinate with the Norridge Park District and similar agencies to purchase properties which may be converted to address the lack of parks and open space areas in existing residential neighborhoods. Additionally, the provision of publicly-accessible open space should be a requirement of new development.

**PUBLIC/INSTITUTIONAL/UTILITIES**

The areas designated as public/semi-public represent municipal facilities, schools, utilities, and other public agencies and service providers. Generally, these areas represent existing facilities and are not anticipated to relocate or transition into other land use designations in the medium term.

**CIVIC EXPANSION**

This area represents the site of an existing light industrial/employment use between the Village Hall and Library. The Land Use Plan designates the area for civic uses in the future in an attempt to facilitate the development of a new Civic Core for the Village, possibly including a new Village Hall, Police Station, Library, recreation center, outdoor gathering space, and more.





**FIGURE 8  
LAND USE PLAN**

**Map Legend**

- Single Family Residential
- Multi-family Residential
- Commercial Expansion
- General Commercial
- Public/Semi-Public
- Parks & Open Space
- Industrial
- Civic Expansion
- Unincorporated Cook County

# RESIDENTIAL AREAS PLAN & POLICIES

Harwood Heights will continue to be primarily a residential community thus its neighborhoods and sub-divisions should be treated as important community assets and protected from incompatible land uses. Residential areas should be enhanced through public and private improvements, including enforcement of property maintenance codes.

This section builds upon the Land Use and Development Plan, which highlighted two categories of residential land use: Single-Family Residential and Multi-family Residential. Policies for implementing recommendations for residential development in general are followed by specific policies for each of the residential land uses discussed. Policies geared towards new development are also applicable to residential projects as part of a mixed-use proposal or a standalone development.

## OVERALL RESIDENTIAL DEVELOPMENT POLICIES

- Development within existing neighborhoods should have the same scale, orientation, style, and setbacks of existing residential properties;
- Public amenities in residential areas such as street trees, sidewalks and street lighting should be maintained;
- New development and infill development should include appropriate sound mitigation procedures to minimize impacts of airport noise;
- All residential uses should be required to follow Village property maintenance and life safety codes applicable to their classification;
- Any major new residential development should be encouraged to submit as a Planned Unit Development (PUD);
- New developments should be required to connect to any existing streets to which they are adjacent;
- All new developments should be required to meet or exceed minimum landscaping requirements and open space area requirements;
- New residential development should be required to provide open space and public amenities to serve surrounding residents, or to provide cash-in-lieu of constructing such amenities; and,

- New development should be required to provide street trees, sidewalks, and street lighting on both sides of the public rights-of-way, as well as to upgrade any public infrastructure put under additional stress from the development.

## SINGLE-FAMILY RESIDENTIAL

Maintaining the Village's character as a residential community requires policies to preserve and enhance the existing single-family residential areas of Harwood Heights. This single-family residential category includes both detached and attached single-family residential development. Policies identified for single-family residential include:

- The Village should enforce life safety standards regarding the number and relationship of people living in single-family residential homes; and
- New infill development should be encouraged to maintain at a minimum, the average setback present along the street where it is located.
- Home occupation regulations should be established and enforced to protect neighborhoods from the encroachment and establishment of incompatible or inappropriate uses.

## MULTI-FAMILY RESIDENTIAL

While Harwood Heights is envisioned to be primarily a single-family residential community, the Land Use and Development Plan identifies opportunities for providing a limited amount of multi-family residential areas. By providing designated areas for high-quality, multi-family housing, the Village will maintain a diversity of housing options, ensure affordability and allow residents to age in place. Policies for multi-family residential include:

- Where rear yards of multi-family development about single-family residential areas, landscaped berms should be used to screen these areas to provide both a horizontal and vertical buffer;
- Site and building lighting should be designed to reduce or eliminate illumination of neighboring properties;
- Infill development should be designed to maintain setbacks, orientation, scale, and architectural compatibility of the surrounding properties;

- Infill and new development should be encouraged to bury on-site utility lines and screen utility boxes from view of the public rights-of-way;
- New development should be encouraged to provide publicly-accessible parks and open space (or cash-in-lieu when open space is not feasible) unless unforeseen hardships restrict the ability to provide these necessary facilities; and,
- Developments should be required to meet minimum site and open space landscaping requirements.





**FIGURE 9  
RESIDENTIAL  
AREAS PLAN**

**Map Legend**

- Single Family Residential
- Multi-family Residential
- Commercial Conversion
- Unincorporated Cook County

# COMMERCIAL AREAS PLAN AND POLICIES

The Commercial Areas Plan and Policies promote high-quality commercial development and redevelopment. The recommendations of the Plan are intended to capitalize on the traffic volumes on the Village's major corridors, specifically Harlem Avenue and Lawrence Avenue. With carefully planned commercial development, the Commercial Areas Plan & Policies look to:

- Enhance the quality of existing commercial areas;
- Strengthen the Village's non-residential tax base;
- Relieve part of the tax burden on local residents;
- Create more local jobs;
- Provide a revenue stream to support existing and new Village services and facilities; and,
- Provide additional convenience and destination shopping opportunities.

## KEY COMMERCIAL CORRIDORS

### Harlem Avenue

The Village's primary north-south commercial corridor, Harlem Avenue, is characterized by a mixture of commercial uses. The continued and fragmented nature of commercial development in this area will be an important consideration for the Village's future. Multiple access points and curb cuts, circulation issues, and the proximity of neighboring residential uses are also important factors in the health of the Village's commercial areas.

The Village should continue to promote selective commercial development by guiding its location and design carefully. For existing properties, the Village should promote redevelopment and improvements of properties, as appropriate.

To promote continued high-quality commercial development and redevelopment, the following policies governing this area should be adopted:

- As properties redevelop on Harlem Avenue, the Village should prioritize cross-access agreements and the consolidation of curb cuts;
- New and infill commercial areas adjacent to residential uses should provide adequate landscaping and other screening elements between properties;
- New and infill commercial development should provide landscaped screening for parking and load-ing and provide consolidated signage for businesses; and
- Commercial services uses should be limited to areas where other commercial service uses already exist and can accommodate additional service oriented businesses.

### Lawrence Avenue

Recent commercial development along Lawrence Avenue is characterized by locally-owned, indepen-dent businesses, predominantly restaurants. Approximately half of the Lawrence Avenue frontage within the Village is currently developed with non-commercial uses (e.g., multi-family residential and Norridge Park). The impact of which is that these properties do not contribute sales tax to the Village and they pay a lower property tax rate.

The Village should continue to promote redevelopment and development of commercial properties within this corridor to provide convenience and general commercial opportunities to the community.

To promote continued high-quality commercial development, the following policies specifically governing this area should be adopted:

- As properties redevelop on Lawrence Avenue, the Village should prioritize cross-access agree-ments and the consolidation of curb cuts;
- All parking and loading areas should be screened with landscaped berms and or a combination of landscaping and hardscape materials;
- New and redeveloped commercial areas should be encouraged to provide 360 degree architec-ture.
- Detention and retention facilities should be utilized as features of their sites and incorporate sig-nage, attractive landscaping, lighting, and other signature elements to help accentuate the busi-nesses located within the development;
- Public/semi-public, residential and industrial uses should not be permitted along Lawrence Ave-nue.



## KEY OPPORTUNITIES

No longer appropriate for industrial development, the ITW Site and the Tornado Property provide unique opportunities for the Village to create new commercial development. Each site is large enough to accommodate a variety of uses and any new development could range from a combination of smaller uses to a larger single-tenant “mid-box” or “big box” use. Both sites should be prioritized for retail use and development in an attractive and high-quality manner that helps to establish an improved character and image for the Harwood Heights commercial areas.

Any redevelopment of the ITW site should seek to provide aligned access at Gunnison and should seek to maintain a park/open space along Ainslie Street to provided desperately needed park space for the adjacent residential neighborhood.

Any redevelopment of the Tornado Property should seek to expand the potential of the site for commercial development by relocating or incorporating the fire station property along Lawrence Avenue if possible, and should also seek to assemble adjacent properties to the south of the site in an attempt to provide additional development depth along Oketo.

Additionally, there are several other development opportunities within the Village that can help strengthen the Village’s commercial and economic base. Commercial expansion areas identified along Oketo and Wilson Avenues provide visionary yet realistic aspirations for significantly improved new commercial development.

## TOWN CENTER

Since its incorporation, Harwood Heights has developed over the decades without a downtown of its own. This history does not have to become its future. Through a concerted effort, guided by clear policies, the Village can begin to create a true Town Center. Given its visibility, access and central location, the southeast corner of Harlem Avenue and Gunnison Street provide an ideal site for a new Town Center.

Policies specifically governing the creation of a Town Center on this site include:

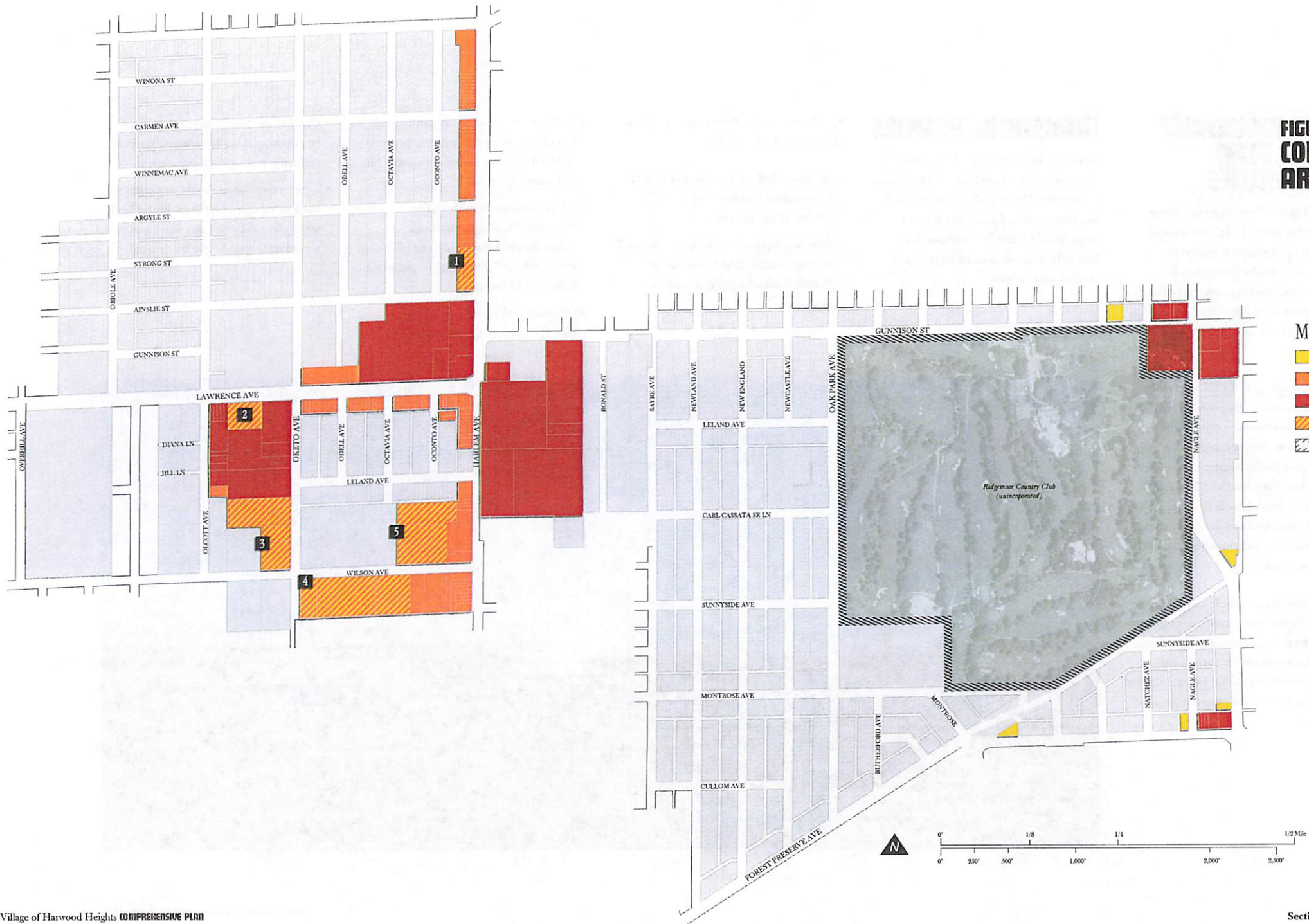
- The Village should work with existing businesses and property owners on redevelopment strategies;
- The Village should consider strategies for parcel assembly;
- The Village should consider a developer RFP (request for proposals) process to create the Town Center;
- The Village should create a TIF district to install infrastructure improvements for the Town Center; and,
- The Town Center should incorporate a public gathering space for civic functions and special events.

## VILLAGE-WIDE COMMERCIAL DEVELOPMENT POLICIES

- As properties redevelop, the Village should prioritize cross-access agreements and consolidation of curb cuts.
- Large commercial development and redevelopment proposals should be submitted and reviewed as a PUD (Planned Unit Development);
- Commercial development and redevelopment should be organized by uses, concentrated in or near similar and compatible land uses, and located on the major corridors and/or the periphery of the Village in order to make use of heavily-trafficked rights-of-way;
- The Village should be vigilant in combating blight by regulating and enforcing property standards and redeveloping underutilized properties;
- All new commercial development and redevelopment should be designed in a manner which is consistent/compatible with the scale, appearance, orientation, and overall character to existing development and adjacent land uses;
- All new commercial development and redevelopment should be encouraged to put in sidewalks, street trees, and parkway

lighting on both sides of the public rights-of-way, and incorporate pedestrian connections to and through the entire site;

- All new and redevelopment commercial areas should be encouraged to utilize BMPs (Best Management Practices) for stormwater and runoff management;
- New commercial development and redevelopment should be encouraged to bury overhead utility lines servicing their properties;
- Large commercial redevelopment should be encouraged to provide a traffic impact study detailing the effects it will have on existing transportation and circulation systems;
- Parking islands, drive aisle dividers, and access road dividers should be wide enough to accommodate shade trees and other landscape material used to enhance the overall site; and,
- New and infill development should be required to meet minimum landscaping requirements.



**FIGURE 10  
COMMERCIAL  
AREAS PLAN**

**Map Legend**

- Neighborhood Commercial
- Corridor Commercial
- General Commercial
- Commercial Expansion
- Unincorporated Cook County



**LIGHT INDUSTRIAL  
AREAS PLAN  
AND POLICIES**

Harwood Heights’ proximity to Chicago, Interstate 90, and O’Hare International Airport has encouraged commercial and industrial development since its incorporation. Industrial business owners, some of them second and third generation, benefit from the locational advantages of the Village.

Industrial buildings in the Oketo, Olcott, Wilson Avenue area are generally well-maintained and have an overall high occupancy rate; however, some properties suffer from deferred maintenance and are at risk of becoming functionally obsolete. The Light Industrial Areas Plan and Policies recognize these facts and the importance of maintaining a strong industrial tax and employment base.

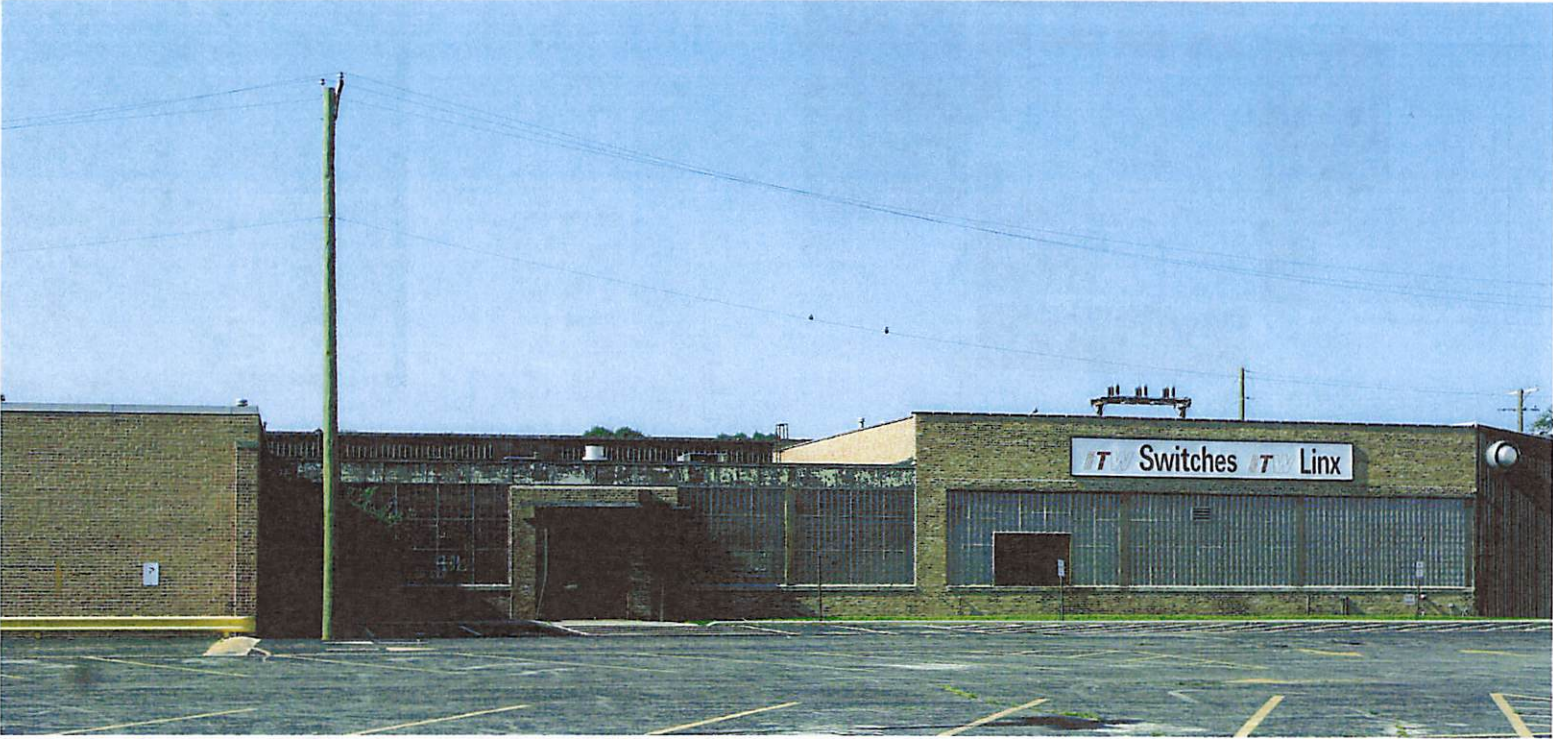
The purpose of the Light Industrial Areas Plan and Policies are to create a competitive and contemporary industrial environment, reuse existing buildings to their fullest potential, establish areas for future industrial and related growth, and minimize land use conflicts.

**INDUSTRIAL POLICIES**

The Light Industrial Areas Plan promotes the preservation of key light industrial areas near Oketo, Olcott, and Wilson Avenues and preserves and designates the area along Ronald Street for smaller-scaled light industrial, commercial service, and incubator businesses.

Specific policies for the continued support of light industrial uses are:

- All new industrial development should be submitted and reviewed as a PUD (Planned Unit Development);
- New development should be encouraged to utilize BMPs (Best Management Practices) for addressing stormwater facilities;
- Uniform performance standards should be enforced to protect adjacent property and land uses from noise, dust, odor, air, and water pollution;
- All new development should be encouraged to design attractively landscaped public rights-of-way with street trees, parkway lighting, and sidewalks on both sides of the street;
- Off-street parking and loading areas should be screened with attractively landscaped berms;
- Gateway and wayfinding signage should be encouraged at all major intersections, including interior intersections; and,
- Development areas should be designed to allow for maximum flexibility for land area to be subdivided and developed according to specific market demand.







