



TOWN CENTER PLAN

OLYMPIA FIELDS

Final Draft July 2014



Chicago Metropolitan
Agency for Planning

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Prepared for the
Village of Olympia Fields, IL

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ACKNOWLEDGEMENTS

The creation of the Olympia Fields Town Center Plan was made possible through a Local Technical Assistance (LTA) Grant awarded by the Chicago Metropolitan Agency for Planning (CMAP). The Village of Olympia Fields and its consultant team, Camiros, Ltd., led local stakeholders in the development of the Plan. The Village, CMAP staff, and consultant team would like to give special thanks to the following organizations for their role in shaping the Town Center Plan:

- Village of Olympia Fields
- Town Center Steering Committee
- Metra
- Regional Transportation Authority (RTA)
- Olympia Club Neighborhood Association
- Olympia Fields Country Club

Schematic plans, diagrams, 3-dimensional illustrations, and photographs contained within the Olympia Fields Town Center Plan are intended for **illustrative purposes only**.

Any redevelopment of private property within the Town Center planning area, including Metra-owned land, would need the consent of all applicable parties.



The Town Center should strengthen the identity of Olympia Fields



A. INTRODUCTION

Olympia Fields is a stable and diverse residential community set amongst the beautiful surroundings of the world-class Olympia Fields Country Club. Though the Village was founded in 1927, it never developed a central business district or “Town Center.” The large undeveloped site adjacent to the 203rd Street Metra Station presents an opportunity for the Village to develop a Town Center to serve as the focal point and gateway for the community. The Town Center will be a visible indicator of community pride, health, heritage and history. It will be a major asset in the effort to recruit and keep residents, businesses and visitors and, most importantly, it will be a place for people to come together, strengthening the social fabric of the Village.

1. Plan Intent

- Create a framework for future mixed-use development in the Town Center planning area
- Strengthen the identity of Olympia Fields through the creation of a walkable, compact, vibrant, and village-like environment
- Help “complete” the Olympia Club neighborhood through infill residential development
- Enhance connectivity to unify the various portions of the site with the Metra station and surrounding neighborhoods
- Update the existing Olympia Fields Town Center Plan to reflect new real estate market realities
- Recommend a regulatory structure to implement the policies of the Plan

Credit: Alan Light



Olympia Fields Country Club



2. GO TO 2040

The Chicago Metropolitan Agency for Planning (CMAP) is the official regional planning organization for the northeastern Illinois counties of Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will. CMAP developed and now leads the implementation of GO TO 2040, metropolitan Chicago's first comprehensive regional plan in more than 100 years. To address anticipated population growth of more than 2 million new residents, GO TO 2040 establishes coordinated strategies that help the region's 284 communities address transportation, housing, economic development, open space, the environment, and other quality-of-life issues.

CMAP is providing assistance to the Village of Olympia Fields through the Town Center Plan in order both to meet local needs as well as to advance the implementation of GO TO 2040. GO TO 2040 recommends that while development should always fit the local context, community choices about land use and housing should emphasize principles that improve livability such as:

- Support for transit, walking, and bicycling
- A range of housing options
- Environmental protection
- Access to green space
- Design, aesthetics, and local holistic character