**FIGURE 11  
LIGHT INDUSTRIAL  
AREAS PLAN**

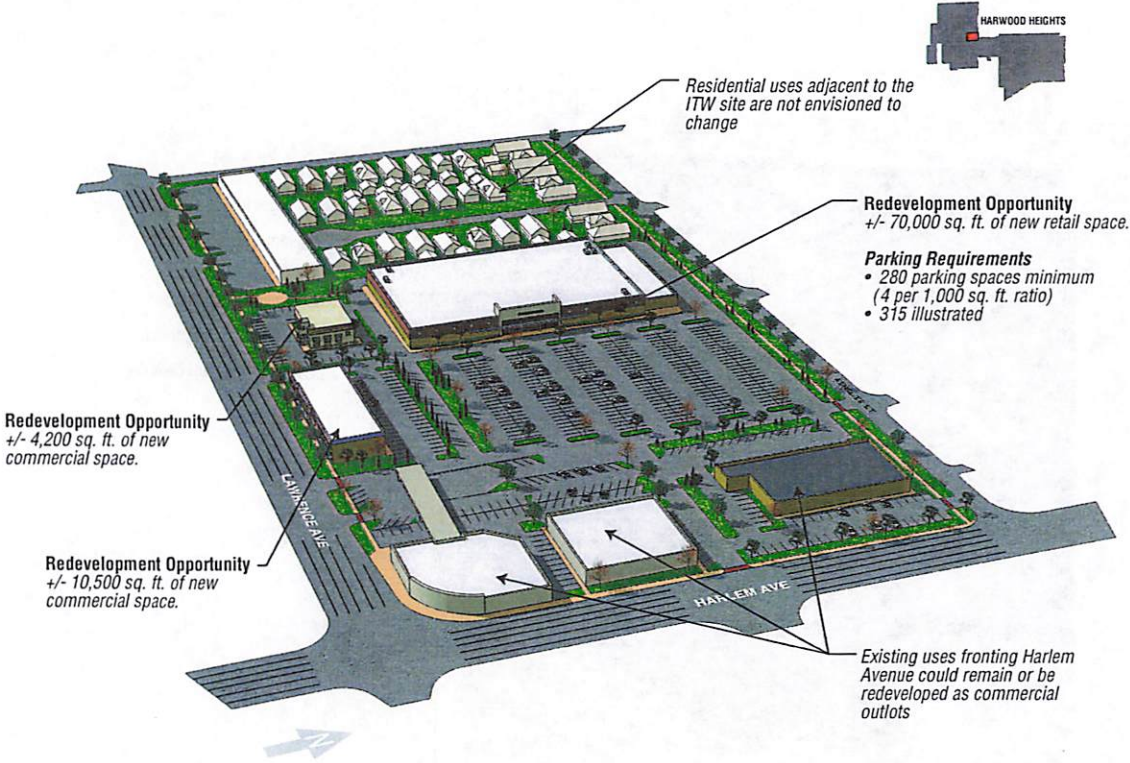
- Map Legend**
- Light Industrial/Business Park
  - Small Scale Industrial/Incubator Businesses
  - Civic Expansion
  - Commercial Expansion
  - Unincorporated Cook County



# SITE DEVELOPMENT CONCEPTS

## ITW Site • Redevelopment Concept 1

The ITW Site provides an attractive redevelopment opportunity in the Village with frontage along Lawrence Avenue and Harlem Avenue. On its own, the ITW Site is approximately 8 acres in size. **Redevelopment Concept 1** (shown in the graphic below), illustrates a potential development scenario where the ITW site is redeveloped and existing land uses fronting Harlem Avenue remain.



## ITW Site • Redevelopment Concept 2

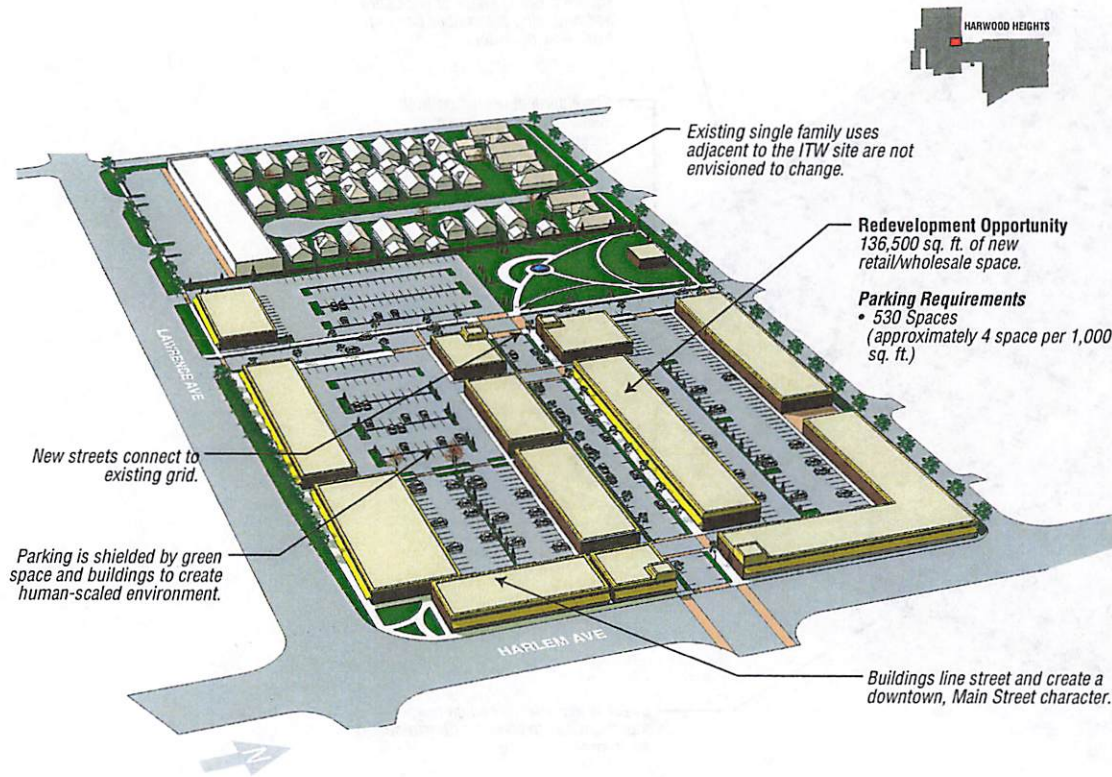
**Redevelopment Concept 2** illustrates a potential redevelopment scenario that could occur should the ITW Site and the existing outlots fronting Harlem Avenue be consolidated into one large redevelopment site. The new development would have excellent visibility with 550 feet of frontage along Harlem Avenue and 860 feet of frontage along Lawrence Avenue.





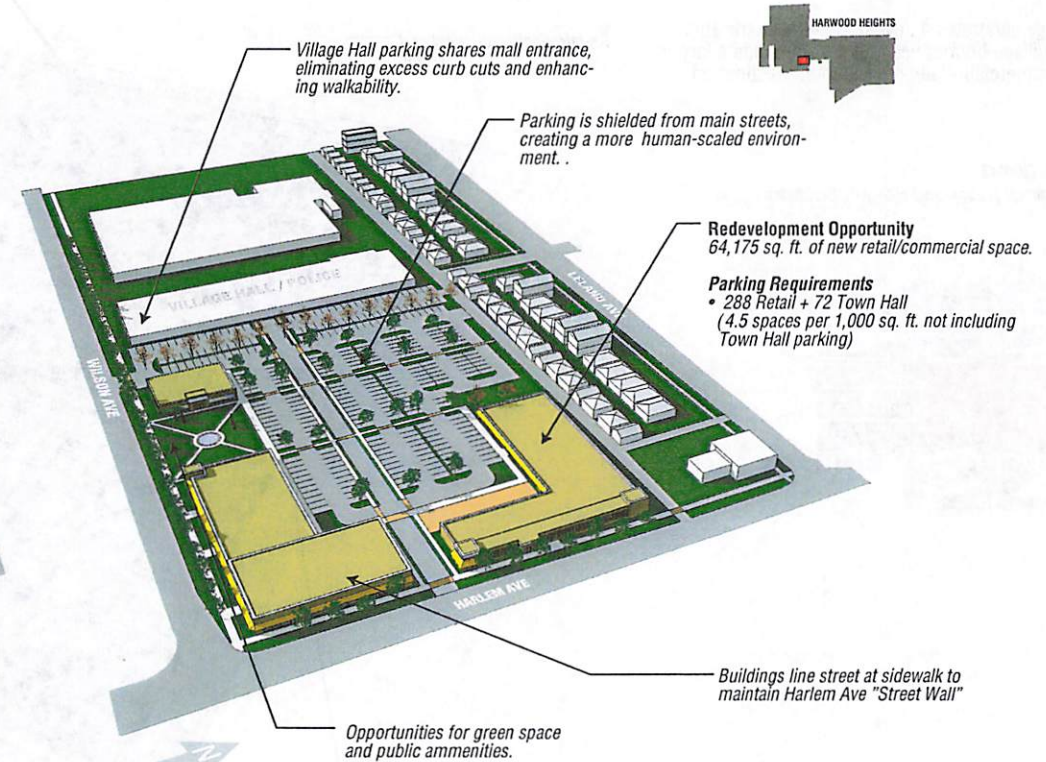
### ITW Site • Redevelopment Concept 3

**Redevelopment Concept 3** illustrates a potential redevelopment scenario that could occur should the ITW Site and the existing outlots fronting Harlem Avenue be consolidated into one large redevelopment site. This concept re-introduces a street pattern onto the site and creates a lifestyle center with a main street character. The depicted scenario contains 136,500 sq. ft. of retail.



### Wilson and Harlem Site • Redevelopment Concept 1

**Redevelopment Concept 1** illustrates a scenario where the Village Hall parking is linked to a parking lot serving a new retail development. Pedestrian walkways link the Village Hall to the new retail via conventional on-street sidewalks as well as parking lot foot paths. There is a potential for ample public spaces such as cafes and a small square.






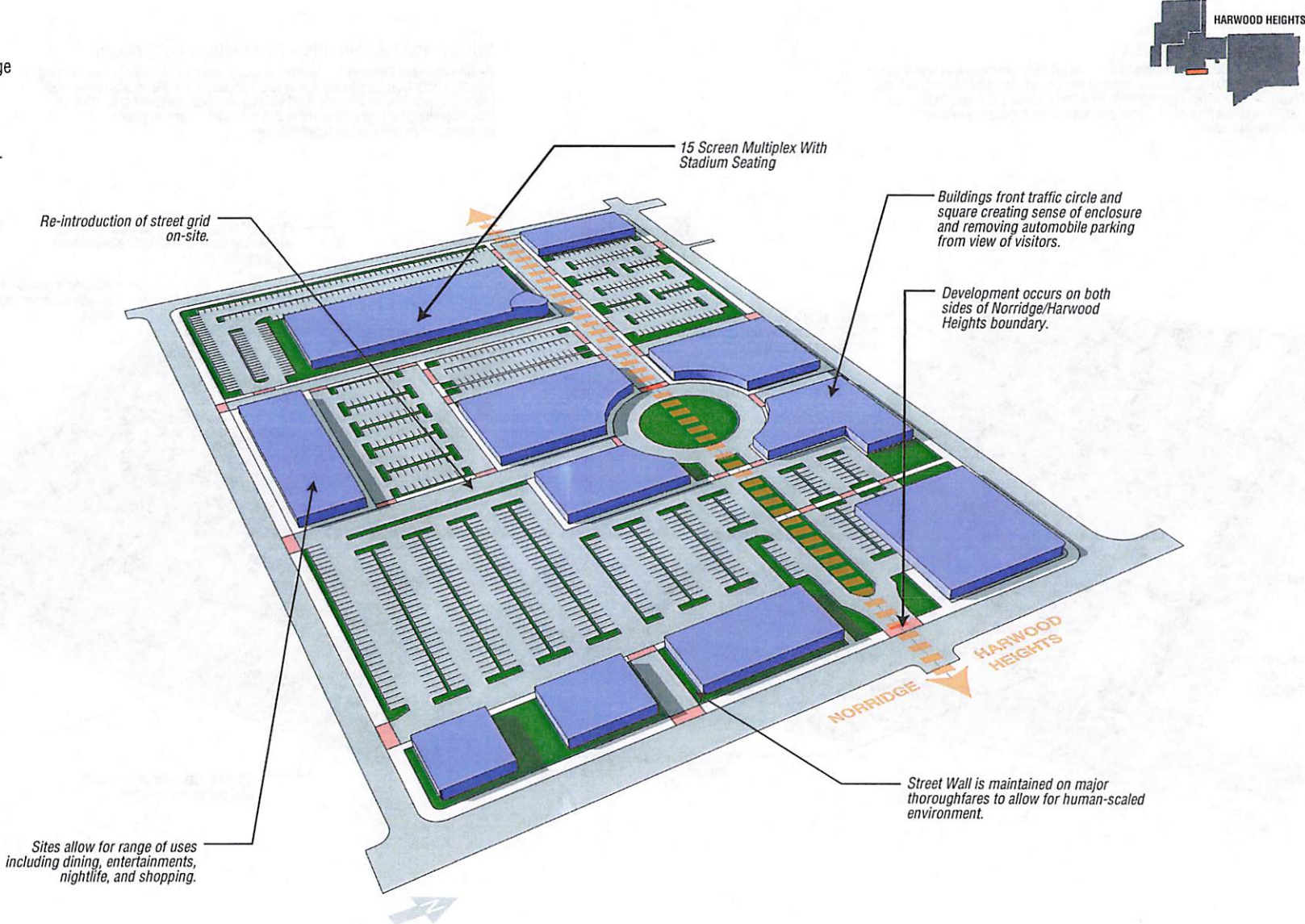
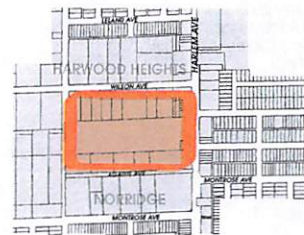
# Harwood Heights / Norridge Development

The potential for cooperation exists between the Village of Harwood Heights and the Village of Norridge to create an entertainment destination. Currently, the commercial zone between Agatite and Montrose Avenues is bisected by the boundaries of the two villages. This has created a less than optimal development pattern with a site too small for good circulation and conventional development patterns.

This image illustrates a development scenario that crosses village boundaries and recommends a larger scale commercial/retail/entertainment destination.

## Map Legend

 Norridge/Harwood Heights Boundary







# COMMERCIAL DEVELOPMENT

This section of the Plan presents a variety of different development strategies and tools for accommodating and incentivizing redevelopment/development in the Village; and, for minimizing associated negative impacts on established residential neighborhoods. Although these strategies may not be applicable or desirable in all locations, they represent a practical approach to accommodating new development. In the Village's quest to generate additional revenue while promoting revitalization and maintaining the residential character of the area, these strategies can provide the necessary incentives and development creativity needed for success.

In general, the development strategies and tools apply to commercial properties, though they have the potential to affect adjacent non-commercial uses as well.

## COMMERCIAL DEVELOPMENT STRATEGIES AND TOOLS

One of the most significant challenges facing the successful revitalization and redevelopment of the Village's commercial areas is shallow lot depth. This characteristic can make it difficult for sites to be developed in a manner that provides contemporary building footprints and tenant space with adequate parking and site amenities. A variety of development strategies and tools should be considered and encouraged to allow the Village to accommodate desirable, quality development in the future.

The strategies presented in this section utilize existing Village assets such as streets and alleys as leverage for incentivizing desirable new development and diversifying the Village's tax base. Strategies include:

- Creation of cul-de-sacs
- Relocating or reconfiguring alleys
- Commercial expansion into residential areas
- Relocating non-tax generating uses
- Design and Development Guidelines

*Commercial revitalization requires alternative methods of accommodating and incentivizing commercial development along the primary corridors and providing guidelines for improving the quality and overall character of commercial development.*



**CUL-DE-SACS**

Support the creation of cul-de-sacs in strategic locations to increase the desirability of key development sites and/or to provide additional parking for consumers in the Village.

Creating cul-de-sacs in strategic locations can improve traffic flow along the Village’s major traffic corridors and create opportunities for larger development sites or additional parking. This technique can serve as a powerful incentive for attracting and accommodating desirable new development as well as a way of providing parking in areas where small lot size and shallow lot depth are prohibiting factors that thwart redevelopment. The creation of cul-de-sacs may provide an adjacent site the opportunity to utilize a greater percentage of the site area for building footprints and less for surface parking, resulting in a larger, more viable, and possibly more flexible building design with a greater leasable and usable floor area.

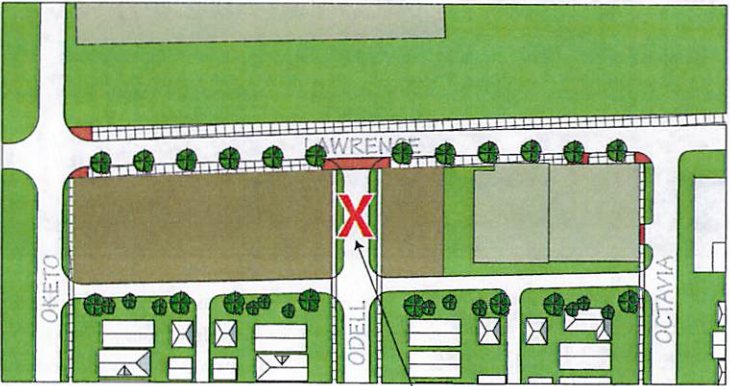
The graphic on this page illustrates a potential cul-de-sac creation that results in a consolidated development site 46,400 square feet in size. Before the cul-de-sac was created, two development sites existed - the smaller totaling 7,800 square feet in size and the larger at 32,280 square feet in size. The creation of a cul-de-sac increased the buildable area of the block by 15%, or 6,320 square feet, therefore increasing development potential and the desirability of the site.

**Recommended Implementation Strategy**

Determine which streets in the Village are most suitable for the creation of cul-de-sacs by evaluating which roadways function as through streets and/or are crucial for emergency vehicle access. Roads appropriate for the creation of cul-de-sacs should function predominantly as residential streets with little traffic.

	LOT SIZE	LOT PERCENT CHANGE	POTENTIAL BUILDING SIZE
Existing Condition	40,080 Sq. Ft.	N/A	18,840 Sq. Ft.
With cul de sac	46,400 Sq. Ft.	15%	22,800 Sq. Ft.

**EXISTING SITE AREA**

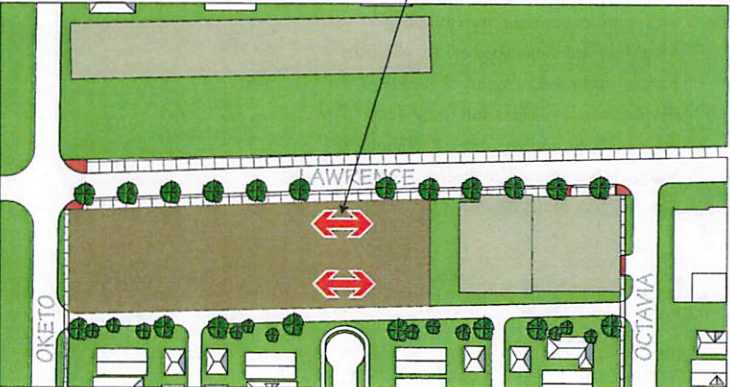


Development Site

Remove portion of Odell

Expand site

**POTENTIAL SITE AREA**



Development Site

**ALLEY RELOCATION**

Encourage the relocation and reconfiguration of existing alleys in the Village.

To increase redevelopment/development potential along Lawrence Avenue and Harlem Avenue, the Village should consider relocating existing alleys. Currently, the majority of parcels fronting these corridors suffer from shallow lot depth and/or limited parking availability, which in turn offers limited redevelopment/development potential. Relocating alleys involves shifting an alleyway so that it functions as both an alley and a parking lot drive aisle. This would allow adjacent sites to accommodate an increase in the buildable area without causing detriment to the Village or nearby residents.

Relocating/reconfiguring alleys will continue to provide adjacent single family neighborhoods with access to the alley from side streets, and provide additional space for buffering between residential and non-residential uses.

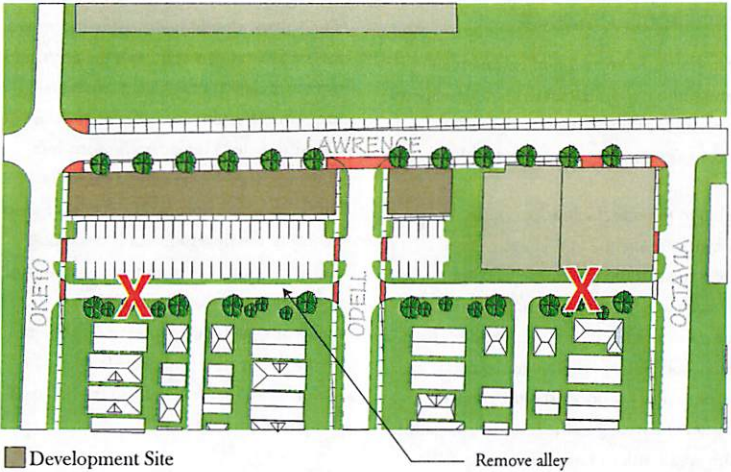
The potential alley relocation scenario illustrated below depicts a 27% increase in buildable area on these two blocks fronting Lawrence Street. The buildable area increased from approximately 15,600 square feet to 21,400 square feet and alley access was maintained.

**Recommended Implementation Strategy**

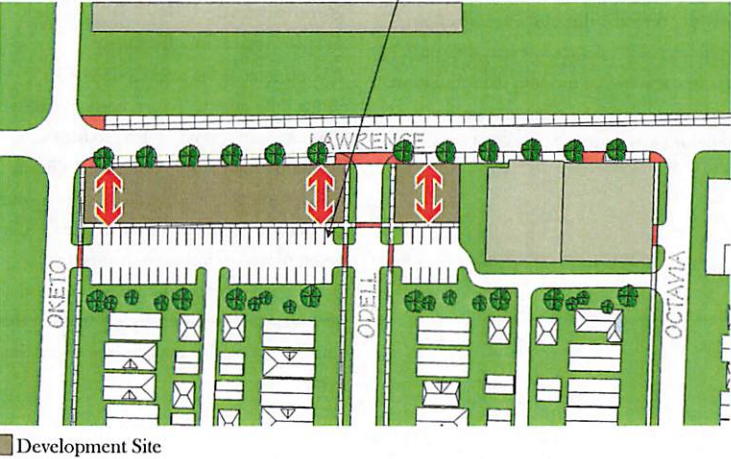
The Village should support this development strategy on all commercial properties along Lawrence Avenue and Harlem Avenue so long as residential alley access is not affected, to provide an incentive for new development and increase the buildable area of various block fronts.

	LOT SIZE	LOT PERCENT CHANGE	POTENTIAL BUILDING SIZE
Existing Condition	15,600 Sq. Ft.	N/A	18,840 Sq. Ft.
With cul de sac	21,400 Sq. Ft.	27%	25,120 Sq. Ft.

**EXISTING SITE AREA**



**POTENTIAL SITE AREA**





COMMERCIAL EXPANSION

Support the expansion of commercial areas into residential areas should property owners be willing and development pressures demonstrate a need in the future.

Due to existing shallow lot depths along Lawrence Avenue and Harlem Avenue, it is possible that the expansion of commercial areas into adjacent residential areas may be appropriate. It is recommended that this concept be permitted along major commercial corridors should property owners be willing in the future, especially in the area south of Lawrence Avenue.

Shallow lot depths are often inadequate to accommodate contemporary development practices in a manner that includes adequate buffering and setbacks, off-street parking, building size and more. One way to overcome this obstacle is to allow commercial properties to expand through market activity that includes the acquisition and consolidation of adjacent residential properties, via willing buyers and sellers.

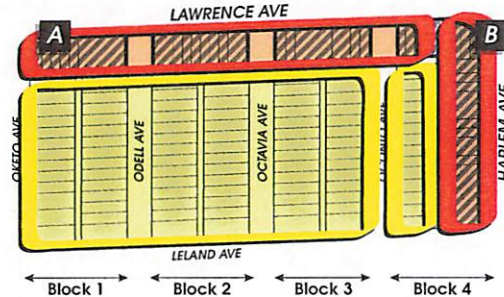
The Village should not provide incentives for, or assist in any way, with the acquisition or consolidation of adjacent residential properties for purposes of commercial expansion along major traffic corridors. However, the Village should carefully consider such a proposal on its own merits to ensure the development is desirable and appropriate. If commercial expansion is to be a viable development option in the future, such development must be of the highest quality and provide extensive buffering and screening from the adjacent residential properties.

If done correctly, commercial expansion can dramatically improve commercial areas in a manner that is respectful of and compatible with the Village’s residential areas.

Recommended Implementation Strategy

If commercial expansion is deemed a viable option in the future, corresponding development should be held to high standards and provide extensive buffering and screening from the adjacent residential properties. 360 degree architecture should be employed in unison with attractive lighting and signage; and, circulation and access should be provided in a manner that minimizes negative impacts on surrounding areas.

EXISTING COMMERCIAL CHARACTERISTICS

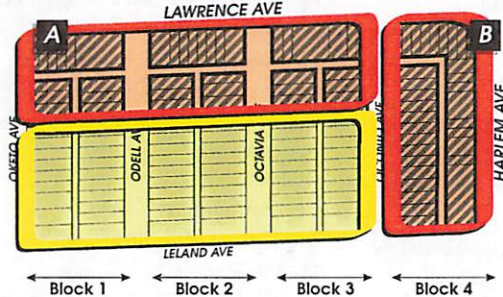


Site Characteristics

Site A : 112 ft. lot depth  
Site B : 112 ft. lot depth

Area Available for Commercial Development (by block) :  
Block 1: 0.7 acres  
Block 2: 0.7 acres  
Block 3: 0.7 acres  
Block 4: 1.8 acres

POTENTIAL COMMERCIAL CHARACTERISTICS (POST EXPANSION)



Site Characteristics

Site A : 260 ft. lot depth  
(commercial expansion into 4 residential properties)  
Site B : 255 ft. lot depth

Area Available for Commercial Development (by block) :  
Block 1: 1.6 acres  
Block 2: 1.6 acres  
Block 3: 1.6 acres  
Block 4: 3.4 acres

- Legend
- Area Available for Commercial Development
  - Commercial Areas
  - Residential Areas



**USE RELOCATION**

Support the relocation of non tax-generating uses (such as the Norwood Park Township Fire Station on Lawrence Avenue) on major traffic corridors to other locations in the Village.

Currently, the majority of uses along the Village’s major traffic corridors are not significant revenue generators. While some commercial retail businesses are present, the corridors consist largely of multi-family residential, commercial service and industrial parcels. While these uses are desirable within a community, they are located on properties or within areas that are not well suited given surrounding uses and development patterns.

The relocation of existing uses to other sites is a technique that is utilized by communities throughout the region, state, and country. Although not a simple task, use relocation can, and should, result in a “win-win” for the municipality and the business/property owner.

Successful relocation of existing uses requires that: (1) a suitable and “more desirable” site be found that will accommodate and hopefully improve conditions for the business/ facility; and, (2) that the new site be improved and developed in a manner that accommodates and improves conditions for the business/ facility. Such relocation oftentimes requires a dedication and allocation of public funds and/or a larger development/redevelopment effort.

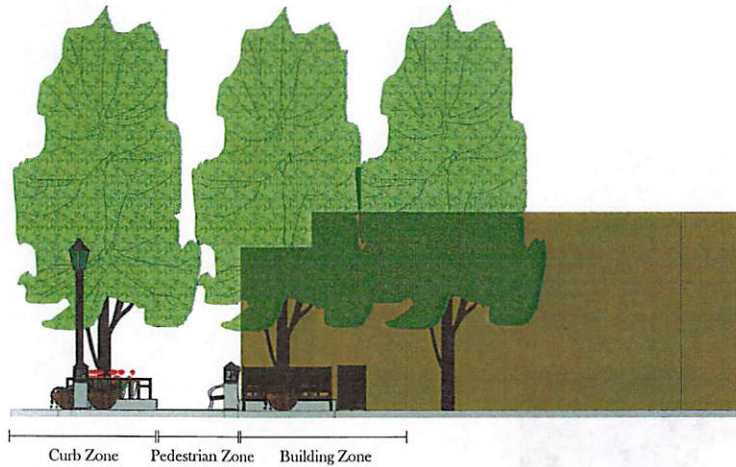
Relocating uses that are not significant revenue generators for the Village will allow new, revenue generating uses to locate on key transportation and commercial corridors, diversifying and strengthening the Village’s tax base.

**Recommended Implementation Strategy**

Use relocation in the Village should focus predominantly on non-residential uses rather than on existing residential developments. The Village should place its initial focus on relocating uses that will open up desirable development sites along major transportation routes and commercial corridors.







# STREETSCAPE ZONES

Streetscape design refers to the overall design of a street, including the road, sidewalks and pedestrian amenities, landscaping, and the character of the adjacent building facades. A memorable street is typically a street oriented towards the pedestrian experience. Attention to detail and the use of quality materials is important in achieving a successful streetscape design along the Village’s key corridors.

Typical sidewalks have three zones: a building zone, a pedestrian zone, and a curb zone. For a streetscape to be successful, it must have a clear path of travel for pedestrians. The path of travel is most commonly found in the center of the sidewalk.

The curb zone is the area of a sidewalk closest to the adjacent roadway. This section is typically the location of streetscape amenities such as landscaping

and street lights. The curb zone acts as a buffer between pedestrians and automobile traffic.

The pedestrian zone is most commonly located in the center of the sidewalk, between the curb zone and the building zone. The pedestrian zone includes a clear path of travel and pedestrian amenities such as trash receptacles and benches.

The building zone is the sidewalk area closest to adjacent buildings. The building facade is the most prominent feature in this zone. Building facades in the building zone should be designed to facilitate retail activity. Large windows allow pedestrians to look into shops, and architectural details add texture and life to storefronts. Certain areas may also include sidewalk displays or outdoor dining areas. Should redevelopment occur along the corridors, amenities like outdoor seating should be encouraged.

## CURB ZONE

### Curb Zone Components

- Streetlights
- Street trees
- “Bulb-out”
  - Movable planters
  - Bollard Lighting
  - Trash receptacles

## CURB ZONE

The spacing of streetlights and street trees should be uniform throughout a corridor, with additional bollard lighting at intersections to illuminate pedestrian areas. Streetlights should be located between street trees so that the tree canopy does not interfere with illumination coverage.

Streetlights should be at the pedestrian-scale, typically 12 to 15 feet tall. They should be ornamental in style, and consistent with the Village’s streetlights installed as part of the Lawrence Avenue streetscape. White light sources, such as metal halide, fluorescent, and compact fluorescent luminaries, are recommended so as not to cast a yellow glow on the street.

Street trees should be planted on all streets to provide a visual frame to the street and shade and comfort to visitors. Street trees with a higher or lighter canopy are recommended so that storefronts are not blocked. They should be planted in raised planters with decorative fencing around them for added aesthetic appeal.

## PEDESTRIAN ZONE

### Pedestrian Zone Components

- Sidewalk/Path of Travel
- Street furniture
- Trash receptacles
- Textured pavement/paver treatment
- Enhanced crosswalks

## PEDESTRIAN ZONE

The main components of the pedestrian zone are the sidewalk and street furniture. The sidewalk should be a clearly defined area with minimal obstacles and protruding objects such as low hanging signs or awnings. It should have minimal grade changes, a firm and slip resistant surface, and good lighting. Rest areas with street furniture are encouraged in the zone as well.

Benches are essential to making a sidewalk pedestrian friendly. They should be located in high-use or high-pedestrian traffic areas.

Trash receptacles should also be present at frequent intervals and near benches so that their use is convenient for pedestrians.



**BUILDING AND PERIMETER PARKING ZONE**

The design and physical appearance of the building and perimeter parking lot zone contributes directly to the livability and success of the pedestrian areas in each of the Village’s corridors.

Building facades should be visually stimulating to encourage people to linger in the area. Door and window openings, building height and bulk, and storefront design all play an important role in creating an attractive facade.

In areas where parking is immediately adjacent to pedestrian areas, a continuous streetwall effect should be maintained through landscaping, high quality wrought iron fencing, or a masonry/stone wall. This will ensure good design standards, while buffering and separating parking lots from adjacent sidewalks and streets. By providing an attractive visual and physical screen in between parking lots and the right-of-way, the pedestrian atmosphere of the corridor will be enhanced, and aesthetics will be maintained.

Successful streets and right-of-way improvements should create an intimate pedestrian atmosphere, an “outdoor room,” for residents and business patrons. Much of this atmosphere can be attributed to the bulk and proportion of buildings as they relate to the street and one another.

Along key corridors, development in the building zone should be comprised of buildings that are compatible with the scale and character of surrounding area, with building heights typically ranging from 2-4 stories. Buildings of this height contribute to a sense of enclosure and an intimate and pedestrian scale. If redevelopment is proposed at a height greater than this, upper-floor setbacks or other architectural approaches should be considered to provide visual relief to passersby and emphasize the lower levels of the buildings where the commercial businesses are located. Also included in the building zone are outdoor dining areas/displays. Outdoor dining and activities can play an important role in the vitality of an urban corridor. In warmer months, people benefit from and enjoy being in the outdoors, which is why these outdoor activities are so desired. As redevelopment occurs in the corridors, opportunities for outdoor dining should be encouraged.

In areas where a continuous streetwall is not maintained, the Village should work with property owners and/or IDOT to install streetscaping improvements. At no point along any of the Village’s corridors should a parking area be directly adjacent to a public sidewalk without some form of barrier. Even for areas where there is almost no separation, a decorative wrought iron fence could be installed between the pedestrian and vehicular realm.

**BUILDING ZONE**

- Building facades
- Outdoor dining/display
- Canopies



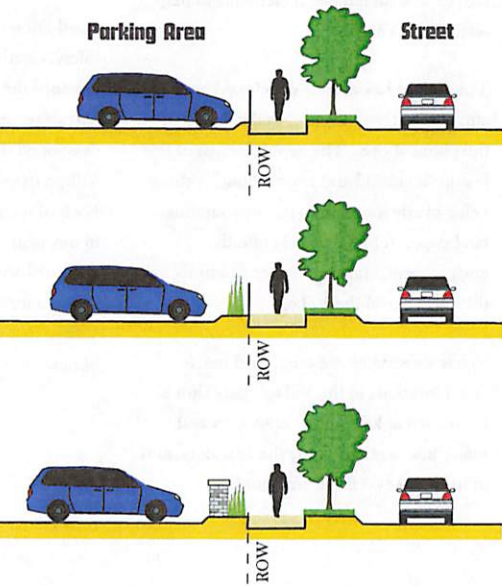
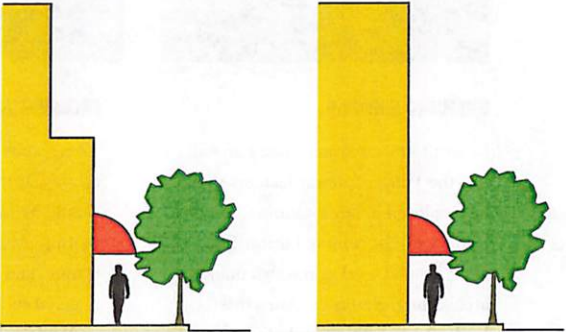
Example of Pedestrian Friendly Streetwall.

**PERIMETER PARKING LOT ZONE**

- Decorative wrought iron fencing
- Landscaping
- Low masonry walls



Example of Good Perimeter Parking Lot Buffering.



Parking lot screening with no setback and the addition of a wrought iron fence.

Parking lot screening with a two foot setback and the addition of landscaping and a wrought iron fence.

Parking lot screening with a five foot setback and the addition of landscaping and a stone wall.



## STREETSCAPE COMPONENTS

The Lawrence Avenue corridor streetscape improvements should serve as the model for the Village's other commercial mixed-use corridors. The streetscape improvements and amenities along Lawrence Avenue provide a menu of high quality and attractive components that have applicability along the other corridors and will help unify the appearance of the Village commercial areas and better distinguish Harwood Heights from neighboring communities.

This streetscape palette has been well designed and is reflective of the desired character for the Village's key corridors. Primary streetscape components include the following:

- Gateway Signage
- Crosswalks
- Lights & Banners
- Street Furniture
- Street Trees & Planters

### GATEWAY SIGNAGE

In an effort to announce one's arrival into the Village, gateway features should be employed in key locations. Gateway features can be achieved through signage at the ground level or through unique architectural elements. Attractive landscaping, lighting, and other vertical design features should complement the signage and architectural elements to help feature the Village.

The Village has already developed an attractive gateway feature, as illustrated in the photo above. The simple design of this feature is tasteful and eye catching, without being overly intrusive to the surrounding landscape. It blends nicely into the environment, and contributes positively to the character of the Village.

While these signs are employed in a few select locations in the Village, they should be erected at key Village entryways and major intersections along the corridors, and in front of key Village amenities.



### CROSSWALKS

To improve visibility and safety, pedestrian crosswalks within each of the corridors should be made prominent and noticeable by employing a change in paving materials, texture, and color. Using a colored material such as brick will emphasize that pedestrians have the right-of-way over vehicular traffic.

In addition to improving visibility and safety, clearly demarcated crosswalks will enhance the streetscape in each of the corridors. A uniform design should be developed that will help differentiate the Village from surrounding communities. Each of the perimeter corridors discussed in this plan serves as a corporate boundary, and enhancing these corridors will create a dynamic, attractive periphery around the Village that illustrates the Village's proud heritage and bright future.



### LIGHTS & BANNERS

Street lighting is an important contributor to the overall character of an area and provides for a safe and attractive environment. A combination of street lighting may be required to accommodate appropriate lighting levels in different areas.

Even in areas where larger "cobra head" fixtures are required, smaller scaled lighting should be utilized to create the desired atmosphere and character. Increasing the frequency of lighting in certain areas can also enhance the pedestrian environment and sense of place.



### STREET FURNITURE

Street furniture are small scale amenities located in the public realm that add a human element to the streetscape. They include benches, tables and chairs, trash receptacles, drinking fountains, and other items as desired. Street furniture is oftentimes located within the curb zone of the sidewalk, but may be situated in the pedestrian zone as well. It is typically clustered at intersections or mid-block locations, and other areas where pedestrians tend to group.

A clear palette and high quality design of streetscape furniture, consistent with Lawrence Avenue corridor improvements, should be implemented to create a unique character for the Village, and maintain a sense of uniformity.



### STREET TREES & PLANTERS

Street trees are one of the most effective ways to enhance a streetscape and beautify an area because they add four-season color, visual interest, and texture to a street. They can be complemented with planted landscape beds or raised planters with seasonal flowers and decorative fencing as illustrated above.





## DESIGN GUIDELINES

### DESIGN GUIDELINES FOR SITE LAYOUTS

Private development has a significant impact on the atmosphere of the Village's corridors. Since individual parcels are oftentimes viewed as separate development projects, it can be difficult to create a consistent, attractive development pattern if appropriate guidelines are not put into place. The design of private developments should begin with the design of the sites they are located on to maintain consistency and compatibility throughout the Village's corridors. It is important that guidelines promote compatibility rather than uniformity to address site design.

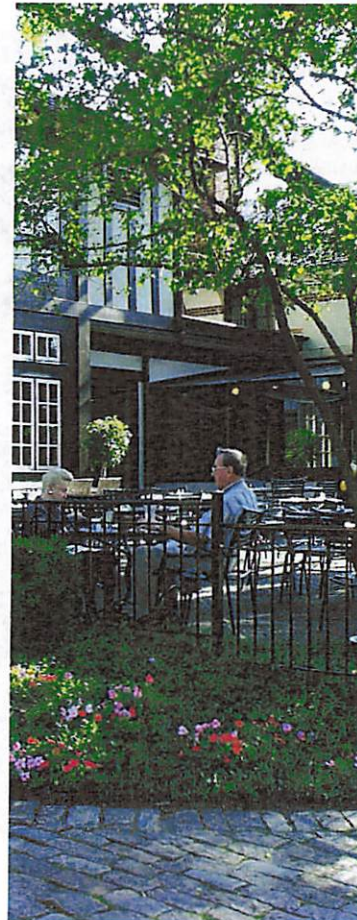
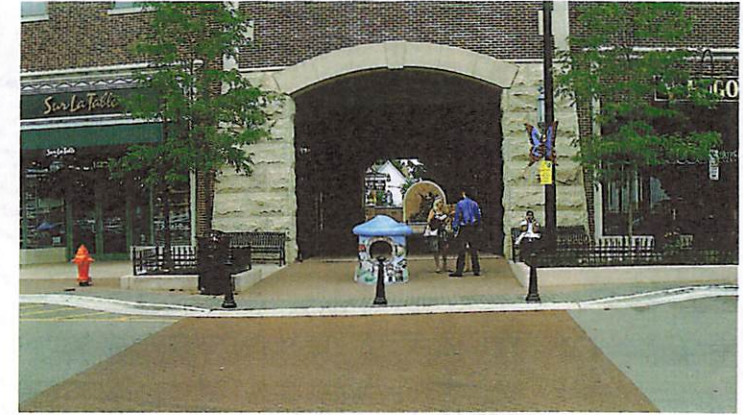
These guidelines for site layouts promote high quality improvements and developments that will complement and enhance the overall character of the Village. They are intended to create attractive and appropriate development that is designed to accommodate vehicular orientation and traffic circulation, while providing safe and attractive pedestrian circulation and amenities. The guidelines do not attempt to dictate site design; rather, they strive to promote high quality, compatible, attractive development.

For the sake of these guidelines, the use of the word "corridor" may refer to the Harlem Avenue and Lawrence Avenue corridors - whichever is applicable to the future development scenario. The photographs are from nearby communities to visually illustrate some of the guidelines presented in this section of the Corridors Plan.

### Landscape & Site Features

A building is first experienced through the site which it is located on. To establish a stronger feeling of compatibility amongst different sites, the patterns and materials used in the development of the site should be considered. A strong sense of identity and continuity can be established through the repetition of a common collection of materials used on sites within a corridor. A common theme has been established for streetscape components, but a common theme should also be established for plants and lighting, and for how these features should be organized on a site. It is the intention of these guidelines to establish continuity in the details of site development and maintain compatibility as a corridor.

- Develop landscape patterns that frame public spaces for people such as plazas, pocket parks, or attractive building entrances.
- Perennial and annual plants should be included in plans to add color and interest to building fronts, parking areas and the overall streetscape.
- Lighting fixtures should be consistent within a site to create a strong identity and reinforce a sense of place within the corridor.



### Building Orientation & Placement

The Village's corridors are defined by an established street grid with buildable blocks of varying sizes. Problems in continuity result when a site, or block, determines its own building orientation. The Village should strive to promote pedestrian oriented developments that are accommodating to the vehicular traffic present along each of the Village's main corridors. It is the intention of these guidelines to orient buildings towards areas of pedestrian activity, and create consistent orientation towards the primary street which they are located on (Lawrence Avenue and Harlem Avenue).