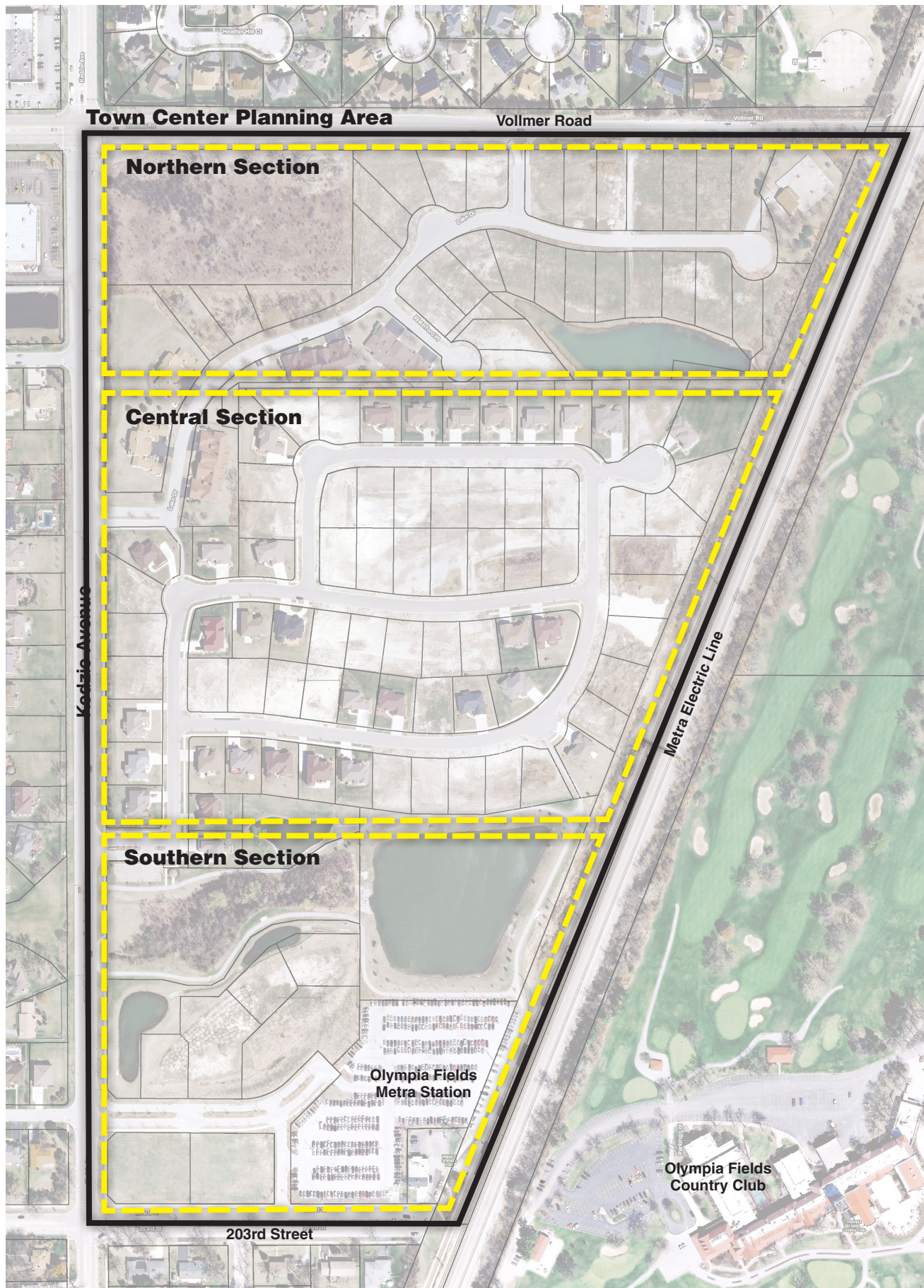


Figure 1 // Town Center Planning Area

B. EXISTING CONDITIONS

1. Overview

The Village of Olympia Fields is located in south Cook County, east of Interstate 57 and south of Vollmer Road. The Metra Electric Line bisects the community and provides transit access at the rail stations sited at 203rd Street and 211th Street within the Village's corporate limits.

Housing is a predominate land use within the community. Olympia Fields is comprised of a wide variety of housing stock, including elegantly-designed "Prairie" style homes, modest split-level ranches, and larger contemporary single-family homes. The Village's population has a high median household income compared to the state, county and neighboring municipalities.

The Town Center planning area is comprised of approximately 80 acres of land bounded by Vollmer Road to the north, 203rd Street to the south, the Metra Electric Line to the east and Kedzie Avenue to the



The existing Metra commuter parking lot on the Southern Section of the Town Center planning area

west. For the purposes of this plan, the site has been divided into three areas: the Southern Section, the Central Section, and the Northern Section.

2. Southern Section

The Olympia Fields Metra Station and associated commuter parking lot (525 spaces) is located within the Southern Section of the Town Center planning area. The Olympia Fields Metra Station averages 473 daily morning typical weekday boardings (Metra 2006 Commuter Rail System Station Boarding / Alighting Count). Directly adjacent to the station entrance is the Olympia Fields post office and the "Little Garden of Olympia Fields". Vacant land is located immediately west and northwest of the commuter lot, along with a large detention pond and wooded area to the north. Existing single-family residential neighborhoods are located to the south across 203rd Street and to the west of Kedzie Avenue.

The Southern Section contains recently completed street infrastructure intended to serve existing and anticipated future development within the Town Center planning area. Traffic counts along Kedzie Avenue and 203rd Street are relatively low and there are currently no bus connections to Olympia Fields Metra Station.

Immediately to the east of the Metra Electric Line, the Olympia Fields Country Club, an historic private golf course and club, is accessible via a direct tunnel connection from the station platform stairway. Entry to the Olympia Fields Country Club property from this pedestrian tunnel connection is only available to club

Credit: Camiros, Ltd.



Olympia Fields post office

Credit: Camiros, Ltd.



Metra Station entrance

Credit: Camiros, Ltd.



Kedzie Avenue at Vollmer Road

Credit: Camiros, Ltd.



The Northern Section includes existing residential buildings as well as vacant land

members, employees, and others associated with the club, and is closed to the general public except during major events. Property within the Southern Section is currently owned by Metra, the Village of Olympia Fields, and private entities.

3. Central Section

The Central Section of the Town Center planning area includes the northern edge of the large detention pond and wooded area, along with the Olympia Club neighborhood, which is a partially completed single-family housing subdivision. Automobile access to the Olympia Club is accommodated through the Aegina Drive connection to and from Kedzie Avenue. A pedestrian path connects the southwest corner of the neighborhood with the wooded area, existing trail system along around the detention pond, and Metra station. Property within the Olympia Club residential subdivision is currently in private ownership.

4. Northern Section

The Northern Section of the Town Center planning area includes the northern portion of the Olympia Club neighborhood, in addition to several multi-family buildings along Lake Drive within the Lakes of Olympia Subdivision. The Coves Development, platted for single family, located southerly adjacent to Vollmer Road is currently vacant, with the exception of a parcel at the far northeastern corner developed with a small utility station. The Northern Section includes areas of recently completed street infrastructure intended to serve a development project known as "The Coves". The "Trails", a large lot of single-family residential properties is located west of Kedzie Avenue. There is also a large lot residential neighborhood to the north of Vollmer Road in the Village of Flossmoor.

5. Issues and Opportunities



Credit: Camiros, Ltd.



Credit: Camiros, Ltd.

The Central Section includes the Olympia Club subdivision and the Lakes of Olympia town home development

It is important to recognize that the Town Center planning area is partially built-out and already contains housing, civic uses, including a post office and train station, waterbodies, and recreational open space. The Town Center planning area also contains streets, sidewalks, multi-use paths, and other infrastructure designed for existing and anticipated future uses.

The following generally outlines the issues and opportunities that the community identified at the beginning of the Town Center planning process. These challenges and opportunities helped generate useful dialogue between residents, stakeholders, and other plan participants and steered the direction and focus of the Town Center Plan.

This context provides important local insight to the planning for a unified, cohesive, and complete Town Center for Olympia Fields.

Issues

- The Olympia Fields 203rd Street Metra Station lacks visual and physical connections from Kedzie Avenue.
- The Metra station lacks ADA accessibility.
- The view to the community from the Metra station train platform does little to communicate the community's identity.
- The Town Center planning area lacks a compelling community gathering place.
- Metra rail tracks create a physical and visual barrier between the Olympia Fields Country Club and the Town Center planning area.
- Much of the undeveloped land within the

Credit: Camiros, Ltd.



Olympia Fields Metra Station lacks ADA accessibility

Town Center planning area has pre-existing entitlement. While substantial latitude may exist in determining eventual housing and development types, development of the undeveloped parcels will require significant coordination.

Opportunities

- Improve physical and visual access to Olympia Fields Metra Station to promote transit use, strengthen community identity, and increase transit ridership.
- Build on existing site features, including large

Credit: Camiros, Ltd.