- Design buildings with the primary axis of the building parallel to the corridor which they are located on.
- Discourage service and loading facilities and drivethrough's from an orientation that allows them to be visible from the corridor.
- Buildings should be oriented to the corridor in a traditional manner, with primary entrances facing directly onto the street.

- In areas of high pedestrian activity, buildings may be approached by pedestrians from all sides. Architectural treatments should be required at all publicly accessible or viewable sides of a building.
- In areas of high pedestrian activity, sites where buildings do not fully occupy the street edge should be filled with active uses such as sidewalk cafes, outdoor sales areas, or pocket parks to promote pedestrian activity. Outdoor dining facilities are encouraged throughout the Village to enhance pedestrian areas and create gathering places. If located adjacent to a public sidewalk, they should be clearly demarcated with a wrought iron fence or other distinguishing feature.
- Utilities and trash receptacles should not be visible from the corridor and should have 100% year-round screening through the use of masonry walls and landscaping.





### Parking Character

Automobile parking will remain an important element of the urban development pattern, but its impact on the pedestrian experience and visibility from the corridor should be minimized by ensuring that buildings are the focus of a development, rather than parking areas. Parking areas should be seen as places of human activity not just a place to store automobiles; and, as a result be attractive and even inviting spaces.

- Provide entries to parking areas at midpoints of blocks and perpendicular to streets, using the smallest amount of driveway area/curb cut as possible. Parking areas should be provided at the sides or rear of new development where possible.
- Strongly discourage the development of new parking facilities adjacent to areas of high pedestrian activity.

- Parking areas should be screened from view along sidewalks and roadways through the combined use of low masonry walls, hedge plantings and shrubs.
- Parking areas should include one landscape island for every 16 parking spaces to create an attractive tree canopy and human element to the parking lot.
- Should a parking structure be necessary in the future as part of a larger development, design the structure as a building rather than a ramp to improve the appearance and functionality of it. The structure should be designed so that cars and lighting are largely obscured from street views or nearby residential areas. Parking structures should be placed internally in a new development where possible.







## DESIGN GUIDELINES FOR BUILDINGS

Compatibility throughout the Village's corridors is achieved through the implementation of unified streetscape components in the public realm and complementary site and building designs in the private realm. Though each of these elements is important, people often identify a place from its building; therefore, building designs much respond with great sensitivity to the opportunities of place-making. These guidelines for buildings promote high quality improvements and developments that will complement and enhance the overall character of the Village. The guidelines do not attempt to dictate architectural style; rather, they strive to promote high quality, compatible and attractive development.

### Building Design & Architectural Style

The architectural style of new buildings need not be a historic replica, but should offer high quality and compatible interpretations of the traditional architectural styles present within the Village. The design of new construction along the corridors should respect the character of surrounding buildings in the Village by incorporating horizontal and vertical articulation and variations in massing. This will reduce the possibility of having a single dominant building along a corridor. While the size of new developments may vary along the Village's corridors, the appearance of a smaller building can be achieved through careful attention to scale and details, combined with the use of a series of repeated modules. Older buildings within the Village should be examined for cues of scale, building materials and details.

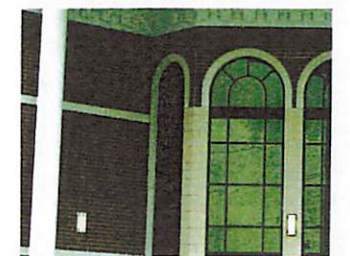
The use of quality materials and materials that lend an enduring quality to new buildings should be used on all buildings. Variations in roof forms and wall planes should further complement the building and add visual interest. Additional guidelines for quality architectural style and building design include:

- Encourage buildings which do not exceed four stories in height in keeping with the character of the Village's older areas, and to maintain compatibility with adjacent residential properties.
- Should a building exceed three stories in height, step upper floors back from street level facades a minimum of 10 feet; terminate the building with a cornice or roof line that is viewable from the street.
- Distinguish the street level of the building from upper levels through the use of an intermediate cornice, a change in building materials and additional detailing.
- Buildings should be designed with a sense that street level and second stories are predominantly windows. Windows facing sidewalks, plazas or pocket parks should be transparent glass to maintain visibility. The use of mirrored, tinted or opaque glass should be strongly discouraged.

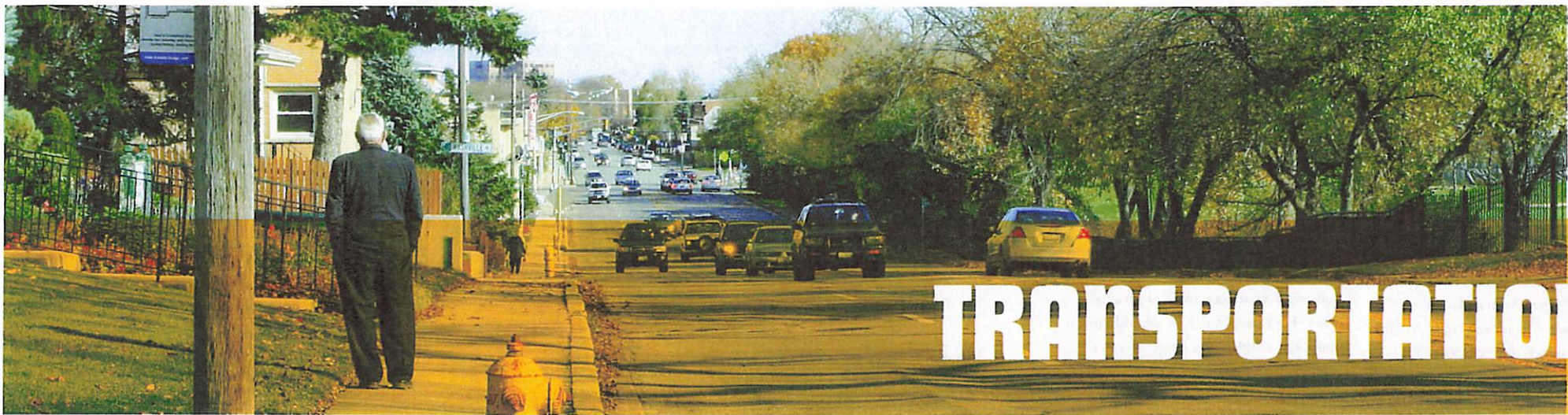
- Buildings should have a strong pedestrian orientation with display windows, attractive detailing, and convenient and welcoming entrances oriented towards the corridor and pedestrian areas. Main building entrances should not be permitted off of side streets.
- Encourage retail, dining and entertainment uses that open directly onto a public street or publicly accessible pedestrian way (rather than through an interior lobby).
- Orient pedestrian-oriented uses toward a public plaza or outdoor space created adjacent to the building.
- Building entrances should be distinguished from the rest of the building façade.
- Use earth tones or muted colors on buildings; lighter colors or bright colors should be used only in minor accents. Colors may be further defined by the Village to achieve overall compatibility among buildings, with the overall goal being a composition which no single building stands out or overpowers the surrounding buildings.
- Encourage the development of usable rooftop spaces.



- Rooftop mechanical equipment and other objectionable elements should be screened from public view with materials that are architecturally consistent with the facades of the building. If a parapet is used for screening, its height should be included in the calculation of building height.
- Buildings should be designed with attention to the cornice or parapet in an effort to build consistency with the Village's historic buildings; contemporary interpretations of the parapet are encouraged.
- Long, blank facades which are visible from public rights-of-way should be discouraged. Facades greater than fifty (50') feet in length should incorporate recesses and projections along at the façade.
- Significant architectural elements should be highlighted with subtle building lighting; light fixtures should be designed and oriented to produce minimal glare and spillover onto nearby properties.







# TRANSPORTATION PLAN

Harwood Heights is a mature community with an established street network. The Transportation Plan acknowledges the limited opportunities to solve issues through the construction of new streets and instead focuses on strategic improvements to the Village's existing network of roads, public transit, and pedestrian and bicycle routes. This collection of improvements strives to maintain a balanced transportation system that ensures the safe and efficient movement of vehicles, pedestrians and cyclists. This section addresses the following:

- Existing Transportation Network
- Local Transportation Improvement Needs
- Transportation Implementation Framework

## EXISTING TRANSPORTATION NETWORK

### FUNCTIONAL CLASSIFICATION SYSTEM

Streets in Harwood Heights are identified according to their character and intended service, a process known as functional classification. Individual streets work together in a network to accommodate the movement of goods and people in the most efficient manner possible.

Functional classification allows an understanding of an urbanized area's street hierarchy which contains four categories: principal arterial, minor arterial, collector street, and local street. Assigning streets these categories is the Illinois Department of Transportation in cooperation with the U.S. Department of Transportation on a five-year basis. This allows for an orderly network of streets that maintain access to private property through smaller streets while connecting to larger streets that move traffic more efficiently. Harwood Heights' street classification includes the following:

**Principal Arterial** – Principal arterials are generally wider, faster and have limited access along the route to allow travel to and through an area. These roads are regional in nature and link interstate, intra-state and regional activity centers. They are built to accommodate the highest traffic volume and longest travel routes. The principal arterial serving the Village is Harlem Avenue.

**Minor Arterial** – The minor arterial street system supplements and supports the principal arterials by providing trips of moderate length and lower travel mobility. The east-west minor arterials serving the Village are Lawrence Avenue, Gunnison Street and Foster Avenue (east of Harlem Avenue). The north-south minor arterial serving the Village is Nagle Avenue.

**Collector Street** – Collector streets prioritize access to property over mobility and are more locally-oriented. Collectors connect local streets to arterials for a system of traffic movement. Examples of collector streets are Montrose Avenue, Forest Preserve Drive and Foster Avenue (west of Harlem Avenue).

**Local Street** – The local street system is made up of all streets not belonging to one of the above-mentioned roadway classes. Local streets are generally shorter than other roadway types and have frequent controlled intersections. Compared to other roadway types, local streets are narrower with slower speeds through areas such as residential neighborhoods. Local streets provide direct access to properties and accommodate shorter trips to adjoining collector or arterial streets.

*A balanced and effective transportation system is essential for providing mobility and safety for all modes of transportation – walking, biking, automobiles, and transit.*

ROADWAY	JURISDICTION	FUNCTIONAL CLASSIFICATION
Lawrence Avenue	Illinois Dept. of Transportation	Minor Arterial
Gunnison Street	Illinois Dept. of Transportation	Minor Arterial
Foster Avenue	City of Chicago	Collector
Harlem Avenue	Illinois Dept. of Transportation	Principal Arterial
Montrose Avenue	Illinois Dept. of Transportation (Village Maintains)	Collector
Oak Park Avenue	Illinois Dept. of Transportation (Village Maintains)	Collector
Forest Preserve Avenue	Illinois Dept. of Transportation	Collector
Nagle Avenue	Illinois Dept. of Transportation	Minor Arterial



**JURISDICTION**

The Village of Harwood Heights is served by a system of roadways under its own jurisdiction as well as under the jurisdiction of the State of Illinois (IDOT) and the City of Chicago. Harlem Avenue, Gunnison Street, Lawrence Avenue and Nagle Avenue are under the jurisdiction of IDOT. Oak Park Avenue and Montrose Avenue are also under the jurisdiction of IDOT but are maintained by the Village. Foster Avenue is under the jurisdiction of the City of Chicago. All other streets within the Village are under the jurisdiction of Harwood Heights.

**PUBLIC TRANSPORTATION**

The Village is served by CTA buses 64 (Foster-Canfield), 78 (Montrose), 81W (Lawrence), 86 (Narragansett/Ridgeland) and 90 (Harlem). These bus lines connect the Village to Metra, CTA trains and major destinations such as Harlem Irving Plaza. Overall, the bus shelters in the Village are new and well-maintained. Figure 14 illustrates the public transportation system in the Village. In addition, the Village maintains the “Village Helper” bus which provides free rides anywhere in the Village limits and to Harlem Irving Plaza, Norridge Commons, and Harlem Foster Plaza during its hours of operation (currently Monday through Saturday, 9:00 a.m. to 12:00 p.m. and 1:00 p.m. to 3:00 p.m. with additional service on Sundays in the winter from 7:30 a.m. to 1:30 p.m.).

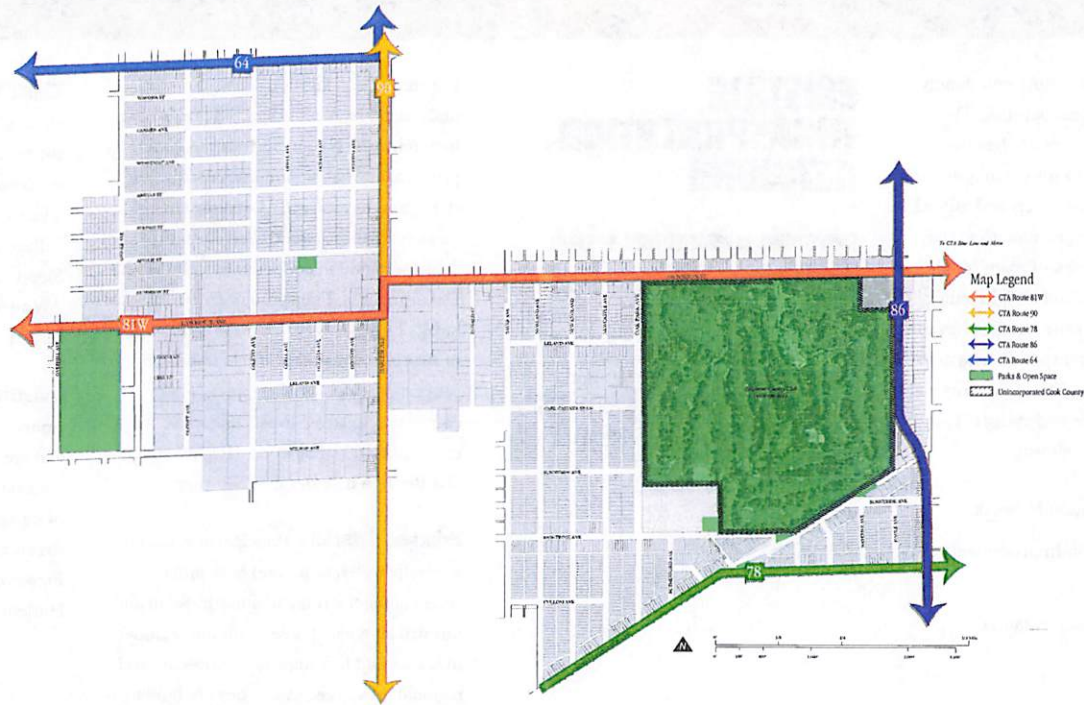
**PEDESTRIAN FACILITIES**

Throughout the Village, in both residential and commercial areas, continuous sidewalks are provided and most intersections are striped for safe pedestrian crossing. In some areas, sidewalks are narrow or are poorly buffered from street traffic and parking areas. For example, despite the widespread availability of sidewalks, Harlem Avenue is not pedestrian-friendly. Crossing for pedestrians on Harlem Avenue is difficult at the intersection of Foster Avenue and Harlem Avenue due to the five-legged intersection and the fact that crosswalks are barely visible. Harlem Avenue is lit by Cobra lighting and has a noticeable lack of street trees in certain portions (e.g., the parkway adjacent to Holiday Plaza).

In contrast, Harwood Heights recently completed a streetscape project for Lawrence Avenue from Oketo Avenue to Harlem Avenue. The streetscape is seen as a way to create a Village “downtown, gathering place and gateway.” The project included street resurfacing and the installation of benches, trash receptacles, bump outs, resurfacing, planters, hanging baskets, and banners. The project standardized street parking along Lawrence with parallel parking. Currently, Lawrence Avenue (as in the rest of the Village) has no parking meters.

Gateway signage can be found on Harlem Avenue and the intersection of Montrose Avenue and Narragansett Avenue. Harlem Avenue has hardware for banners but there are no existing banners.

**PUBLIC TRANSIT MAP**









**BICYCLES**

There are no striped or dedicated bicycle lanes within the Village. Additionally, there are no trails or paths for recreational cycling. The Village should explore opportunities to connect to the larger regional trail network and to provide bicycle amenities in the Village.

**PARKING**

Off-street parking in Harwood Heights is abundant, and on-street parking is free due to the lack of parking meters in the Village. In many areas, private parking lots are separated from the street right-of-way only by concrete wheel stops. On-street parking in the Village includes parallel, diagonal and perpendicular. On some streets, such as Oconto Avenue, on-street parking occurs but is not striped.

**STREETS AND ALLEYS**

The streets and alleys within the Village are a vital component for the movement of goods and people. The Village annually assesses the condition of its road infrastructure by performing a visual inspection of surfaces and condition. This is primarily funded through Motor Fuel Tax Funds distributed by the State of Illinois.

**Village Streets**

The Village owns and maintains the majority of streets within its corporate limits. The exceptions to this are as follows (also shown on Figure 15):

ROADWAY	JURISDICTION
Harlem Avenue	IDOT
Lawrence Avenue	IDOT
Gunnison Avenue	IDOT
Nagle Avenue	IDOT
Forest Preserve Drive	IDOT
Montrose Avenue	IDOT
Narragansett Avenue	IDOT
Foster Avenue	City of Chicago

The typical street right-of-way in the Village is 66 feet. Exceptions to this are Lawrence Avenue and Harlem Avenue which have 100 feet of right-of-way. The following Village streets have recorded flooding issues:

- Winnemac Avenue, Argyle Street, Strong Street and Ainslie Street between Olcott Avenue and Oketo Avenue
- Oriole Avenue between Argyle Street and Ainslie Street
- Oketo Avenue at its intersection with Leland Avenue and Wilson Avenue;
- Newcastle Avenue and New England Avenue near their intersection with Leland Avenue;
- New England Avenue at its intersection with Carl Cassata Sr. Drive.

A May 2008 memo authored by the Public Works Department inventoried streets identified for resurfacing. They are:

- 7400 block of Winona Street
- 4800 block of Oriole Avenue (up to Gunnison Street)
- 5000 block of Oriole Avenue
- 4500 block of Sayre Avenue
- 6400 block of Forest Preserve Drive
- 4400 block of Nagle Avenue
- 4400 block of Neenah Avenue
- 6600 block of Norwood Court
- 7000 block of Wilson Avenue

As of December 2009, none of the proposed street resurfacings had taken place.

**Village Alleys**

Several of the Village’s residential areas have alleys with a typical width of 20 feet. Per Village Code, alleys in future residential subdivisions are not permitted unless deemed necessary by the Plan Commission.

Each year the Engineering Division performs a visual inspection of all alleys in the Village of Harwood Heights in order to identify which alleys are most in need of repair. The alleys which receive the lowest ratings are further evaluated to determine what remedial work is necessary. Annual improvements to roadway surfaces may include:

- Full Reconstruction
- Drainage and Sewer Improvements
- Crack-filling

Alley repairs are proposed north of Gunnison for Nagle, Natchez, Neenah, Nashville, Sayre, Nolan and New England and the area in the southeastern corner of the Village (bounded by Sunnyside, Forest Preserve Drive, Montrose Avenue and Narragansett Avenue). The Village’s annual Alley Rehabilitation Program is paid for by Motor Fuel Tax Funds, which are distributed by the State of Illinois based upon municipal population. For additional information on the Motor Fuel Tax, see [www.dot.state.il.us/blr/mftbooklet.pdf](http://www.dot.state.il.us/blr/mftbooklet.pdf)

**SIDEWALKS**

Sidewalks in the Village are maintained by the Public Works Department at the sole cost to the Village (i.e., there is no shared cost program with adjacent property owners as found in other communities). Sidewalks are visually assessed on an on-going basis by the Village and the Village responds to complaints received from residents and businesses. For 2010, the Village has a list of planned sidewalk improvements for approximately 250 addresses on 27 streets.



**FIGURE 13  
ROADWAY  
JURISDICTION**





# TRANSPORTATION POLICIES

The following policies should be considered for transportation improvements within the Village:

- As new and infill development is proposed, the Village should work with land developers to provide the transportation improvements necessary to serve new development, including the elimination of unnecessary and dangerous curb cuts;
- Establish a wayfinding signage system that directs motorists to key retail, office, industrial, and community facility destinations;
- Anticipate the long-range financial requirements for transportation system improvements and maintenance and establish the basis for funding support and assistance; and,
- Establish new trails and pedestrian/bike linkages offering alternative transportation access to destinations within the Village.

# LOCAL TRANSPORTATION IMPROVEMENT NEEDS

In an effort to stay on track with the regional growth in the Chicago metropolitan area, it is essential that individual local level improvements be implemented. Once implemented, the improvements will eventually reflect improvement at the overall regional level. Local improvements can be made to improve internal circulation within and mobility through Harwood Heights. The recommended local level improvements range from aesthetic to engineering improvements.

Although there are several transportation improvement recommendations contained in this section of the Plan, the Village should strive to incorporate Complete Streets principles into all transportation system improvements. A Complete Streets policy requires new road projects and road repair projects to accommodate all users throughout the development process: design, engineering, planning and construction. Specific Complete Streets elements vary according to the specific conditions and context but may include sidewalks, bike lanes, accessibility improvements, pedestrian refuge islands, transit station improvements, bump outs and curb extensions, and/or raised crosswalks.