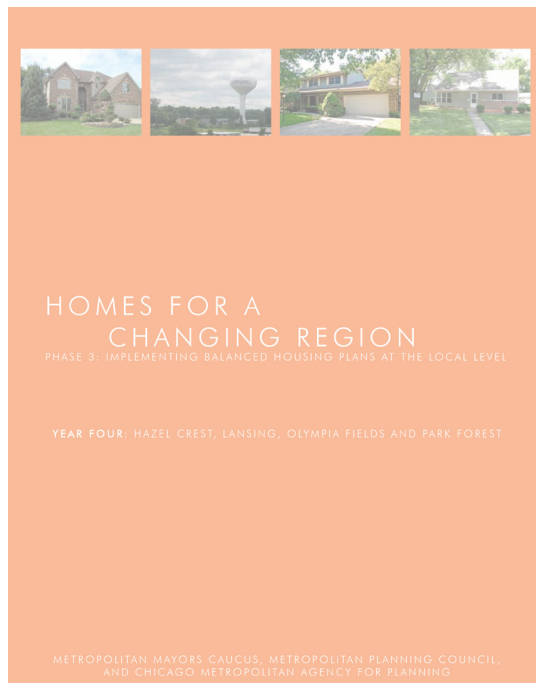
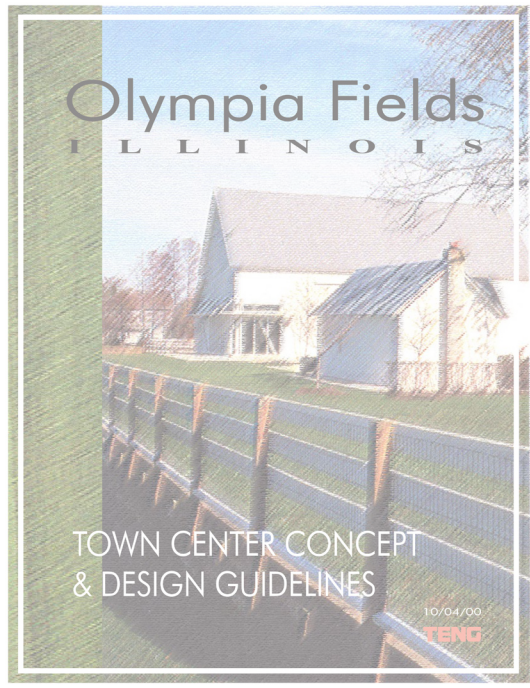


Existing detention ponds and wooded areas

Credit: Camiros, Ltd.



Streets and other infrastructure are in place to serve current and future development



waterbodies (detention ponds), multi-use paths, and wooded areas.

- Expand retail vitality along Vollmer Road
- Utilize existing and recently installed public infrastructure to serve undeveloped parcels.
- Leverage close proximity to the Olympia Fields Country Club.

6. Previous Plans

Over the past 15 years, several plans have been prepared to examine the possible physical layout and technical feasibility of a Town Center:

- The 2000 Olympia Fields Town Center Concept and Design Guidelines focused on locating a Village Hall, Civic Building and Police Station on the site with associated residential, mixed-use development and open spaces.
- The Chicago Southland Transit-Oriented Development Corridor Planning Study illustrated new multi-family housing, townhomes and a site for a destination restaurant in the station area along with a pedestrian underpass connection to the Country Club.
- The 2011 Homes for a Changing Region study recommended strategies focused on encouraging new housing types and associated amenities that attract young professionals, developing housing options for seniors, focusing development on the Village's two Metra station areas, adding a limited mix of rental housing, and using mixed-use development to diversify the Village's economic base.
- A 2012 EPA-sponsored workshop focused on recommending strategies for sustainable development; including rezoning of the current Planned Unit Development (PUD) areas and updating of design guidelines for development in Metra station areas.

Though the redevelopment strategies outlined in these plans have not been fully implemented, **relevant elements and directions from previous efforts have been incorporated** into the Town Center Plan.

C. PROCESS

1. Public Engagement

Public engagement is critical to the implementation of the Town Center Plan, particularly since significant change is envisioned for the planning area. Public engagement has been carried out through dialogue with the project Steering Committee, as well as members of the general public. The Steering Committee consisted of property owners, community residents, transit agencies, local business leaders, and Village representatives who are stakeholders in the improvement of the Town Center planning area. The role of the Steering Committee has been to:

- Identify resources or provide information regarding conditions within the study area
- Provide information about agencies, businesses or other entities that could assist in station area improvement and redevelopment
- Reflect concerns brought to community meetings and otherwise by local and villagewide residents and businesses
- Generate and vet ideas for projects under consideration for inclusion in the Plan



Credit: dan reed/

The Town Center should instill a strong sense of place



Credit: HollantaVoyeur

The Town Center needs a unique draw

2. Steering Committee Feedback

Steering Committee members have reviewed materials provided to them during the course of the planning process and attended meetings to discuss the issues raised in these materials in order to provide direction to Plan development. Steering Committee direction and feedback has been summarized below:

- The Town Center should be upscale and state of the art.
- Market longevity is important.
- Walkability and bikability are key.
- The Town Center needs a unique draw.
- Better connections to surrounding neighborhoods.
- The Town Center should instill a strong sense of place.
- Public and civic uses should be included.
- The Town Center should include mixed-use development.
- A variety of for-sale housing types would benefit the community.
- Empty-nesters and down-sizers who want to stay in the community should have a place in the Town Center.
- The Town Center should have a strong relationship with the Country Club.
- The Town Center should be “green.”
- A traditional style of design and materials is desired for new buildings.
- Metra parking should be reconfigured if it

benefits the Town Center.

- The Town Center should have activities for all ages.
- Outdoor gathering and performance spaces are desired.
- The Town Center should be centered around the existing pond, if possible.
- The Town Center should be visible from Vollmer Road and Kedzie Avenue, if possible.

Based on initial Steering Committee input, the consultant team created three Alternative Development Diagrams for the Town Center planning area. Each of the alternative development approaches represented different directions for the growth and development of the planning area and are described in detail in Section D.

Olympia Fields Town Center - Alternative Development Diagrams

Please Rate Planning Elements Based On Desirability.
Highest Ranked Elements will Be Considered for Inclusion in Draft Plan.
Please Complete Survey by December 20, 2013.

*1. Committee Member Information

Name
Organization

2. Alternative 1: Transformative Placemaking

	Strongly Desirable	Desirable
Multi-Tenant Retail Center at Kedzie and Vollmer (Lower Municipal Public Cost)	<input type="radio"/>	<input checked="" type="checkbox"/>
Detached Single-Family Infill Housing in Lakes of Olympia / Lake Drive (Lower Municipal Public Cost)	<input type="radio"/>	<input checked="" type="checkbox"/>
Townhouses South of Retail Center (Lower Municipal Public Cost)	<input type="radio"/>	<input type="radio"/>
Detached Single-Family on Perimeter of Olympia Club (Lower Municipal Public Cost)	<input checked="" type="checkbox"/>	<input type="radio"/>
Test-Family Housing at Center of Olympia Club (Lower Municipal Public Cost)	<input type="radio"/>	<input checked="" type="checkbox"/>
Mid-Block Passive Open Space at Center of Olympia Club (Medium Municipal Public Cost)	<input checked="" type="checkbox"/>	<input type="radio"/>
North-South Trail Connection through Olympia Club (Medium Municipal Public Cost)	<input checked="" type="checkbox"/>	<input type="radio"/>
Townhouses just north of Large Detention Pond (Lower Municipal Public Cost)	<input type="radio"/>	<input type="radio"/>
Trail System and Greenway Connecting West to Bicentennial Park (Medium Municipal Public Cost)	<input type="radio"/>	<input type="radio"/>
Southward Extension of Aegina Drive (Higher Municipal Public Cost)	<input type="radio"/>	<input type="radio"/>
Formalized Detention Pond, Water Feature and Town Center	<input type="radio"/>	<input checked="" type="checkbox"/>

An online survey was used to rank the desirability of key plan elements



Credit: Camiros, Ltd.

The Town Center should have activities for all ages



Credit: pelerfrench

The Town Center should include mixed-use development

As part of the plan evaluation process, Steering Committee members were asked to prioritize various elements of the Development Alternative Diagrams to help create the Draft Town Center Plan. In addition to providing their input regarding the planning of the Town Center at scheduled meetings, the Steering Committee was also asked to participate in an online survey to rank the desirability of key planning features showcased within each of the alternative development approaches described in Section E.

The public engagement process included several key person interviews and a widely-attended community open house, which successfully stimulated useful dialogue and discussion of various Plan elements and strategies.

It should be noted that private land developers were not consulted as part of this planning process. Additional flexibility has been built into the final Town Center Plan to take this into account.

D. MARKET ASSESSMENT SUMMARY

1. Overview

Enhancing economic competitiveness is an objective for most communities undertaking Town Center development projects. As part of the planning process, it is important to understand the relationships between employment centers, housing, and transportation facilities in the surrounding area. The following provides an overview of market conditions that affect future viability and feasibility of Town Center development within the planning area in Olympia Fields.

2. Future Land Use

The area adjacent to the Olympia Fields Metra Station has potential for expanded civic uses and a limited amount of convenience retail space given its scale and familiarity to residents who already use Metra and the U.S. Post Office. However, since it has little-to-no visibility from a major road and seemingly little foot traffic, the existing Station is not likely to attract significant commercial development.

The most viable location for retail use within the planning area is the southeastern corner of Vollmer Road and Kedzie Avenue. Stores and restaurants would benefit from visibility to motorists on Vollmer Road. This corner site fits into the context of the intersection's commercial character that exists on the northwest and southwest corners. It is sufficiently removed from the single-family homes to the southeast and northeast, across Vollmer Road, but is near enough to be easily accessible to these potential business patrons. Typically, grocery stores generate a high-level of sales from nearby residents, and this corner has the potential to draw shoppers from Olympia Fields and Flossmoor.

The market for office space is weak in the South Suburbs overall, as well as in Olympia Fields and the nearby suburbs. With the building of Governor's Office Park less than a mile away, the Town Center is unlikely to support additional office development in the foreseeable future unless a strong anchor tenant can be identified.

Olympia Fields is an aging community with almost two thirds of homeowners over age 55. The planning area provides an excellent opportunity to diversify the community's housing stock to accommodate young couples, empty nesters, and active seniors, in addition to families with children. The unsold lots in the center of the Olympia Club subdivision could be considered for additional single-family attached housing, including ranch homes that will attract empty nesters and seniors. The available outer lots are most appropriate for single-family detached homes when the real estate market improves. The decrease in lot prices from their pre-recession levels should improve the prospects for new construction here.

The property east of the southeast corner of Vollmer Road and Kedzie Avenue is best suited for multi-family or single-family attached housing given its proximity of the commercial corner. Single-family detached housing backing onto Vollmer Road will be viewed less favorably by potential buyers.



The most viable location for retail development is the Southeastern corner of Vollmer Road and Kedzie Avenue



Public and civic uses could be included in the Olympia Fields Town Center

3. Rental Housing

Rental housing can serve an important function in a community such as Olympia Fields; particularly, high-quality rental housing. Well-designed and well-appointed rental housing has the potential to attract a mix of age groups and families looking for housing without having to purchase property. Potential population groups include young professionals and young couples with children who commute to Chicago and other south suburban communities, seniors who no longer need or desire a large home, and singles with ties to the community.

The predominance of upscale single-family housing within the Village has made the development of moderate and middle-income owner-occupied and rental housing difficult. This limitation of housing choices makes the community less attractive to younger aspiring families and village seniors who want to move into smaller dwellings, yet remain in the community.

The Plan recommends that the Village evaluate new housing types and associated walkable amenities that attract younger families, seek out new housing options for seniors, using mixed-use development to diversify the local economic base and adding a limited mix of high-quality rental housing to the Town Center. Because Olympia Fields is one of the most sought after communities in the south suburbs, it is essential to ensure that development within the Town Center meets the community's expectations for quality and character.