The Village should adopt a Complete Streets policy to accommodate all users of the road network.

## COMMUNITY GATEWAYS

Community gateways often establish the commitment of that community to its overall development and infrastructure. The gateways delineate the entranceways to the end or center of the community. The gateways also distinguish village limits and serve as traffic calming devices. It is suggested that Harwood Heights organize an Appearance Committee as part of their Village Board and/or Public Works, work to reach out to landowners in these areas, and establish a working plan to nurture a revitalized Visual Improvement Plan.

Consistent with the other municipalities that surround Harwood Heights, community gateways are being recommended and implemented as part of future planning. Harwood Heights' neighboring village, Norridge, currently has a gateway sign located along Lawrence Avenue at Overhill Avenue. Even though Harwood Heights does have a welcome sign on the northbound approach of Harlem Avenue, a boost of visual improvements is suggested.

The two types of gateways recommended for Harwood Heights include Sign & Plantings or Architectural Gateways (i.e. columns, poles, archways). Several locations would be well-suited for gateway including:

1. Gunnison Street – Approaching Harlem Avenue (Central Gateway)
2. Harlem Avenue – Approaching Foster Avenue (North Gateway)
3. Lawrence Avenue – Approaching Overhill Avenue (West Gateway)
4. Forest Preserve – Approaching Montrose Avenue (East Gateway)
5. Harlem Avenue – Approaching Montrose Avenue East Leg (South Gateway)





**SIGNS**

Many of the Village streets have sign poles with multiple signs. This potentially results in an unattractive setting and confuses motorists. Sign poles and signs in the Village should be inventoried. The information to be posted should be evaluated. Appropriate signs should be kept at intersections and excess signs should be taken down. Driver confusion will be reduced by only providing the required information. This action is a maintenance improvement that will instantly enhance the Village's aesthetics. Some specific locations to be inventoried and evaluated include:

- Montrose Avenue & Oak Park Avenue
- Montrose Avenue & New England Avenue
- Gunnison Street & Newland Avenue

**WAYFINDING**

Wayfinding signs create an awareness of the village context and location to specific attractions, facilities, and community gathering spots. For the purposes of this study, directional signs to existing transit facilities would promote transit ridership within the Village of Harwood Heights. A typical sign from the Manual on Uniform Traffic Control Devices (MUTCD) is shown to the right. At major intersections, these signs along with directional arrows should be posted towards the CTA Harlem Avenue and Cumberland Avenue Stations to provide a sense of direction for drivers, bicyclists, and pedestrians whose destination is the transit line station.

Wayfinding signs to O'Hare Airport would also be beneficial. A green airport insignia with arrow pointing towards a preferred route to O'Hare would provide a connection between Harwood Heights and O'Hare Airport. This symbol, I-5, is commonly used and provided by the MUTCD. Major intersection locations for wayfinding signs include:

1. Harlem Avenue/Gunnison Street
2. Harlem Avenue/Lawrence Avenue
3. Harlem Avenue/Foster Avenue
4. Lawrence Avenue/Oketo Avenue
5. Lawrence Avenue/Oriole Avenue
6. Harlem Avenue/Montrose Avenue
7. Montrose Avenue/Forest Preserve Drive
8. Montrose Avenue/Narragansett Avenue
9. Gunnison Street/Nagle Avenue
10. Foster Avenue/Oketo Avenue
11. Harlem Avenue/Wilson Avenue

**STREETSCAPE**

The visual quality and driving ambiance along Lawrence Avenue has significantly improved due to the newly constructed streetscape as part of the Lawrence Avenue Streetscape Plan. The streetscape elements serve the purpose of providing a buffer between pedestrians and vehicles and in general, calm traffic in the corridor. An obvious difference exists between the upgraded "streetscaped" Lawrence Avenue east of Olcott Avenue versus the existing condition of Lawrence Avenue, west of Olcott Avenue. Significant pavement deteriorations are noticeable along Lawrence Avenue west of Olcott Avenue. The streetscape should be extended along Lawrence west to Overhill Avenue, at Norridge Park (where the Village boundary terminates).

New sidewalks should be constructed along Lawrence Avenue accompanied by streetscape elements to encourage pedestrian usage. New sidewalks would promote alternative transportation modes, accessibility, safety, and continuity along Lawrence Avenue. Streetscape elements are also recommended along Forest Preserve Drive from the triangular-shaped property at the intersection of Forest Preserve Avenue/ Montrose Avenue east to Nagle Avenue where a new bicycle facility is recommended (see roadway section for more details).

## ROADWAY

Recommendations for roadways under the IDOT jurisdiction must be coordinated with IDOT when determining feasibility potential and funding. The Harlem Avenue SRA Planning Study included several recommendations for a segment of Harlem Avenue which is partly located within Harwood Heights. Some improvements suggested in the SRA have been implemented; however, several of the recommendations in that study were not incorporated but still continue to be valid recommendations to improve the mobility and efficiency of Harlem Avenue. Some of these recommendations include:

- Providing a 12-foot flush median and 10 to 20-foot parkways with curb and gutter within a right-of-way of 80 to 100 feet.
- Accommodating pedestrian access to commercial developments.

In addition to the Harlem Avenue SRA recommendations listed above, additional roadway improvements throughout the Village are recommended, including:

- Providing mid-block pedestrian crosswalk locations along Harlem Avenue to access commercial development on either side of the roadway.
- Reconstruction/resurfacing of the north side sidewalk along Lawrence Avenue from Nagle Avenue to Harlem Avenue.
- Resurfacing Lawrence Avenue from Olcott Avenue to Overhill Avenue.
- Elimination of on-street parking along major roadways unless parking is in a “streetscaped” location (i.e. Lawrence Avenue and Olcott Avenue). The on-street/on-shoulder parking along Lawrence Avenue (between Olcott Avenue and Oriole Avenue) should be eliminated, and replaced with a wide landscaped sidewalk.
- Restriping for more efficient parking in the alley between Gunnison Street and Lawrence Avenue from Oriole Avenue to Olcott Avenue.
- Striping a new on-street bicycle facility along Nagle Avenue from Forest Preserve Avenue to Gunnison. Such a facility would provide continuity to east-west roadways with existing sidewalks (Forest Preserve Avenue and Gunnison Street).
- Add a “Share The Road” Sign (MUTCD W16-1) along all roadways that supply an on-street bicycle lane.
- Constructing a new sidewalk and/or an on-street bicycle facility along Montrose Avenue from Oak Park Avenue to Forest Preserve Avenue to provide continuity for bicyclists in the east-west direction. A suitable designated bicycle route (according to the IDOT Bike Map) does not currently exist in this segment of Montrose Avenue.
- Striping/restriping pedestrian crosswalks at all major intersections along Harlem Avenue and providing the appropriate pedestrian crosswalk traffic signal control.
- Evaluation of access points along Harlem Avenue. As redevelopment occurs, access points can be consolidated by working with existing property owners along Harlem and Lawrence Avenues. Since access points create conflict points, reduce safety, and reduce the capacity and efficiency of roadways, an access study is recommended to determine potential access reduction, consolidation, and elimination. Where possible, access points should be consolidated or closed on properties with multiple driveways. Large driveway openings could be reduced to an appropriate size for the current use of the driveway. For example, a right-in/right-out access point restricts left-turning vehicles into and out of the access point, therefore, eliminating T-type crashes.

- As part of the access study, major access points should be evaluated for the potential for acceleration/deceleration lane construction. Deceleration lanes from Harlem Avenue into a development could allow for Harlem Avenue traffic to flow at a more continuous and steady rate. The roadway right-of-way would have to be reviewed prior to determination of this potential.





**TRAFFIC CONTROL**

In order to provide an efficient means of traveling through and within Harwood Heights, internal traffic control improvements are recommended including:

- Providing signals along Harlem Avenue with bus pre-emption for all buses, as well as equipping the buses with the appropriate technologies. This would be coordinated through CTA.
- Providing proper signs and/or traffic control for the northbound approach at the fork with Narragansett Avenue and Nagle Avenue. No signs are currently provided noting that Nagle Avenue veers to the left and Narragansett Avenue turns into a local residential road to the right.

- Providing In-Street Pedestrian Crossing Signs (Yield), MUTCD R1-6, at intersections with minimal traffic control and striped crosswalks, including the intersections of Montrose Avenue/ Rutherford Avenue and Montrose Avenue/Norwood Court. As previously mentioned, Harlem Avenue should provide crosswalks for pedestrians to access developments on both sides of the street. In-Street Signs could then be placed in crosswalks. Additional yield signs should be placed in advance of the In-Street Signs. These signs are used to remind drivers of their legal obligation to yield to pedestrians at unsignalized pedestrian crossings. They can be easily implemented and may be removed for snow removal or other maintenance purposes.

- Conducting a traffic study at the Harlem Avenue/Gunnison Street/Lawrence Avenue intersection. A specific focus would be the northbound approach of Harlem Avenue at Gunnison Street. A potential lane configuration improvement could be a shared through/right turn and an exclusive right turn lane in order to handle the significant northbound right turn volume. The upstream and downstream traffic signal coordination should also be evaluated within this study. In conjunction with a traffic study, a speed study can also be conducted to estimate the distribution of vehicle speeds in traffic streams.

**TRANSIT**

As part of the Village’s Strategic Comprehensive Plan Update, dated May 12, 2005, one recommendation is to develop a bus transfer station with RTA at the Harlem Avenue/Lawrence Avenue/Gunnison Street intersection. A bus transfer station would allow for the traversing and surrounding bus routes to converge in one location in the heart of Harwood Heights. Coordination with the RTA, Harwood Heights, IDOT and CTA should be initiated for feasible bus transfer station locations discussions. A bus transfer station would serve routes:

- CTA Bus Route 81W, Lawrence/ Gunnison
- CTA Bus Route 90, Harlem
- CTA Bus Route 64, Foster/Canfield
- CTA Bus Route 78, Montrose
- CTA Bus Route 80, Irving Park
- Pace Bus Route 326, West Irving Park
- Potentially Pace Bus Route 332, River-York Roads

**SYSTEMS (ITS)**

In addition to improvements to the configuration of the overall transportation network, Intelligent Traffic Systems (ITS) offer a wide spectrum of possibilities for the Village, from reducing traffic congestion to improving information for bus riders. Synchronized signals should be provided throughout the Village and their installation should be prioritized based on current and projected traffic volumes and areas that experience peak hour congestion. Examples of ITS that should be considered include traffic signal priority (TSP) for transit and coordinated ‘intelligent’ signal timing along key corridors.

# TRANSPORTATION IMPLEMENTATION FRAMEWORK

Only a small number of transportation projects are considered “major capital projects”. Major capital projects are large projects with a significant effect on the capacity of a region’s transportation system. The improvements suggested in Section 4 represent a compilation of arterial/ intersection improvement projects and local improvement projects. Local planning is generally funded primarily through revenue sources of municipalities and counties. Several of the previously recommended improvements, however, fall under the jurisdiction of IDOT and the CTA.

This section identifies sources that can be used to fund improvement projects and outlines a strategic implementation plan for transportation improvements. A preliminary cost estimate is also provided to guide in the implementation process.

## POTENTIAL FUNDING SOURCES

Funding for transportation related improvements may be difficult over the next several years due to the depressed economy and increased competition for Federal, State, and local funds. Because of this difficulty, many agencies are looking for alternative funding sources for transportation projects.

Due to the limited resources that can be provided by the State of Illinois, local sources are needed to supplement or replace the traditional state funding mechanisms. Sales tax, bonds, TIF districts, and public private partnerships (P3) are becoming more popular choices of funding. Funds may sometimes be donated by individuals, businesses, or organizations that believe in the value of the improvement. Other sources of funding can come from nontraditional sources such as tourism tax. Transit funding may also be used to fund improvements such as bus signal pre-emption to improve the flow of bus traffic along Harlem Avenue. Transit funding is primarily through the Federal Transit Administration (FTA), administered through the RTA.

The table on the following page contains a list of funding sources and opportunities that may be used for transportation related projects. It is important to note that not all of the funding sources would be directly available to Harwood Heights, whereas, many of the Federal and State programs are only available to transportation agencies, such as IDOT, FTA, RTA, etc.

## LEAD AGENCIES

The first steps in accomplishing improvements is to gain project support from the community, as well as, identify funding and a lead agency. To be eligible for some of the funding sources identified in Attachment 1, a lead agency is required. Lead agencies typically would provide a portion of the funding. For a majority of the funding opportunities, anticipated lead agencies include IDOT, FTA, RTA, or Harwood Heights. Once an improvement and lead agency is identified, it is necessary for Harwood Heights to provide leadership in the early stages of initiating the improvement.

## PRIORITIZATION & IMPLEMENTATION

The previously recommended improvements integrate key elements of neighborhood and transportation planning to facilitate increased mobility, sense of direction, sustainability, community cohesiveness, and pride. These improvements have been categorized into priority groups, Short-Term, Near-Term, and Long-Term priorities. These groups were established based on ease of implementation, coordination with outside agencies, and preliminary costs. Short-Term projects would typically take up to five years. Near-Term project would typically take between five and ten years to implement and Long-Term project taking at least ten years.

### Short-Term Projects (0-5 years):

These are immediate action items that can be undertaken by Harwood Heights. Therefore, the short-term action items presented below may be implemented in a reasonable timeframe. Short-term action items include:

- Implement community gateways
- Inventory and manage existing signs
- Implement wayfinding signs
- Stripe new on-street bicycle routes
- Implement In-Street Pedestrian Crossing Signs
- Conduct a Harlem Avenue Access Management Study
- Conduct a Harlem Avenue Traffic Study
- Resurface deteriorated roadways
- Resurface/reconstruct deteriorated sidewalks
- Remove on-shoulder parking from Lawrence Avenue
- Implement traffic control/signs at Narragansett/Nagle Avenue intersection



# TRANSPORTATION PROJECT FUNDING SOURCES

Fund	Objective	Funding Ratios	Eligible Items	Application Deadlines	How to Apply
<b>Federal</b>					
Transportation Enhancement (TE)	This funding is authorized through SAFETEA-LU and administered by USDOT. Could be used for all classifications of roadways except local streets and rural minor collectors. The purpose of Transportation Enhancement projects is to strengthen the cultural, aesthetic, and environmental aspects of transportation system.	80% Federal/20% Non-Federal	ROW, Preliminary Engineering, Construction Engineering, Construction		
Surface Transportation Program - State	The State provides flexible funding that may be used by States and localities for projects on any Federal-aid highway, including the NHS, bridge projects on any public road, transit capital projects, and intracity and intercity bus terminals and facilities.	80% Federal/20% Non-Federal	ROW, Preliminary Engineering, Construction Engineering, Construction		
Surface Transportation Program - Urban	Surface Transportation Urban (STU) funds are reserved for urban area projects on any Federal-aid highway, including NHS, bridge or safety projects on any public road, transit capital projects and bus terminals and facilities. STU funds may generally be used by the states and localities for any roads, including National Highway System (NHS) roads that are not functionally classified as local or rural minor collectors	80% Federal/20% Non-Federal	ROW, Preliminary Engineering, Construction Engineering, Construction	December/January	
Federal Earmarks (High Priority Projects, Transportation Improvements, Projects of National and Regional Significance, National Corridor Infrastructure Improvements)	Amount of money in the Federal Transportation Bill earmarked by federal lawmakers for specific transportation improvements in their home jurisdiction.	80% Federal/20% Non-Federal	Based on earmark language	With Federal Bill	Designated by the US Congress and are reimbursable funds for a specific project. Funds are also reimbursed only after evidence is shown that expenditures were conducted within federal regulations for the activities described by Congress.
TIGER II Discretionary Grant Program	The TIGER II Discretionary Grant is part of Title 1 of the FY 2010 Appropriations Act. This appropriation is similar, but not identical to the appropriation for the Transportation Investment Generating Economic Recovery, or "TIGER Discretionary Grant," program authorized and implemented pursuant to the American Recovery and Reinvestment Act of 2009. The TIGER II program will award up to \$600M of funds, with \$35M available for planning grants.	80% Federal/20% Non-Federal Individual awards can be for \$10-\$200M	The FY 2010 TIGER II Grants require a pre-application to be submitted through the Grants.gov website no later than July 16, 2010. The full application is due by August 23, 2010.  This is a competitive grant program. The primary selection criteria includes (1) state of good repair, economic competitiveness, livability, sustainability, and safety; and (2) job creation and economic stimulus, innovation and partnership.	July 16, 2010 (pre-application) August 23, 2010 (full application)	Must apply through Grants.gov. Registration process takes 2-4 weeks to register. Applicant must have a DUNS number to apply.
Build America Bonds	The American Recovery and Reinvestment Act of 2009 created the new Build America Bond program, which authorizes state and local governments to issue Build America Bonds as taxable bonds in 2009 and 2010 to finance any capital expenditures for which they otherwise could issue tax-exempt governmental bonds. State and local governments receive a direct federal subsidy payment for a portion of their borrowing costs on Build America Bonds equal to 35 percent of the total coupon interest paid to investors.				The IRS issued Notice 2009-26, which provides guidance on Build America Bonds to enable state and local governments to begin using this program. Issuers can expect to receive requested payments within 45 days after the IRS receives new Form 8038-CP, Return for Credit Payments to Issuers of Qualified Bonds.
U.S. Department of Housing and Urban Development's Sustainable Communities Regional Planning Grant Program (Catalog of Federal Domestic Assistance Number: 14.703)	The Sustainable Communities Regional Planning Grant Program will support metropolitan and multi-jurisdictional planning efforts that integrate housing, land use, economic and workforce development, transportation, and infrastructure investments in a manner that empowers jurisdictions to consider the interdependent challenges of: (1) economic competitiveness and revitalization; (2) social equity, inclusion, and access to opportunity; (3) energy use and climate change; and (4) public health and environmental impact. The Program will place a priority on investing in partnerships, including nontraditional partnerships (e.g., arts and culture, recreation, etc.) that translate the Livability Principles (See Section I.B.) into strategies that drive long-term development and investment, demonstrate a commitment to addressing issues of regional significance, utilize data to set and monitor progress toward performance goals, and engage stakeholders and citizens in meaningful decision-making roles.	Estimated Total Program Funding: \$96,000,000. Award Ceiling: \$5,000,000. Award Floor: \$100,000	An eligible applicant is a multi-jurisdictional and multi-sector partnership consisting of a consortium of government entities and non-profit partners. A full explanation of eligible applicants is available on the program web site.	Applications are due by 8/23/2010	A link to the application is available on the Program web site and through Grants.gov at: <a href="http://www.grants.gov/search/search.do?sessionid=14250612770ppid=55456&amp;mode=VIEW">http://www.grants.gov/search/search.do?sessionid=14250612770ppid=55456&amp;mode=VIEW</a> .
U.S. Department of Housing and Urban Development's Community Challenge Planning Grants and the Department of Transportation's TIGER II Planning Grants	HUD's \$40 million Community Challenge Planning Grant Program will foster reform and reduce barriers to achieving affordable, economically vital, and sustainable communities. Such efforts may include amending or replacing local master plans, zoning codes, and building codes, either on a jurisdiction-wide basis or in a specific neighborhood, district, corridor, or sector to promote mixed-use development, affordable housing, the reuse of older buildings and structures for new purposes, and similar activities with the goal of promoting sustainability at the local or neighborhood level. DOT is authorized to use up to \$35 million of the funds available for TIGER II Discretionary Grants for TIGER II Planning Grants to fund the planning, preparation, or design of surface transportation projects that would be eligible for funding under the TIGER II Discretionary Grant program.	Award Ceiling: \$3,000,000. Cost Sharing/Matching Requirement applies. For both Community Challenge Planning Grants and TIGER II Planning Grants, there is no minimum grant size, but the maximum grant size is \$3 million. Up to \$75 million, including \$40 million for Community Challenge Planning Grants and up to \$35 million for TIGER II Planning Grants.	State and local governments, including U.S. territories, tribal governments, transit agencies, port authorities, metropolitan planning organizations (MPOs), other political subdivisions of State or local governments, and multi-State or multi-jurisdictional groupings.	Pre-applications are due by July 26, 2010, at 5 p.m. EDT, and applications must be submitted by August 23, 2010, at 5 p.m. EDT. Only pre-applications received and applications received through Grants.gov will be deemed properly filed.	A link to the application is available through Grants.gov at: <a href="http://www.grants.gov/search/search.do?sessionid=39yQMvYqGqY1hnp3d2G502h2gmR8p4j9h0T1kdw2Nt5c140456908370ppid=55374&amp;mode=VIEWM">http://www.grants.gov/search/search.do?sessionid=39yQMvYqGqY1hnp3d2G502h2gmR8p4j9h0T1kdw2Nt5c140456908370ppid=55374&amp;mode=VIEWM</a> .
FWHA's Illinois Tomorrow Corridor Planning Grant Program	In 2000, the Illinois Department of Transportation launched a grant program to help urbanized areas across the state fund planning activities that integrate land development, transportation, and infrastructure needs. The Illinois Tomorrow Corridor Planning Grant Program is a balanced growth initiative that helps local communities fund plans and studies that integrate land development, transportation, and infrastructure needs.	The program is providing \$15 million in grant funding over five years to counties and municipalities in urbanized areas to support planning activities that promote the integration of land use, transportation, and infrastructure facility planning in transportation corridors in Illinois. Grants typically range from \$20,000 for a bicycle path study or intersection improvement to \$500,000 for corridor-wide planning.	Not Listed	Applications for corridor planning grants are evaluated based on how well they address the following goals: Preserve open space, Relieve congestion, Promote cooperative inter-jurisdictional relationships, Promote economic development policies, Promote contiguous and infill development and redevelopment, Promote development in areas with existing transportation and utility infrastructure, Promote development in areas with currently available housing, Enhance travel choices, Promote development of industry, labor, public interest, and environmental organizations, Minimize infrastructure cost to taxpayers.	Carl Mikyska Corridor Planning Grant Program Manager, Illinois Department of Transportation 217-782-7858
FTA's Urbanized Area Formula Program (5307)	The Urbanized Area Formula Funding Program (49 U.S.C. 5307) makes Federal resources available to urbanized areas and to Governors for transit capital and operating assistance in urbanized areas and for transportation related planning.	Not Listed	Funding is made available to designated recipients that must be public bodies with the legal authority to receive and disperse Federal funds. Governors, responsible local officials and publicly owned operators of transit services are to designate a recipient to apply for, receive, and disperse funds for transportation management areas pursuant to 49USCA5307(a)(2).	Not Listed	Most recipients of FTA Grants apply for grants on-line using FTA's Transportation Electronic Award Management (TEAM) system. In order to access this system, you need a user name and password. To obtain these, contact your regional office.
FTA's Transportation Infrastructure Finance and Innovation Act (TIFIA) Program	The Transportation Infrastructure Finance and Innovation Act of 1998 (TIFIA) established a Federal credit program for eligible surface transportation projects of regional or national significance under which the U.S. Department of Transportation may provide three forms of credit assistance – secured (direct) loans, loan guarantees, and standby letters of credit. The program's fundamental goal is to attract new investment capital to projects capable of generating revenues through user charges or dedicated funding sources and to complement existing funding sources by filling market gaps, thereby leveraging substantial private capital for critical improvements to the nation's surface transportation system.	Not Listed	The DOT awards credit assistance to eligible applicants, which include state departments of transportation, transit operators, special authorities, local governments, and private entities. Credit assistance is based on a variety of factors including the project's regional and national significance, the extent to which TIFIA participation will foster innovative public-private partnerships, and the project's environmental benefits. Eligible transit projects include the design and construction of stations, track, and transit-related infrastructure, purchase of transit vehicles, and any other type of project that is eligible for grant assistance under chapter 53 of 49 U.S.C. Additionally, intercity bus vehicles and facilities are eligible to receive TIFIA assistance. To qualify for TIFIA assistance, a project must meet the following criteria: Minimum project cost: \$50 million (intermodal transportation system projects have \$15 million minimum); the project must have a dedicated revenue source to pledge as repayment on the TIFIA loan.	Not Listed	The first step in the application process is to discuss the potential project with the appropriate Regional Office and with FTA's staff dedicated to the program and then to submit a letter of interest (LOI) to the TIFIA Joint Program Office. Detailed information is available on the TIFIA website in the Guidance and Applications tab. <a href="http://www.ftwa.dot.gov/pdftifa/">http://www.ftwa.dot.gov/pdftifa/</a>
U.S. Department of Housing and Urban Development's Community Development Block Grant Program - CDBG	The Community Development Block Grant (CDBG) Program is a flexible program that provides communities with resources to address a wide range of unique community development needs. Beginning in 1974, the CDBG program is one of the longest continuously run programs at HUD. The CDBG program provides annual grants on a formula basis to 1209 general units of local government and States.	Not Listed	A grantee must develop and follow a detailed plan that provides for and encourages citizen participation. This integral process emphasizes participation by persons of low or moderate income, particularly residents of predominantly low- and moderate-income neighborhoods, slum or blighted areas, and areas in which the grantee proposes to use CDBG funds.	Not Listed	Application and Details at: <a href="http://www.hud.gov/offices/cipd/communitydevelopment/programs/">http://www.hud.gov/offices/cipd/communitydevelopment/programs/</a>
U.S. Department of Housing and Urban Development's Neighborhood Stabilization Program Grants	The Neighborhood Stabilization Program (NSP) was established for the purpose of stabilizing communities that have suffered from foreclosures and abandonment. Through the purchase and redevelopment of foreclosed and abandoned homes and residential properties, the goal of the program is being realized. NSP is a component of the Community Development Block Grant (CDBG). The CDBG regulatory structure is the platform used to implement NSP and the HOME program provides a safe harbor for NSP affordability requirements.	Not Listed	NSP funds may be used for activities which include, but are not limited to: Establish financing mechanisms for purchase and redevelopment of foreclosed homes and residential properties; Purchase and rehabilitate homes and residential properties abandoned or foreclosed; Establish land banks for foreclosed homes; Demolish blighted structures; Redevelop demolished or vacant properties.	Not Listed	Application and Details at: <a href="http://hudnsphelp.inhividen.cdm">http://hudnsphelp.inhividen.cdm</a>
<b>State/Region</b>					
Illinois Capital Plan	The Illinois Capital Plan is being developed to address and rebuild vital infrastructure and also stimulate the economy. It is a comprehensive building plan to improve aging roads, bridges and mass transit, as well as university and school buildings in communities throughout the state.				
High Growth Cities Assistance Program	The High Growth Cities Assistance Program was started to help relieve congestion for municipalities with a population over 5,000 that have an increase in population greater than five percent, either from 1990 to April 1, 1999, or from 2000 to June 30th of each year, as reported by the US Census Bureau. Additional cities have qualified when the met the 5 percent requirement via special census.	up to 100%	ROW, Preliminary Engineering, Construction Engineering, Construction	Oct/Nov	IDOT Division of Highways is contacted after an annual Census is completed and automatically adds eligible communities to the program. Interested municipalities should request a special census from the US Census Bureau and contact the IDOT (Central Office) Bureau of Local Roads and Streets for more information
Illinois Department of Commerce and Economic Opportunity's Community Development Assistance Program (CDAP)	The Illinois DCEO CDAP Program is a grant program funded through the U.S. Department of Housing and Urban Development (HUD) that assists Illinois communities by providing grants to local governments to help them in financing economic development projects, public facilities and housing rehabilitation. The program is targeted to assist low-to-moderate income persons by creating job opportunities and improving the quality of their living environment.	Grant funds of up to \$750,000 may be available for loan by a local government to businesses locating or expanding in the community. Funds developed for machinery and equipment, working capital, building construction and renovation. Grants may also be available for improvements to public infrastructure in direct support of a business that would create and/or retain jobs in the community. Applications may be submitted at any time.	Units of general local government such as cities, villages, townships and counties may apply for funding. Local governments must have populations of 50,000 or less and must not be located in an urban county or the 38 cities that receive federal "entitlement" funds. The Counties of Cook, DuPage, Kane, Lake, Madison, McHenry, St. Clair and Will are entitlement counties and not eligible for CDAP funds.	Not Listed	Applications are to be submitted to DCEO by the deadlines noted in each grant description section. After receipt, applications are reviewed by program staff and rated according to criteria outlined in the program guidelines. Staff recommendations are submitted to DCEO's Director for approval. A grant award document is prepared and forwarded to the unit of local government. When requesting application guidebooks, please allow yourself sufficient time to complete the applications and return them to DCEO by the appropriate deadline. Application guidebooks are available through the mail or by calling 800-252-6955.
Illinois Transportation Enhancement Program (ITEP)	ITEP provides funding for community based projects that expand travel choices and enhance the transportation experience by improving the cultural, historic, aesthetic and environmental aspects of our transportation infrastructure. Project sponsors may receive up to 80 percent reimbursement for eligible project costs. The remaining 20 percent is the responsibility of the project sponsor. A project must qualify as one of the 12 eligible categories listed in the ITEP Guidelines Manual and it must relate to surface transportation to be eligible for funding	Not Listed	See the 2010 Guidelines Manual (IDOT) for guidelines.	All applications submitted in 2010 must be entered by the on-line application process. Final deadline: All hard copies of applications and attachments must be delivered to IDOT by Close of Business (4:30 PM CST) on Friday, September 3, 2010	Further detailed instructions are included with the on-line application. <a href="http://www.dot.il.gov/ep/login.aspx?AcceptsCookies=YES&amp;Script=1">http://www.dot.il.gov/ep/login.aspx?AcceptsCookies=YES&amp;Script=1</a>
CMAP's Pedestrian and Bicycle Safety Program (PBS) Program Grant (Research & Training)	The CMAP Pedestrian and Bicycle Safety Program Grant is designed to aid public agencies in funding cost effective projects that will improve pedestrian and bicycle safety through education and enforcement. Like the CMAP Pedestrian Safety Initiative, it focuses on areas experiencing high rates of pedestrian and bicycle crashes.	Not Listed	This program is funded on a reimbursement basis. The agency submits monthly reports and financing statements to IDOT. IDOT grant lessons will conduct site-visits to ensure that progress is being made on the projects outlined within the grant application. A final report is required.	Grant application procedures and due dates will be announced on the Illinois Department of Transportation Division of Traffic Safety website.	Web sites: <a href="http://www.dot.state.il.us/trafficafety/pedbikegrants.html">http://www.dot.state.il.us/trafficafety/pedbikegrants.html</a>

**Near-Term Projects (5-10 years):**

- Designate suitable bike routes within Harwood Heights
- Extend Lawrence Avenue streetscape west to Overhill Avenue
- Improve Harlem Avenue to meet improvements suggested in the SRA Planning Study
- Increase/improve pedestrian access to commercial developments between Foster Avenue and Montrose Avenue
- Implement bus pre-emption along Harlem Avenue and equip buses with appropriate technologies

**Long-Term Projects (10+ years):**

- Conduct a Traffic Study based on potential redevelopment within Harwood Heights
- Implement an O'Hare direct bus route

Many of the near-term and long-term priorities are for transit services or roadway improvements that are not under the jurisdiction of Harwood Heights. The planning process alone for the long-term recommendations could take several years to complete.

Community support is also imperative in moving projects through the planning stage. Harwood Heights should initiate meetings with the agencies and identify needs for improvements. The early discussions can be used to determine the role of an identified interested person of the public.

The public should be kept informed and asked to participate in the planning process. Harwood Heights could accomplish this by establishing a steering or transportation committee responsible for setting priorities and establishing a schedule and benchmarks to measure success.

Local public and governmental support is essential to implementing improvements through the planning, design, and construction phases. Harwood Heights should also reach out to the politicians representing their community and discuss transportation needs.

**PRELIMINARY COST PROJECTIONS**




Most of the recommendations for improving and enhancing Harwood Heights have an associated cost. The costs are expressed in monetary terms, by quantity and unit costs. A preliminary projection of costs for the recommended improvements is noted in the table on the following page. These costs are presented in 2011 dollars. Some of the costs are for planning or engineering studies only. The cost to construct or implement those projects is not provided.

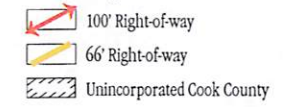
**COST PROJECTIONS TABLE**

IMPROVEMENTS	QUANTITY	UNIT	UNIT COST	TOTAL
REGIONAL IMPROVEMENT NEEDS				
O'Hare Direct Bus Route 1	-	-	-	-
Designated Suitable Bike Route	6,000	foot	\$2.00	12,000.00
LOCAL IMPROVEMENT NEEDS				
Community Gateways 2	5	location	\$5,000.00	\$25,000.00
Inventory and Manage Existing Signs	Throughout Village	-	-	-
Wayfinding	10	sign	\$700.00	\$7,000.00
Lawrence Avenue Streetscape Extension	1	study	\$25,000.00	\$25,000.00
Harlem Avenue Access Management Study	1	study	\$25,000.00	\$25,000.00
Harlem Avenue SRA Improvements: Curb & Gutter	11,000	foot	\$20.00	\$220,000.00
Harlem Avenue SRA Improvements: Striping & Symbols	32,000	foot	\$3.00	\$96,000.00
Harlem Avenue SRA Improvements: Landscaping	24,000	sq. yard	\$7.00	\$168,000.00
Harlem Avenue SRA Improvements: Resurface	10,000	ton	\$120.00	\$1,200,000.00
Increase/Improve Pedestrian Access to Commercial Development 3	12	location	\$5,000.00	\$60,000.00
Resurface/Reconstruct Deteriorated Sidewalks	32,000	sq. foot	\$8.00	\$256,000.00
In-Street Pedestrian Signs 4	6	sign	\$700.00	\$4,200.00
Resurface Deteriorated Roadways	530	ton	\$120.00	\$63,600.00
Resource Deteriorated Roadways: Striping & Symbols	2,800	foot	\$3.00	\$8,400.00
Remove On-Shoulder Parking from Lawrence Avenue	460	sq. yard	\$10.00	\$4,600.00
Add widened sidewalk along Lawrence Avenue	4,200	sq. foot	\$6.00	\$25,200.00
Widen Sidewalk Along Lawrence Avenue: Removal and Replacement	4,200	sq. foot	\$8.00	\$33,600.00
Conduct Harlem Avenue Traffic Study to evaluate potential upgrade of Harlem Avenue signals	1	study	\$25,000.00	\$25,000.00
Upgrade Signals at Harlem Avenue intersections with Bus Pre-Emption	4	intersection	\$400,000.00	\$1,600,000.00
Bus Technology for Harlem Avenue Buses 5	-	-	-	-
Upgrade Traffic Signs at Narragansett/Nagle Avenue intersection	1	intersection	\$5,000.00	\$5,000.00



This map illustrates the street layout surrounding the Ridgemoor Country Club. The club's area is centrally located and shaded green, with the text "Ridgemoor Country Club (unincorporated)" written within it. To the west of the club is a dense grid of residential streets: Sayre Ave, Newland Ave, New England, Newcastle Ave, Oak Park Ave, Leland Ave, Carl Cassata St N, Sunnyside Ave, Montrose Ave, Cullom Ave, and Forest Preserve Ave. To the east of the club, the streets include Gunnison St, Nangle Ave, and Sunnyside Ave. A north arrow is positioned at the bottom center, and a scale bar at the bottom right indicates distances from 0 to 2,000 feet, with markers at 0, 250, 500, 1,000, and 2,000 feet. The scale bar also includes fractional markers for 1/8 and 1/4.

 100' Right-of-way  
 66' Right-of-way  
 Unincorporated Cook County







This section provides an overview of the community facilities and infrastructure within the Village of Harwood Heights, identifies future needs, and provides long-range recommendations. It is important to emphasize that the Plan presents general policies and guidelines and in many cases collaboration with other entities or more extensive studies should be conducted.

## COMMUNITY FACILITIES

Community facilities provide vital services to a community and contribute to its overall “quality of life.” Such facilities include public schools, fire and police stations, administrative facilities, community and senior centers, recreation centers, and similar institutions. Community facilities are often administered by various agencies and organizations which requires coordination and cooperation on the part of the Village. Policies and recommendations for community facilities are included in this section.

## VILLAGE OF HARWOOD HEIGHTS FACILITIES

The Village of Harwood Heights owns a number of properties in the Village including the Village Hall, the Police Department, and a Public Works facility, which provide necessary governmental services for the community. The Village Hall and Police Department are located on Wilson Avenue, west of Harlem Avenue, and the Public Works facility is situated on Wilson Avenue, east of Harlem Avenue. Documenting the location of Village-owned facilities is important for two reasons: 1) to ensure services are maintained; and, 2) desired changes in land use can more easily occur on Village-owned property.

### VILLAGE HALL & POLICE STATION

Currently, the Village Hall and Police Department share a facility located on Wilson Avenue. The facility lacks visibility from major traffic corridors, lacks any distinctive civic architecture and is disconnected from other public facilities. Additionally, on-site circulation impedes emergency vehicle access due to the one-way parking lot and disconnected street grid. On the positive side, the facility is relatively easy to access from Harlem Avenue and Lawrence Avenue and does not occupy vital commercial space along the primary corridors of the Village.

Moving forward, the Village should encourage the creation of a civic campus between Village Hall and the library. The library represents the largest and most recent investment in a community facility in the Village. It is located on a prominent corner and exhibits grand civic architecture. The Village should build off of this investment by creating wayfinding and gateway signage especially for the civic campus and implementing streetscape improvements to Wilson Avenue and Oketo Avenue.

### PUBLIC WORKS FACILITY

The current Public Works Facility has no direct street frontage and is surrounded by commercial, industrial and residential uses. The Village should consider future needs of the facility and potential expansion. Buffering, screening and wayfinding should be enhanced for the current site and any future expansion.

*Community facilities provide vital services to a community and contribute to its overall “quality of life”, helping to define its character and maintain and enhance its desirability as a place to live.*



# SCHOOLS

Union Ridge Elementary School is located on the corner of Carl Cassata Drive and Oak Park Avenue and provides classes from pre-kindergarten through eighth grade. Nationally-recognized as a Blue Ribbon School of Excellence, Union Ridge has an enrollment of over 600 students. Its facilities include a surface parking lot across Carl Cassata Drive and playing fields to the west of the school. Union Ridge Elementary School is the only public school within the Village's boundaries.

High-school students travel to Ridgewood High School in Norridge or Maine South High School in Park Ridge. Currently Ridgewood serves approximately 920 students almost 22% of which are currently enrolled in English as a Second Language and bilingual programs of instruction. Maine Township High School South serves most of Park Ridge and portions of Harwood Heights, Niles, Norridge, and Norwood Park Township with a recent enrollment figure of 2,581 students. The Village should support continued operation and improvement of school facilities, ensure they do not negatively impact residential neighborhoods, and cooperate with various organizations and agencies to maintain high-quality school sites and facilities.

# FIRE PROTECTION

Fire protection is provided by Norwood Park Fire Department (which also serves Norridge and Norwood Park Township) located on Lawrence Avenue. The mission of the Norwood Park Fire Protection District is to protect and serve the community and its residents with prompt and professional services while providing fire suppression, emergency medical services, public education, rescue and response to hazardous spills or leaks. The fire station on Lawrence Avenue was constructed in 1988 to accommodate a growing population in the area.

While its central location is a positive, the current site of the fire station is on one of the Village's major commercial corridors. With limited land available for revenue-generating uses (e.g., commercial or industrial), the Village should maximize available land in the Village's commercial corridors for such uses. The Village should work with the Fire Department on a relocation strategy and timeline that would be mutually beneficial.

# EISENHOWER PUBLIC LIBRARY

The Eisenhower Public Library serves Norridge and Harwood Heights residents. In January of 2008, it expanded its operations with a move to a newly constructed building with over 43,000 square feet of space. The added space allowed for a dedicated children's department called Kids World, a "Quiet Room" featuring comfortable chairs and a fireplace, study rooms, a computer lab and more. The library has an off-street surface parking lot and is generally surrounded by light industrial uses.

The library is an important community asset in the Wilson Avenue Industrial Corridor and has the potential to anchor a possible civic campus in conjunction with the existing Village Hall and Police Station. Opportunities for wayfinding signage should be explored to connect the Library to major traffic corridors like Lawrence Avenue, and to make the facility more prominent within the Village. The high quality construction and design of the library should define standards for other new development in the Wilson Avenue Industrial Corridor.

# POST OFFICE

The U.S. Postal Service maintains a Post Office on Gunnison Avenue at its intersection with Ronald Avenue. This location is not proximate to any other public services or community facilities and should be considered for relocation should a Town Center or other large-scale mixed use development be realized in the future.

# GENERAL RECOMMENDATIONS

The Village should continually promote cooperation, interaction, and collaboration among the various agencies and organizations which serve Harwood Heights, including school districts, the fire department, U.S. Post Office, and other public agencies.

The Community Facilities Plan, illustrated in Figure 17, highlights existing and planned facilities within the Village of Harwood Heights. Below are specific policy recommendations for community facilities.