Credit: Van Meter Williams Pollack

The Planning Area provides an opportunity to accommodate different age groups



Credit: Camiros, Ltd.

High quality rental housing in downtown Highland Park

E. ALTERNATIVE DEVELOPMENT APPROACHES

The following Alternative Development Diagrams were prepared to help the Steering Committee and consulting team assess the merits of different approaches to Town Center development in the Village of Olympia Fields, IL. Each diagram, while illustrative in nature, represents a distinct approach to Town Center land use, layout, and design, and reflects different guiding precepts, development programs, building typologies, civic uses, and public amenities. The evaluation of these Alternative Development Diagrams by the Steering Committee helped guide the process toward achieving consensus on desirable Town Center program and design elements. Once consensus was reached, the final Town Center Concept Plan, presented in Section F, was created.

The Alternative Development Approaches were as follows:

- **Alternative 1: Transformative Place-Making** “pushes the envelope” in terms of site improvements to create a transforming image and strong identity for the Olympia Fields Town Center.
- **Alternative 2: Focus on Existing Infrastructure** seeks to create a distinctive and vibrant town center while working within the existing framework of street infrastructure and drainage systems.
- **Alternative 3: Blocks and Squares** establishes a rational system of pedestrian scale blocks, public squares, and open spaces that help draw the community into the Town Center and unite the northern and southern portions of the site.



Olympia Fields Country Club

Credit: Alan Light



The Town Center could host a variety of activities

Credit: Camiros, Ltd.

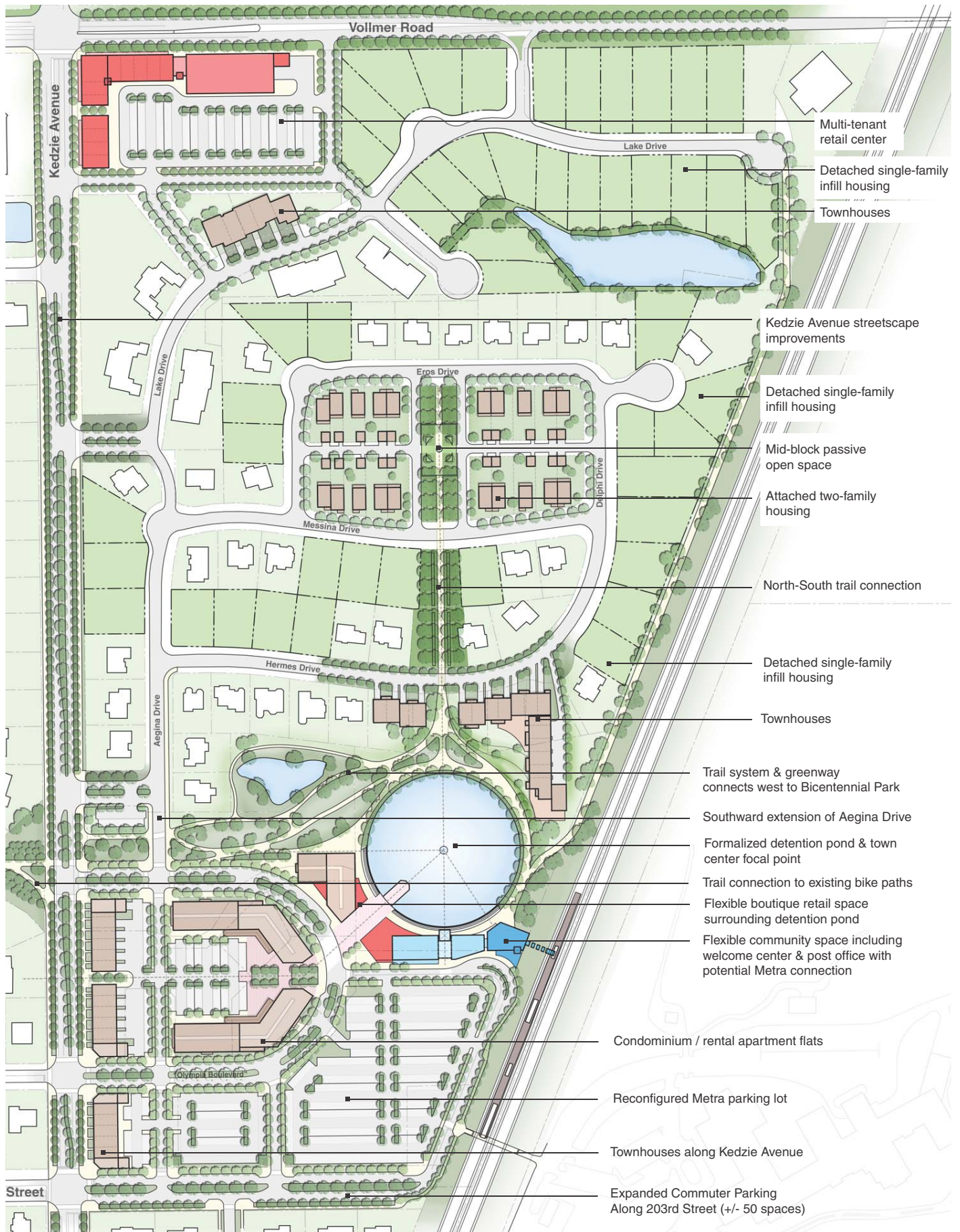


Figure 2 // Alternative 1: Transformative Place-Making

Alternative 1: Transformative Place-Making

Alternative 1 focuses the Town Center around the existing large detention pond located north of the Metra parking lot. The detention pond is upgraded and improved to function as a formalized gathering space for the community and a character-giving symbol of Olympia Fields. The pond could include a central spray fountain, synchronized perimeter lighting, or other activating features, as well as a projecting deck / pier and overlook for seating and dedicated space for live performances. New development is configured around the pond and includes a new welcome center, boutique retail space and community space along with residential development. New buildings flank and complement the geometry of the southern curve of the pond and front on a newly installed public plaza. Terraced seating follows the southern curve of the pond and steps down to the surface of the water, providing seat spaces for live performances. The Metra commuter parking lot is reconfigured to make room for the proposed development along the pond; however, there is no net loss of Metra commuter parking spaces. New townhouses along Hermes Drive “hug” the northeastern curve of the pond and provide a building density transition between the mixed-use development focal point on the south side of the pond and the existing Olympia Club neighborhood.