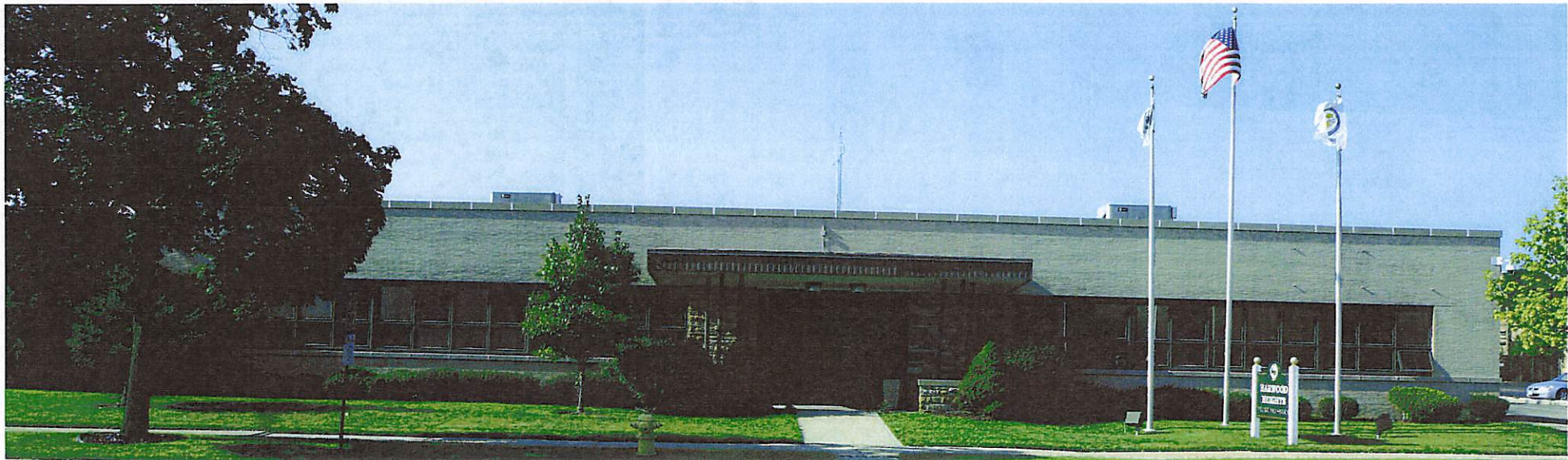
- The Village should encourage the creation of a civic campus on Wilson Avenue between the library and Village Hall. This civic campus should be enhanced by distinctive gateway and wayfinding signage to the campus and by streetscape improvements to Wilson Avenue and Oketo Avenue. The Village should maintain adequate sites for municipal facilities for the long-range future, which may include constructing, renovating, and relocating facilities as necessary;

**FIGURE 15  
COMMUNITY  
FACILITIES PLAN**





- The Village and private developers should stay informed on the plans, policies, and projects of various agencies and organizations. For example, the expansion or contraction of public facilities (like a school district) and their specific locations and design should be of concern to the Village. The level of service these community facilities and services provide help maintain the Villages “quality of life” and image within the region;
- The Village should continue to budget for and implement the improvement, expansion and maintenance of Village infrastructure including roadways, sidewalks, utilities, stormwater, water, and sewer systems;
- The Village should promote the coordination of infrastructure and utility projects with other agencies to reduce Village costs through economies of scale;
- The Village should increase efforts to identify alternative sources of funds such as grants to fund a wide range of public projects including, but not limited to village facilities, parks and recreation enhancements, transportation improvements, economic development related projects, and social services;
- The Village should plan and budget for beautification elements to be incorporated into planned infrastructure improvements such as landscaped parking lots, planted medians, landscaped sidewalks, and street trees;
- The Village should work with others to seek appropriate locations for specialized facilities and services for senior citizens, youth and disadvantaged populations;
- The Village should continue to conduct a comprehensive life cycle assessment for Village buildings, equipment, vehicles, facilities, and properties and develop/ revise a multi-year maintenance plan and on-going maintenance program;
- The Village should view the renovation and/or reconstruction of community facilities as opportunities to enhance the character and image of the Village. New facilities should be located, designed, and developed as focal points and “signature” projects within the community;
- The Village should work with the school districts to review the existing parking facilities, buildings, drop-off/pick-up areas, and bus parking, including ingress and egress to ensure they are adequate and if not, identify opportunities for improvement;
- The Village should evaluate the potential for combining fire and police protection with the Village of Norridge; and,
- Wayfinding signage to community facilities should be installed in strategic locations around the Village to enhance the community’s “sense of place” and make public facilities more prominent in the Village.



# PARKS AND OPEN SPACE

Parks and open space contribute to the desirability of Harwood Heights and add to the quality of life, image and character of the community. Ridgemoor Country Club and Norridge Park are significant land holders of open space within the community, occupying approximately 160 combined acres. Two pocket parks are located within the Village and are restricted for use by those 12 years of age and younger.

The Parks and Open Space Plan is intended to ensure the protection and enhancement of the Village’s parks and open spaces as well as improve public access to these areas.

## PUBLIC PARKS

Harwood Heights was developed prior to the implementation of park land dedication requirements and the amount of parkland available currently falls short of recommended guidelines established by the National Recreation and Parks Associations (NRPA). NRPA has established standards for the amount of “close to home” open space per capita. This standard is 6.25-10.5 acres per 1000 people. With the Village’s current population of approximately 8,300 people, a conservative estimate of the recommended amount of open space would be approximately 51.9 acres (6.25 acres per 1000 people), though 87.15 acres (10.5 acres per 1000 people) would be desirable.

The Village has 25.95 acres, or about half of the standard minimum. Beyond the Village limits, Oriole Park and Dunham Park are located in nearby Chicago but are only accessible by crossing major streets. The existing parks in the Village include the following:

### Norridge Park

The largest public park in Harwood Heights is Norridge Park, located on the western edge of the Village and maintained by the Norridge Park District. Norridge Park features athletic fields, picnic areas, tennis courts, playgrounds, a community pool and a fitness center.

The Norridge Park District provides educational and leisure programs geared towards families, seniors and youth.

### Tot Park

Tot Park is a small pocket park located at the corner of Norwood Court and Forest Preserve Dr. The playground equipment once present on this site has been removed. It is currently an unimproved grass lot.

### Union Ridge School

Union Ridge School is situated at the northwest corner of Oak Park Avenue and Carl Cassata Senior Lane. Outside of school hours, the school grounds can function as a community park for nearby residents. Two baseball diamonds and two basketball courts are located on the property.



**RIDGEMOOR COUNTRY CLUB**

The Ridgemoor Country Club is a members-only, private club in an unincorporated area completely surrounded by Harwood Heights. It was established in 1913, over 30 years before the Village incorporated in 1947, and is situated upon approximately 140 acres of land.

**ST. ROSALIE CHURCH KIDDIE PARK**

St. Rosalie’s Kiddie Park is a small pocket park located on Montrose Avenue. Park usage is restricted for those ages 12 and under.

Given that Harwood Heights is a mature, built-out community, opportunities for additional park space are limited. The Village should identify potential areas where acquisition or redevelopment may result in the creation of additional park space.

**REGIONAL TRAIL CONNECTIONS**

Currently, no bike trails or multi-use paths travel through the Village of Harwood Heights to connect the Village with the larger, regional trail system. However, opportunities for multi-use paths or bike trails exist to connect the Village with the Des Plaines River Trail System (1.5 miles west of the Village), and the North Branch Trail System (approximately 3 miles northeast of the Village).

**PARKS & OPEN SPACE POLICIES**

- The Village should seek to establish additional parks and open space in areas identified in the plan through the purchase of property or through the planned development process;
- The Village should require new residential development to provide a park land dedication or cash-in-lieu;
  - The Village should encourage new on-street bike routes to connect to the larger, regional trail system; specifically, to the Des Plaines River Trail System and the North Branch Trail System;
  - The Village should promote shared use of existing parks and open space; and, formalize and expand such agreements;

- The Village should work with the Norridge Park District, area school districts, and other providers within the area to ensure appropriate recreational facilities and activities for residents of all ages; and,
- The Village should work with neighboring communities, Cook County and similar organizations to secure funds, such as grants, to create additional connections and new segments in the Village’s bikeway and trail system.

**PARK AMENITIES MATRIX**

PARK FACILITY	NORRIDGE PARK	UNION RIDGE SCHOOL	RIDGEMOOR COUNTRY CLUB (PRIVATE)	ST. ROSALIE'S KIDDIE PARK	TOT PARK
Size (Acres)	17.5	5.8	137	2.5	0.15
Shelters	1				
Baseball	5	2			
Multi-Purpose Field	4	1		1	
Tennis Courts	3				
Basketball	3	2			
Playgrounds	2	2		1	1
Swimming	1				
Golf			1		



# PUBLIC WAY "STREET TREE" PROGRAM

The Village of Harwood Heights currently has a 5-year tree program in place for the maintenance and replacement of street trees that is conducted by an arborist.

## PUBLIC WAY POLICIES AND RECOMMENDATIONS

- The Village should continue to strengthen the 5-year tree program, by prioritizing a tree replacement program for the area s of the Village currently not on the program schedule (Lawrence/Harlem/Wilson "core" area) and continuing the program in a continual repeating service cycle.

# INFRASTRUCTURE

Infrastructure includes the physical and organizational structures necessary for a community to function. Infrastructure facilitates the delivery of goods and services required for residents, businesses, existing development and new development. The infrastructure within the Village of Harwood Heights generally dates from the 1950s after the Village first incorporated in 1947.

This section provides a brief overview of the Village's future infrastructure needs based on information known today. It is important to emphasize that the Plan presents general recommendations.

The Plan is not intended to dictate or substitute for the more detailed planning and programming which should be undertaken by the Village and other service agencies and organizations regarding infrastructure

Information included here was gathered from Village plans, maps and reports in addition to field verification by the Consultant in the fall of 2009.

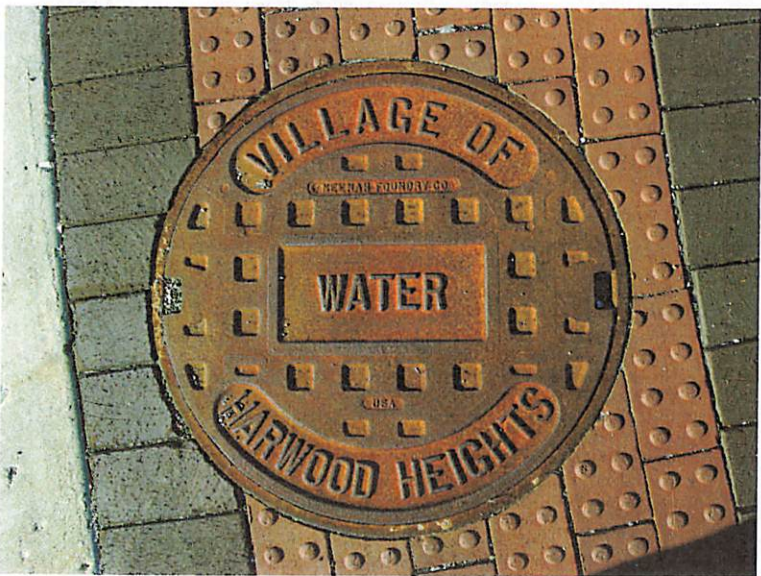
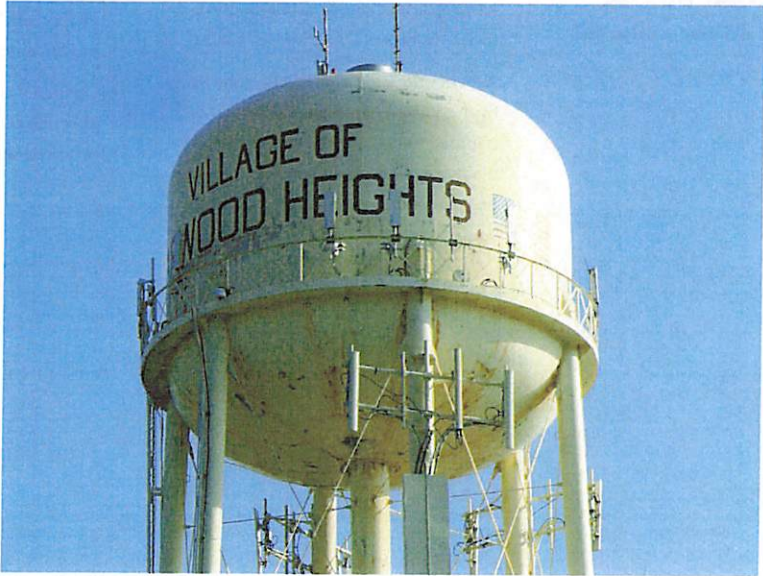
A number of illustrated figures depicting the existing infrastructure as well as the street tree program plan are on file with the village. These images include the water system, water main sizes, water main breaks, the sewer system, and flood prone areas.

## WATER SYSTEM

The Village's water system currently includes one water tower, one pump station, one reservoir, 232 fire hydrants, and a network of pipes ranging from 4" to 16" in diameter. The Village does not own any wells nor does it have direct access to water supply; rather, water from Lake Michigan is purchased from the City of Chicago. This water is received at 40-44 pounds per square inch (psi) and is distributed by the pumping station at approximately 60 psi.

## Water Distribution

The water arrives to the Village from the City of Chicago through a 16" water main that travels parallel and adjacent to Ronald Street. The water is then stored in a 2 million gallon reservoir located at the Public Works facility just off Wilson Avenue. The Village's pumping station increases the pressure of the water through its three pumps for distribution to the Village.







### Water Mains

The majority of the Village's water mains are constructed of cast iron mechanical joint pipe and are generally 4" to 16" in diameter. The Village has maintained a log of over 700 repairs that have occurred on these water mains since 1989. The streets with the highest numbers of water main breaks are Oak Park Avenue and Gunnison Avenue.

Thus far, water main improvements occur as needed and when funding is available. A recent project was completed on Lawrence Avenue which upgraded the existing water main from 8" to 12" and was funded by the creation of a Special Service Area (SSA) and completed in conjunction with the Lawrence Avenue Streetscaping Project. In 2010, a major improvement project is proposed for Oak Park Avenue.

### Water Tower

The water tower dates from the mid-1950s and can hold up to 150,000 gallons of water. There are concerns that the current capacity is no longer adequate to service the Village during peak demand (currently and increasingly so in the future), or in the event of a major fire. The Village should pursue the construction of a new water tower with a greater capacity to address these issues.

### Pumping Station

According to a 2007 Village report, the pumping station is in good working order and consists of three pumps. However, these pumps are activated via a telephone connection to the water tower with no back-up communication method. Use of the third (and largest pump) is minimized due to its association with water main breaks. An average of 800,000-900,000 gallons of water is pumped and distributed to the Village daily.

### WATER SYSTEM POLICIES AND RECOMMENDATIONS

- The Village should continue to plan for and pursue the construction of a new water tower with enough capacity to provide for future peak hour demand standards and sufficient fire protection;
- The Village should prioritize upgrading inadequate water mains rather than only repairing them to avoid long-term problems or a potential system failure;
- New development that will be serviced by the Village's water system should be required to upgrade the affected water main or provide cash-in-lieu so as not to put the existing system under too much stress;

- The Village should consider increasing the cost of user fees to cover the true cost of providing services;
- The Village's water system maps should be regularly updated and distributed to appropriate Village staff;
- The size of the water main at Nagle Avenue and Gunnison Street should be increased to adequately serve the area; additionally, this main should be looped into the water system; and,
- The water main on Foster Avenue should be connected to nearby 8" main for improved service.





### SEWER SYSTEM

The sewer system for Harwood Heights includes sanitary, storm and combination (sanitary and storm) sewers. Sewage is sent to the Metropolitan Water Reclamation District (MWRD) for treatment. A recent upgrade to the system was construction of a new holding tank under Oriole Avenue.

### Sanitary Sewers

In the Village, sanitary sewers are mostly clay and are located in the center of streets or alleys. They range in size from 6" to 54" in diameter. Wastewater eventually flows into the Chicago Sanitary District or the Metropolitan Water Reclamation District and is ultimately treated at the MWRD Sewage Treatment Plant.

### Storm Sewers

Storm sewers are clay or concrete and are often located under streets or alleys. They range in size from 12" to 60" in diameter. Since storm sewers are intended to collect only rainwater, the system flows directly to the Des Plaines River and is not treated.

### Combination Sewers

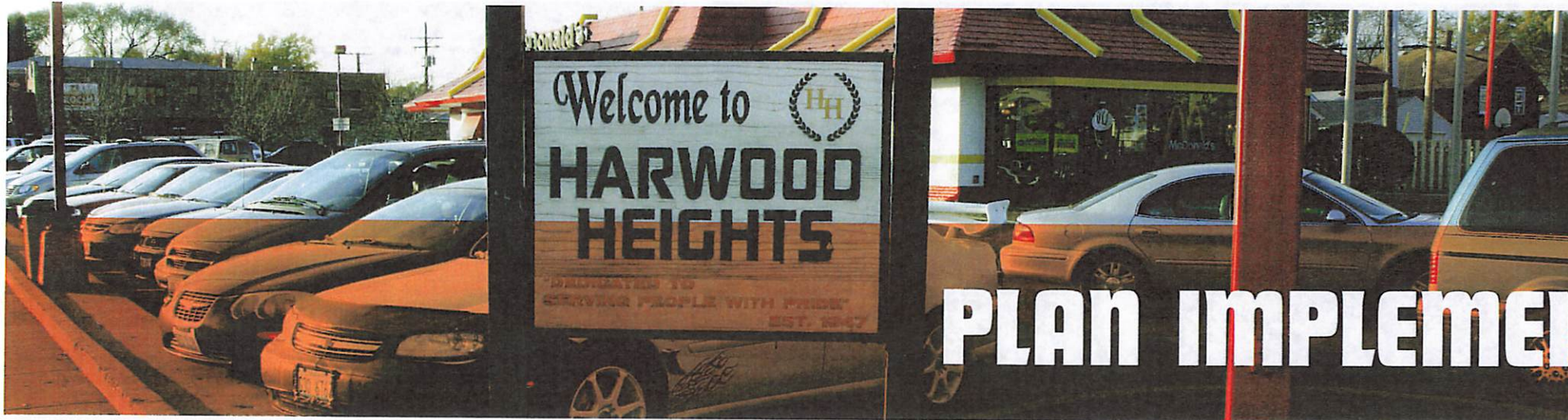
Combination sewers are typically clay and are often located in the center of the streets or alleys. They range in size from 6" to 54" in diameter. Combination sewers collect both wastewater and storm water. The combination sewage from Harwood Heights flows into the Chicago Sanitary District or the Metropolitan Water Reclamation District and is ultimately treated at the MWRD Sewage Treatment Plant.

### SEWER SYSTEM POLICIES AND RECOMMENDATIONS

- The Village should complete a Village-wide stormwater management study to determine public actions, regulatory requirements and system improvements;
- The Village should consider the use of pervious paving materials in public parking lots and encourage private developers to use this and other run-off reducing technologies;
- The Village should continue to plan for and pursue a sewer system improvement project along Ronald Avenue;

- The Village should evaluate the quality of the storm sewer systems in areas prone to flooding and determine the nature, timing and funding for upgraded infrastructure; and,
- The Village should coordinate with the MWRD and similar agencies to ensure service and facilities support existing and proposed development.





## SECTION 7

# PLAN IMPLEMENTATION

Based on an extensive community outreach process, thorough analysis and sound planning principles, the Comprehensive Plan sets forth an agreed-upon “road map” for growth and development within the Village of Harwood Heights for the next ten to fifteen years. It is a testament to the effort and commitment on the part of the Village Board and the community at large. In many ways the planning process in Harwood Heights has just begun. Completion of the new Comprehensive Plan is only the first step, not the last.

This section briefly highlights several next steps that should be undertaken to begin the process of plan implementation. These include:

1. Adopt the Comprehensive Plan and use it on a daily basis;
2. Review and update the Zoning Ordinance and other development controls;
3. Develop and utilize a regular Capital Improvements Program (CIP) for large Village expenditures;
4. Promote cooperation and participation among various agencies, organizations, community groups and individuals;
5. On an annual basis, prepare a 5-year action plan to prioritize objectives and list accomplishments;
6. Explore possible funding sources and implementation techniques;
7. Enhance public communication via traditional and web-based formats; and,
8. Update the Comprehensive Plan on a regular basis.

### ADOPT THE PLAN AND USE IT ON A DAILY BASIS

The Comprehensive Plan should become Harwood Heights’ official policy guide for improvement and development. It is essential that the Plan be adopted by the Village Board and then be used on a regular basis by Village staff, boards and commissions to review and evaluate all proposals for improvement and development within the community in the years ahead.

### REVIEW THE ZONING ORDINANCE AND OTHER DEVELOPMENT CODES

Zoning is an important tool in implementing planning policy. It establishes the types of uses allowed on specific properties, and prescribes the overall character and intensity of development to be permitted.

Adoption of the new Comprehensive Plan should be followed by a review and update of the Village’s various development controls including zoning, subdivision regulations, and other related codes and ordinances. It is essential that all development controls be consistent with and complement the new Comprehensive Plan.

The Comprehensive Plan sets forth policies regarding the use of land within the Village and establishes guidelines for the quality, character and intensity of new development to be promoted in the years ahead. The Plan’s policies and guidelines should greatly assist the Village in formulating new zoning and development code regulations that can better reflect the unique needs and aspirations of the Harwood Heights community.