The hierarchy of the street system responds to the organization of uses described above. To provide a clearer street hierarchy, 203rd Street functions more as a main entry to the Metra commuter parking lot and new pick up / drop off area outside the new welcome center / community space. The primary vehicular thoroughfare is now the eastern end of the currently dead-ended and partially curved Cumberland Trail. Renamed “Olympia Boulevard,” the street is extended into the existing open space area to form a semi-circle, with residential development lining the handsomely landscaped roadway.

The large vacant site at the southeastern corner of Vollmer Road and Kedzie Avenue is redeveloped with a multi-tenant retail center sited at a 90 degree angle



Public space surrounding the large detention pond

Credit: Hollanta Vojteur

to help punctuate the geometry of the highly-visible corner. Surface parking that serves the commercial uses is provided in the rear of the building and largely out-of-view from public rights-of-way. This development is intended to act as a welcoming gateway to the Town Center. Additional vacant land along Vollmer Road at the northeastern edge of the site would be dedicated to new single-family residential development.

Site unification can be achieved through a variety of means. A unifying feature in Alternative 1 is a “green ribbon” or “greenway” that connects the pond area to the northern, southern, and western portions of the site. The green ribbon contains tree bosques, formalized open spaces, and pathways that complete the “pedestrian circuit,” and also links the Town Center to the Trails of Olympia and Bicentennial Park, located west of Kedzie Avenue. A key feature of the green ribbon is a new, heavily landscaped north-south pathway that extends north from the pond and terminates at a small pocket park at the heart of the Olympia Club neighborhood. Surrounding this park will be new alley-loaded attached two-family units intended to diversify housing types in the Olympia Club community and provide residential support for the Town Center. Unification of the Town Center is achieved by three major improvements: the green ribbon, the completion of “Olympia Boulevard,” and street extensions (Aegina Drive); which, collectively, strengthen site connectivity.

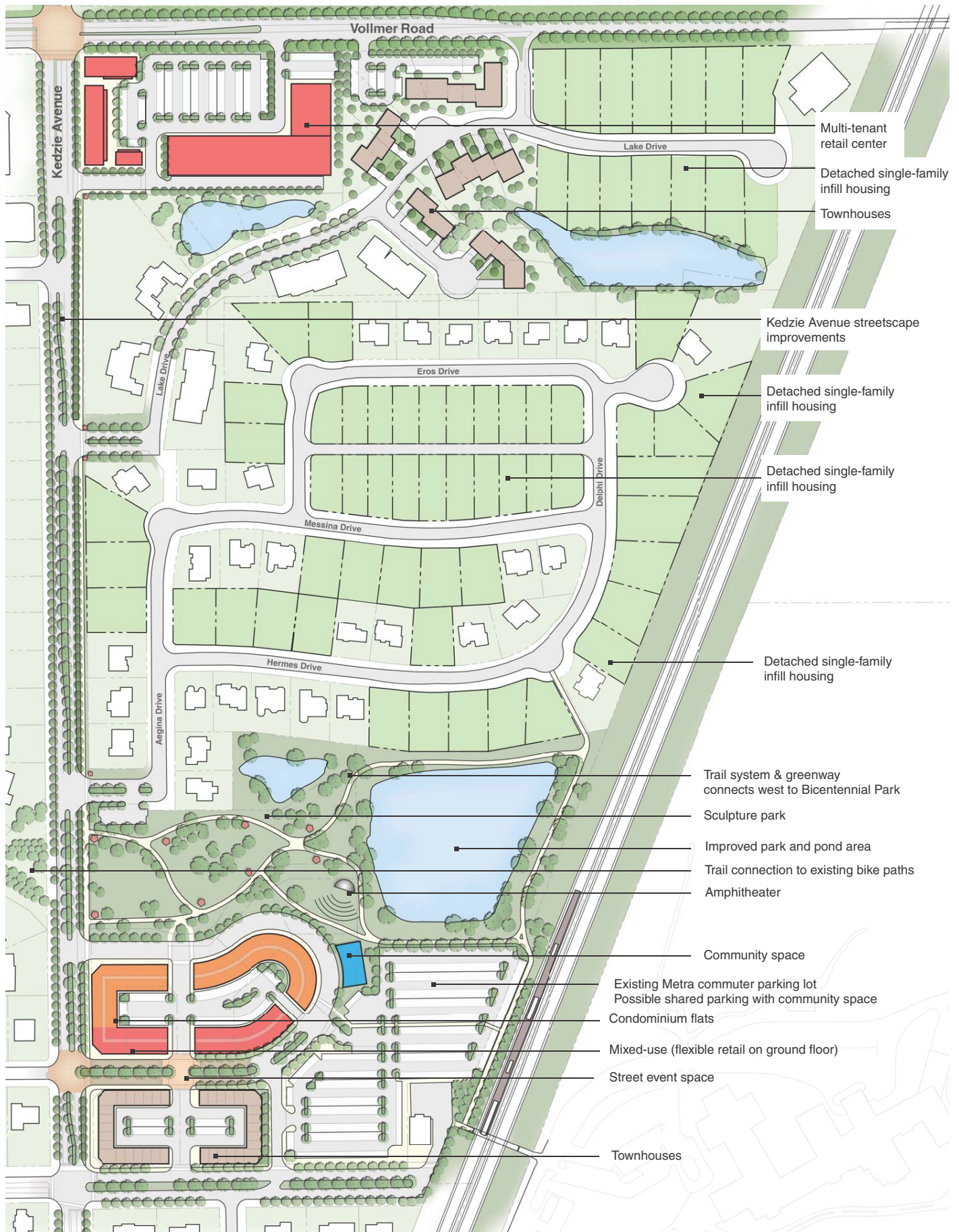


Figure 3 // Alternative 2: Focus on Existing Infrastructure

Alternative 2: Focus on Existing Infrastructure

Alternative 2 seeks to maximize the current investment in infrastructure and amenities to achieve maximum value. An example of this approach is to create a public gathering and festival space within the new “Olympia Boulevard” right-of-way (described in Alternative 1) through streetscape design and the coordinated design of adjoining architecture. The focus of the private-sector development program is along Olympia Boulevard with a small retail and mixed use component, including townhouses and condos.

Another example of maximizing current investment is improving the passive natural open space located between the large detention pond and Kedzie Avenue, which becomes a major sculpture garden and an area-wide attraction. Kedzie Avenue becomes a focal point through a major investment in streetscape design, and helps link the northern part of the site with the southern portion, and draws people from Vollmer Road southward. Civic uses and public amenities include an open-air amphitheater adjacent to the sculpture garden, as well as a 5,000 sq. ft. community center. The area around the pond is improved as a landscaped park.

Other vacant parcels on the site are developed with uses complementary to the town center concept. The vacant block within the Olympia Club development is programmed for smaller lot single-family houses bisected by a new alley, which would eliminate front loaded garages and create a stronger building-to-street orientation. The southeast corner parcel at Vollmer Road and Kedzie Avenue would be developed as commercial space, and the western portion of the site would be designed as a pedestrian-oriented node with smaller buildings and residential units above ground-floor retail. The balance of the undeveloped land in the northern portion of the site would be programmed for single-family residential development and townhouses.



Credit: Natalie Maynor



Credit: Van Meter Williams Pollack

A street event space could be created along Olympia Boulevard

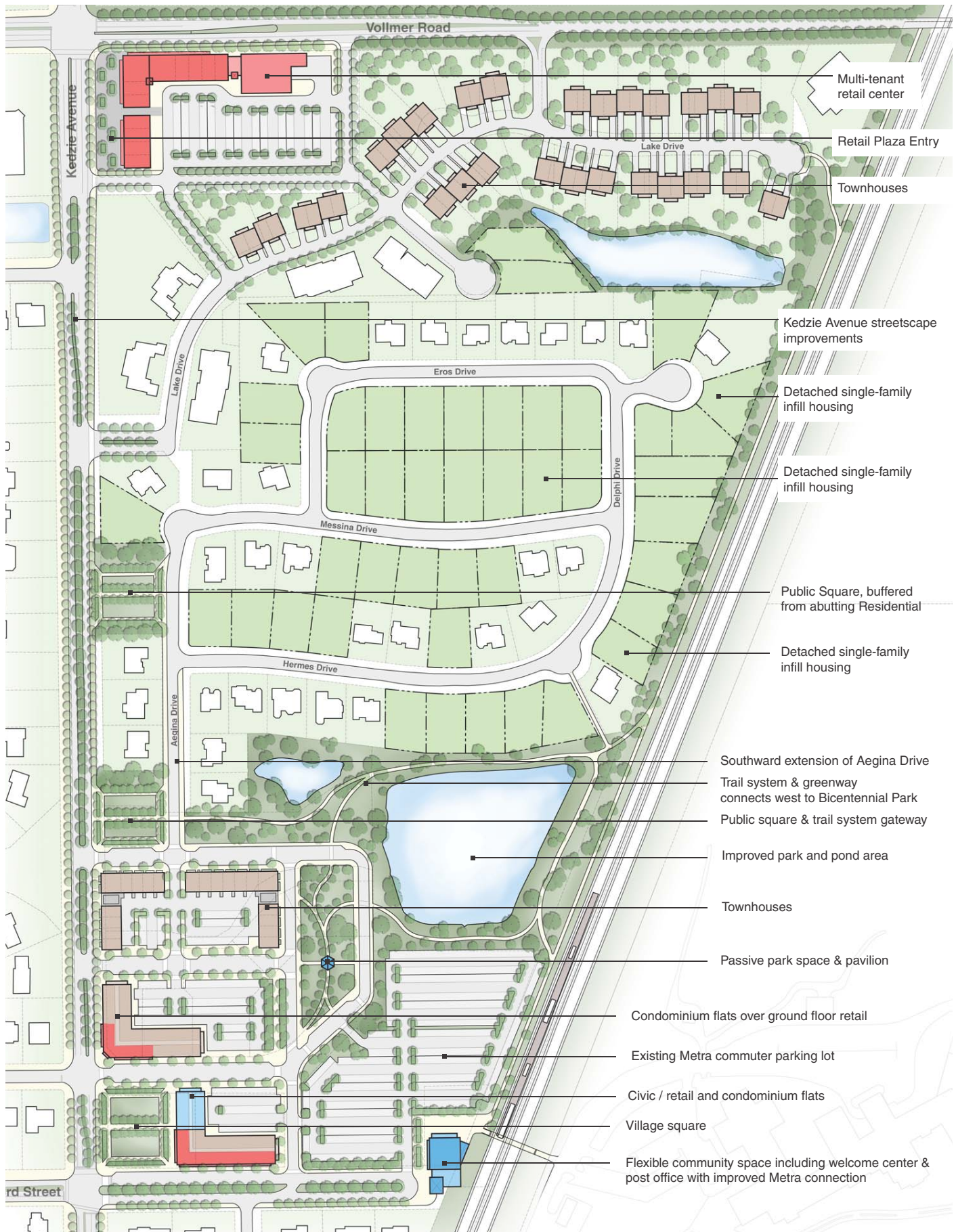


Figure 4 // Alternative 3: Blocks and Squares

Alternative 3: Blocks and Squares

Alternative 3 establishes a series of public squares along Kedzie Avenue: a central design element of the Town Center in this approach. The public squares act as gathering spaces for the community, and include activities such as live music performances, farmer's markets, and holiday lighting displays, among other activities. The southernmost open space at the northeastern corner of Kedzie Avenue and 203rd Street is a formal "Village Square" and lined with mixed-use buildings. The ground floor retail and community space, and residential units above, help activate the park space. By focusing development in this location, a prominent gateway to the Town Center is established at Kedzie Avenue and 203rd Street. A new welcome center / community space serves as a visual terminus at the eastern end of 203rd Street which helps link the two new civic spaces.