### CAPITAL IMPROVEMENTS PROGRAM

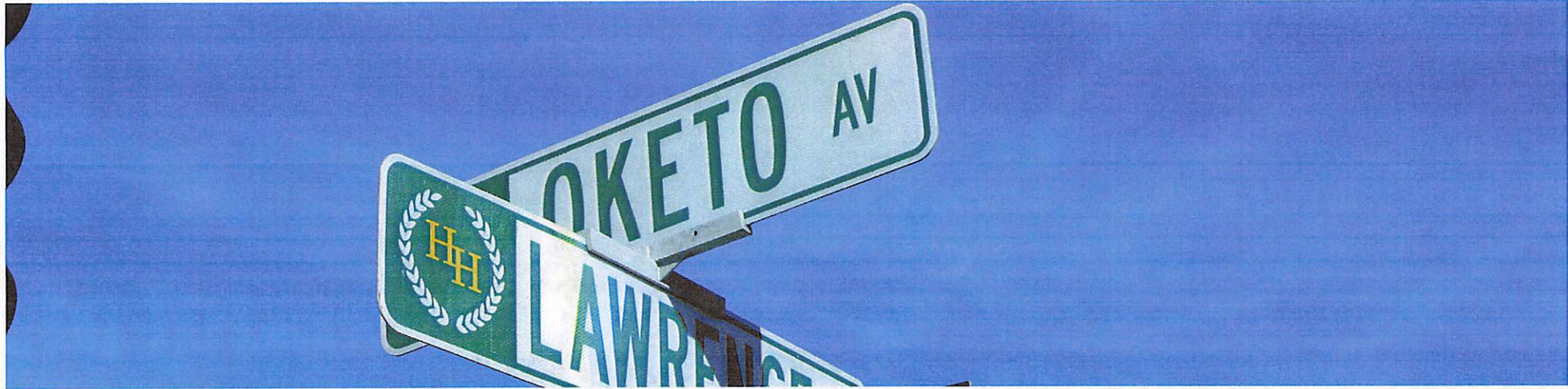
Implementation of the Comprehensive Plan that requires large Village expenditures can be structured in a Capital Improvements Program. A Capital Improvements Program establishes schedules, priorities and estimated costs for all public improvement projects looking out over a five-year period. Through this process, all projects are reviewed, priorities assigned, cost estimates prepared, and potential funding sources identified.

The Capital Improvements Program typically schedules the implementation of a range of specific projects related to the Comprehensive Plan, particularly the restoration and upgrading of existing utilities and infrastructure facilities.

Municipal financial resources will always be finite and public dollars must be spent wisely. The Capital Improvements Program would allow the Village of Harwood Heights to provide the most desirable public improvements, yet stay within budget constraints.

*By establishing the roles, responsibilities, timing, and tasks to be undertaken, implementation of the Comprehensive Plan can begin to move forward, helping to realize community aspirations and planning objectives.*





**PROMOTE COOPERATION  
& PARTICIPATION**

The Village of Harwood Heights should assume the leadership role in implementing the new Comprehensive Plan. In addition to carrying out the administrative actions and public improvement projects called for in the Plan, the Village may choose to administer a variety of programs available to local residents, businesses and property owners.

In order for the Comprehensive Plan to be successful, it must be based on a strong partnership between the Village, other public agencies, various neighborhood groups and organizations, the local business community, and the private sector.

The Village should be the leader in promoting the cooperation and collaboration needed to implement the new Comprehensive Plan. The Village's partners should include:

1. Other governmental and service districts, such as the school districts, the fire protection district, , Cook County, private utility companies, the Illinois Department of Transportation (IDOT), Norridge Park District, etc.;
2. Builders and developers, who should be encouraged to undertake improvements and new construction that conform to the Plan and enhance the overall quality and character of the community; and
3. The Harwood Heights community, including individual residents and organized groups by participating in the on-going planning process, and voicing their opinions on improvement and development decisions within the community.

**EXPLORE FUNDING SOURCES &  
IMPLEMENTATION TECHNIQUES**

While many of the projects and improvements called for in the Comprehensive Plan can be implemented through administrative and policy decisions or can be funded through normal municipal programs, other projects may require special technical and/or financial assistance.

The Village should continue to explore and consider the wide range of local, state and federal resources and programs that may be available to assist in the implementation of planning recommendations.

**ENHANCE PUBLIC COMMUNICATION**

The Village should prepare a brief summary version of the new Comprehensive Plan and should distribute it widely throughout the community. It is important that all local residents, businesses and property owners be familiar with the Plan's major recommendations and its vision for the future.

The Village should consider additional techniques for responding quickly to public questions and concerns regarding planning and development. For example, the Village might prepare a new informational brochure on how to apply for zoning, building, subdivision and other development-oriented permits and approvals. It might also consider a special newsletter or Web page feature that focuses on frequently raised questions and concerns regarding planning and development or new Village projects.

**PREPARE AN IMPLEMENTATION  
ACTION AGENDA**

The Village should prepare an implementation action agenda which documents the improvements, development projects and activities to be undertaken during the next few years. For example, the action agenda might consist of:

1. A detailed description of the projects and activities to be undertaken;
2. The priority of each project or activity;
3. The responsible party or organization for initiating and participating in each activity; and,
4. A list of potential funding sources and assistance programs that may be available for implementing each project or activity.

In order to remain current, the action agenda should be updated annually.





## UPDATE THE PLAN ON A REGULAR BASIS

It is important to emphasize that the Comprehensive Plan is not a static document. If community attitudes change or new issues arise which are beyond the scope of the current Plan, the Plan should be revised and updated accordingly.

Although a proposal to amend the Plan can be brought forth by petition at any time, the Village should regularly undertake a systematic review of the Plan. Although an annual review is desirable, the Village should initiate review of the Plan at least every two to three years. Ideally, this review should coincide with the preparation of the annual budget and capital improvement program. In this manner, recommendations or changes relating to capital improvements or other programs can be considered as part of the upcoming commitments for the fiscal year. Routine examination of the Plan will help ensure that the planning program remains relevant to community needs and aspirations.

The Village should:

1. Make available copies of the Plan document available for the public;
2. Provide assistance to the public in understanding the Plan and its relationship to private and public development projects and other proposals, as appropriate;
3. Assist the Village Board in the day-to-day administration, interpretation and application of the Plan;
4. Maintain a list of current possible amendments, issues or needs which may be a subject of change, addition or deletion from the Comprehensive Plan; and,
5. Coordinate with, and assist the Plan Commission and Village Board in the Plan amendment process.

## POTENTIAL FUNDING SOURCES

The following is a list of possible funding sources that the Village could pursue to fund the implementation of the Comprehensive Plan. These programs are organized by funding category which includes:

- General
- Economic Development
- Brownfield Redevelopment
- Transportation and Infrastructure
- Parks, Trails and Open Space
- Green Initiatives and Energy

It should be noted that while the information regarding these funding sources was deemed accurate at the time this Plan was written, the long-term availability of funds for some of these resources cannot be guaranteed. The Village should revise, update, and expand this list of potential funding sources as a component of any future Comprehensive Plan updates.

## GENERAL SOURCES

### Community Development Block Grant Program (CDBG)

The Community Development Block Grant (CDBG) program is a flexible program that provides communities with resources to address a wide range of unique community development needs including housing, infrastructure and job creation and retention.

The CDBG program provides annual grants on a formula basis to 1,225 general units of local government and States. A grantee must develop and follow a detailed plan that provides for and encourages citizen participation. This integral process emphasizes participation by persons of low or moderate income, particularly residents of predominantly low- and moderate-income neighborhoods, blighted areas, and areas in which the grantee proposes to use CDBG funds. Over a one, two, or three-year period, as selected by the grantee, not less than 70 % of the funds must be used for activities that benefit low- and moderate-income persons.

### Home Rule Sales Tax

As a home rule community, the Village can institute an increase in the municipal portion of the sales tax. Increases are typically implemented in .25% increments, (but can be greater) and can be used for a variety of uses or to fund specific projects and programs. The Village has authorized by ordinance the use of home rule sales tax, currently at one percent.

### Special Service Area (SSA)

SSAs can be used to fund improvements and programs within a designated service area (the Village currently uses this tool in Downtown). An SSA is essentially added to the property tax of the properties within the identified service area and the revenue received is channeled back into projects and programs benefiting those properties. An SSA can be rejected if 51% of the property owners and electors within a designated area object. SSA funds can be used for such things as streetscape improvements, district marketing and special events.

**Tax Increment Financing (TIF)**

Tax increment finance (TIF) is a powerful tool that the Village has utilized within the Downtown area and Ogden Avenue. The Village should continue to use the provision of TIF funding to incentivize and attract desired development within these areas. TIF funds can typically be used for infrastructure, public improvements, land assemblage and in offsetting the cost of development – including but not limited to engineering, stormwater and other site related issues.

TIF utilizes future property tax revenues generated within a designated area or district to pay for im-provements and incentivize further reinvestment. As the Equalized Assessed Value (EAV) of properties within a TIF District increases, the incremental growth in property tax over the base year that the TIF was established is reinvested in the area.

Local officials may then issue bonds or undertake other financial obligations based on the growth in new tax revenue within the district. The maximum life of a TIF district in the State of Illinois is 23 years although the TIF district can be extended via approval from the Illinois state legislature. Over the life of a TIF district, the taxing bodies present within the district, such as school or park districts, receive the same amount of tax revenue that was generated in the base year in which the TIF was established. There are provisions that allow for schools to receive additional revenue.

**Business District Designation**

Business district development and redevelopment is authorized by Division 74.3 of the Municipal Code of the State of Illinois. A municipality may designate, after public hearings, an area of the municipality as a Business District. While business district designation does not provide a funding source, it empowers a municipality to carry out a business district development or redevelopment plan through the following actions:

- Approve development and redevelopment proposals.
- Acquire, manage, convey or otherwise dispose of real and personal property acquired pursuant to the provisions of a development or redevelopment plan.
- Apply for and accept capital grants and loans from the federal and state government, for business district development and redevelopment.
- Borrow funds for the purpose of business district development and redevelopment, and issue obligation or revenue bonds, subject to applicable statutory limitations.
- Sell, lease, trade or improve such real property as may be acquired in connection with business district development and redevelopment plans.
- Business district planning activities.
- Establish by ordinance or resolution procedures for the planning, execution and implementation of business district plans.
- Create a Business District Development and Redevelopment Commission to act as an agent for the municipality for the purposes of business district development and redevelopment.



**Tax Abatement**

A property tax abatement is a versatile tool that can be applied to address a wide range of community issues. Property tax abatements are typically used as an incentive to attract business and revitalize the local economy. In the State of Illinois, municipalities and other taxing districts can abate any portion of a property’s taxes. The period of tax abatement on a given property can be no longer than 10 years and the total combined sum of abated taxes for all taxing districts cannot exceed \$4 million over that period. A taxing district can administer the abatement by one of two methods: 1) lowering the tax rate, 2) initiating a property tax freeze where the property is taxed based on a pre-development assessed value.

In some circumstances municipalities can also petition the County to lower a property’s assessment. For example, a commercial property could be assessed at a percentage equivalent to that of a residential property. This is an effective means of lowering a property tax bill, however, it should be noted that this method impacts all taxing districts and not just the district making the request.

**Payment in Lieu of Taxes (PILOT)**

Payment in Lieu of Taxes (PILOT) is a similar tool to tax abatement. The Village can use PILOTs to reduce the property tax burden of a desired business for a predetermined period. In this instance, a local taxing body and a property owner will agree to the annual payment of a set fee in place of the property taxes.

Payments are typically made in the form of a fixed sum, but they may also be paid as a percentage of the income generated by a property. In addition, PILOT can also be a means of reducing the fiscal im-pact on the Village, of a nonprofit, institutional use or other non taxpaying entity locating to a key site. While such uses can be desirable as activity generators, they can also negatively impact municipal ser-vices.

Provisions can be made to offset that negative impact by allowing the Village to be compensated for at least a portion of the revenue that would otherwise be collected in the form of property tax.

**Community Development Corporations**

A Community Development Corporation (CDC) is an independently chartered organization, often times with not-for-profit status that undertakes community development initiatives. The board of directors typically brings expertise in real estate or business development along with a demonstrated commitment to the community.

CDCs are often funded through public-private partnerships with financial commitments from local financial institutions or businesses and a public funding source (TIF, SSA, etc.) to provide for both operating expenses and programs, as appropriate. CDCs may undertake traditional chamber of commerce-like activities but may also administer loan programs or acquire and redevelop property in the community.

Many communities create CDCs under the umbrella structure of an established organization, such as a chamber of commerce, in the community so that missions are complementary and do not overlap. An example of a distinctive CDC activity is the facilitation or administration of a revolving loan fund or a community lending pool capitalized by commitments from local financial institutions to provide low-interest/low-cost loans. Such funds typically target both new and expanding businesses for such redevelopment activities as interior improvements, façade and exterior improvements, building additions, site improvements, etc.

Some state and federal small business assistance programs are structured to work in combination with CDC-administered loan programs. Another distinctive activity of a CDC is property acquisition and redevelopment, which is most successful when the organization is mature in both expertise and capacity (particularly if the CDC intends to manage property after redevelopment).

**Foundation and Specialized Grants**

Implementation of the Plan requires realization of projects that range in scale and scope. One type of funding source that becomes increasingly significant when issue-specific projects or programs (e.g., workforce development, historic preservation, small business assistance, etc.) are considered is foundation grants. Examples include the Grand Victoria Foundation and the MacArthur Foundation. These grants typically require a fiscal agent or 501(c) 3 partner.

**ECONOMIC DEVELOPMENT**

**Business Development Public Infrastructure Program (BDPIP)**

The Illinois Department of Commerce and Economic Opportunity provides grants for public improvements on behalf of businesses undertaking a major expansion or relocation project.

**Manufacturing Modernization Loan Program**

The Manufacturing Modernization Loan Program is designed to provide manufacturers with access to adequate and affordable financing for upgrading and modernizing their manufacturing equipment and operations. Though this program targets manufacturers directly, the loan program can be marketed to achieve some of the Village's industrial area goals.

**Industrial Revenue Bond (IRB) Inducements**

Industrial Revenue Bonds (IRBs) offer a tax-exempt, low interest source of financing to manufacturing firms. A municipality will sell IRBs and then loan the proceeds to manufacturing businesses to finance capital investment projects. IRBs are unique in that although the municipality issues the bonds, the firm benefiting from the capital investment is to provide the interest and principal payments on the loan. The municipality is, in effect, lending its bond tax-exemption, but not its credit, to the bond issue. Municipalities typically place limits on the minimum and maximum size of the bond issue and the maximum size of the project being funded.

**BROWNFIELD REDEVELOPMENT**

**Brownfields Cleanup Revolving Loan Program**

The Environmental Protection Agency's (EPA) Revolving Loan Fund (RLF) grants provide funding for a grant recipient to capitalize a revolving loan fund and to provide subgrants to carry out cleanup activities at brownfield sites. Through these grants, EPA seeks to strengthen the marketplace and encourage stakeholders to leverage the resources needed to clean up and redevelop brownfields. When loans are repaid, the loan amount is returned into the fund and re-lent to other borrowers, providing an ongoing source of capital within a community.

**Brownfields Assessment Grant Program**

The EPA provides assessment grants to inventory, characterize, assess, and conduct planning and community involvement related to brownfield sites. An eligible entity may apply to assess a site contaminated by hazardous substances, pollutants, or contaminants or petroleum. The performance period for these grants is two years.

**Brownfields Cleanup Grant Program**

Cleanup grants, through the EPA, provide funding for a grant recipient to carry out cleanup activities at brownfield sites. These funds may be used to address sites contaminated by petroleum and hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum). Cleanup grants require a 20 percent cost share, which may be in the form of a contribution of money, labor, material, or services, and must be for eligible and allowable costs (the match must equal 20 percent of the amount of funding provided by EPA and cannot include administrative costs). An applicant must own the site for which it is requesting funding at time of application or demonstrate the ability to acquire title. The performance period for these grants is two years.

**Illinois Municipal Brownfields Redevelopment Grant Program**

Through the Illinois EPA, this program assists communities with identifying and prioritizing brownfields sites; investigate and determine remediation objectives; develop remedial action plans; and funds eligible cleanup activities. Eligible expenses include site assessments, soil and groundwater sampling, environmental consultant oversight, laboratory services, cleanup activities and participation in the Site Remediation Program (SRP).

There is a required 30 percent match from the receiving municipality. Municipalities need not own the brownfields site, but must document they have obtained access from the owner. Grant dollars may be used at Leaking Underground Storage Tank (LUST) sites.



## TRANSPORTATION AND INFRASTRUCTURE

### Rail Freight Program (RFP)

The primary role of the program is to facilitate investments in rail service by serving as a link between interested parties and channeling government funds to projects that achieve statewide economic development.

### SAFETEA-LU

On August 10, 2005, the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) was passed. SAFETEA-LU addresses improving safety, reducing traffic congestion, improving efficiency in freight movement, increasing intermodal connectivity, and protecting the environment. SAFETEA-LU promotes more efficient and effective Federal surface transportation programs by focusing on transportation issues of national significance, while giving State and local transportation decision makers more flexibility for solving transportation problems in their communities.

### Surface Transportation Program (STP)

These funds are allocated to coordinating regional councils to be used for all roadway and roadway re-lated items. Projects in this funding category must have a local sponsor and are selected based, among other factors, on a ranking scale that takes into account the regional benefits provided by the project among other factors. STP funds are allocated among the following programs: demonstration projects; enhancement; hazard elimination; and urban funds.

### Safe Routes to School

SAFETEA-LU specifies that eligible infrastructure-related projects include the planning, design, and construction of infrastructure-related projects that will substantially improve the ability of students to walk and bicycle to school, including:

- Sidewalk improvements,
- Traffic calming and speed reduction improvements,
- Pedestrian and bicycle crossing improvements,
- On-street bicycle facilities,
- Off-street bicycle and pedestrian facilities,
- Secure bicycle parking facilities, and
- Traffic diversion improvements in the vicinity of schools.

### Illinois Transportation Enhancement Program (ITEP)

This funding source is administered by the Illinois Department of Transportation and is a set-aside fund from the SAFETEA-LU. Among the projects that are eligible for this funding include bicycle/pedestrian facilities, streetscaping, landscaping, historic preservation and projects that control or remove outdoor advertising. Federal reimbursement is available for up to 50 percent of the cost of right-of-way and easement acquisition and 80 percent of the cost for preliminary engineering, utility relocations, construction engineering and construction costs.

### Congestion Mitigation and Air Quality Improvement Program (CMAQ)

The CMAQ program is also part of SAFETEA-LU focuses on projects that provide solutions to regional congestion and air quality problems. Eligible project types include transit improvements, commuter parking lots, traffic flow improvements, bicycle/pedestrian projects and projects that result in emissions reductions. These projects are also federally funded at 80 percent of project costs.





## **PARKS, TRAILS AND OPEN SPACE**

### **Illinois Department of Natural Resources**

The Village should work with the Park District to identify projects where a cooperative pursuit of parks and open space grants may be beneficial. The Illinois Department of Natural Resources (IDNR) administers seven grants-in-aid programs to help municipalities and other local agencies provide a number of public outdoor recreation areas and facilities. The programs operate on a cost reimbursement basis to local agencies (government or not-for-profit organization) and are awarded on an annual basis. Local governments can receive one grant per program per year, with no restrictions on the number of local governments that can be funded for a given location. IDNR grants are organized into three major categories: Open Space Lands Acquisition and Development (OSLAD); Boat Access Area Development (BAAD); and Illinois Trails Grant Programs.

### **OSLAD**

The OSLAD program awards up to fifty percent of project costs up to a maximum of \$400,000 for acquisition and \$200,000 for development/renovation of such recreation facilities as playgrounds, outdoor nature interpretive areas, campgrounds and fishing piers, park roads and paths, and beaches. IDNR administers five grant programs to provide financial assistance for the acquisition, development, and maintenance of trails that are used for public recreation uses (bike paths, snowmobile, off-highway vehicles, motorized and non-motorized recreational trails, etc.).

### **Recreational Trails Program**

Another program is the federal "Recreational Trails Program" (RTP), was created through the National Recreational Trail Fund Act (NRTFA) as part of the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) and reauthorized by the SAFETEA-LU. This program provides funding assistance for acquisition, development, rehabilitation and maintenance of both motorized and non-motorized recreation trails. By law, 30% of each States' RTP funding must be earmarked for motorized trail projects, 30% for non-motorized trail projects and the remaining 40% for multi-use (diversified) motorized and non-motorized trails or a combination of either. The RTP program can provide up to 80% federal funding on approved projects and requires a minimum 20% non-federal funding match.

### **Land and Water Conservation Fund (LWCF)**

Land and Water Conservation Fund grants are available to cities, counties and school districts to be used for outdoor recreation projects. Projects require a 55 percent match. All funded projects are taken under perpetuity by the National Park Service and must only be used for outdoor recreational purposes. Development and renovation projects must be maintained for a period of 25 years or the life of the manufactured goods.

## **GREEN INITIATIVES AND ENERGY**

### **Illinois Clean Energy Community Foundation**

The Illinois Clean Energy Community Foundation invests in clean energy development and land preservation efforts, working with communities and residents to improve environmental quality in Illinois.

### **Illinois Sustainable Education Projects (ISTEP)**

ISTEP is a program through the Illinois Department of Commerce and Economic Opportunity (DCEO) that will fund educational projects that promote energy efficient, renewable energy, recycling, composting and vermicomposting technologies.