The southern portion of the Town Center is organized as a series of rectilinear, pedestrian scale village blocks, which establish a rational physical framework for new development. Just north of the mixed use buildings surrounding the village square, townhouses are proposed to provide new housing options for Olympia Fields residents within walking distance of the Metra station.

In addition to the Village Square at Kedzie Avenue and 203rd Street, a series of additional public squares / parks are proposed along Kedzie Avenue to create a green north-south linkage between Vollmer Road and 203rd Street. Each of these open spaces could be programmed to the needs of the neighborhood with features such as playgrounds, fountains, and community gardens. The existing wooded open space area to the west of the large detention pond is reconfigured to extend southward, creating a green buffer between new housing and the existing Metra parking lot.

To the north of the Metra parking area, an upgraded trail system better connects pedestrians and bicyclists from the Olympia Club, Vollmer Road and Kedzie

Avenue to the Metra Station. In addition, Aegina Drive extends directly south to the village square to strengthen connectivity and links the north and south portions of the Town Center site. The existing detention pond north of the Metra parking lot is upgraded through additional landscaping, an expanded path system, and lighting.

The large vacant site at the southeastern corner of Vollmer Road and Kedzie Avenue is redeveloped with retail uses to extend the Vollmer Road commercial corridor. In addition to the retail development, a small plaza provides outdoor café seating for restaurants while acting as an entryway to the Town Center area. The balance of the undeveloped land in the northern portion of the site is programmed for townhouse development.



Credit: weesam2010



Credit: Haags Uitburo

Public squares act as gathering spaces for the community



Figure 5 // Town Center Concept Plan

F. TOWN CENTER CONCEPT PLAN

1. Overview

The Town Center Concept Plan will provide a rich mix of land uses in order to create a true place for residents and visitors to come together. The entire 80-acre planning area is considered the Town Center, and unifying the physically disparate north, central and south sections of the site is a fundamental goal of the design. A rational system of streets and multi-use paths to improve vehicular, pedestrian, and bicycle connections within the site will be essential to the success of the area. The Town Center will be well-integrated with transit and will focus improvements within a walkable distance of the Metra station. By promoting development within proximity of the Metra station along with pedestrian and bicycle improvements, residents of the Town Center will have the opportunity to reduce overall transportation costs while living in a vibrant and dynamic neighborhood.

The Plan reflects a common understanding of the design and programming opportunities and limitations associated with the Town Center site. Patterns of land ownership have been considered and opportunities showing both existing patterns and collaborative property development have been explored through the planning process.

Achieving a strong sense of place is important to the Town Center. This is achieved, to a large extent, through the organization and design of civic space, including natural areas, parks and open space. These spaces will promote the identity of Olympia Fields as a “green” village while enabling social interaction and community. These green spaces, along with new streets and paths, will make it safe and comfortable for local residents to enjoy the outdoors.

The Town Center will be unique and sensitive to its host neighborhoods. The Plan promotes connections to the north, west and south while inviting Village residents into the Town Center through interesting and attractive spaces and places.

The Plan promotes a high level of design quality to attract residents and visitors with more intense development at the core and generally lower-density

Conceptual Development Program

- +/- 65 single-family units (2 parking spaces / unit)
- +/- 76 townhouses (2 parking spaces / unit)
- +/- 60 condominiums / apartment flats (1.5 parking spaces/unit)

Total Residential Development: 201 Units

- +/- 24,000 sq. ft. community space / visitors' center (shared and on-street parking)
- +/- 62,000 sq. ft. retail space (1 parking space / 350 sq. ft.)
- +/- 43,000 sq. ft. flexible live / work space (1 parking space / 350 sq. ft.)

development spreading outward. New land uses include a combination of civic uses and public amenities, with private-sector residential and mixed-use development. New housing, amenities and public spaces will provide a range of options for new residents of all types including singles, families, and seniors. New housing in the planning area will help to create value and establish a “critical mass” to support new commercial retail development.

The Plan reshapes several existing site features to create a bold form of development and strong sense of place. The existing large detention pond adjacent to the Metra platform is reconfigured into a circular water feature to serve as the Town Center's focal point. The natural area west of the pond is enhanced and includes a connection west to Bicentennial Park. Residential, retail and, public/community uses surround the beautified pond. A second focal point is created through the creation of a Village Square at the intersection of Kedzie and 203rd Street.

New street connections including an “Olympia Boulevard” are created to improve connectivity. Kedzie Avenue is enhanced to create a linkage between Vollmer Road and the Southern Section of the Town Center. New retail development is concentrated at the intersection of Vollmer and Kedzie while flexible mixed-use buildings are oriented to the Village Square and water feature.

Infill townhouse and single-family homes are integrated in the Central and Northern Section of the Town Center to provide additional residential opportunities. Future Metra commuter parking needs are accommodated

through lot reconfiguration and additional shared on-street parking. As various Town Center developments are proposed and implemented, the area's stormwater detention system will likely need reconfiguration. Descriptions of various Plan elements are detailed in the following section.

2. Southern Section

The Southern Section is intended to act as the core of the community and will include the most intense development along with extensive public improvements.

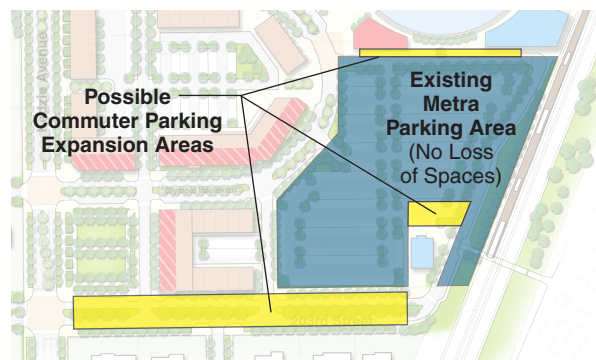
Circulation

Circulation improvements in the Southern Section are intended to serve both residents and commuters while establishing a block network for new land uses. The primary vehicular thoroughfare is now the eastern end of the currently dead-ended and partially curved Cumberland Trail. Renamed "Olympia Boulevard," the street is extended into the existing natural area to form a semi-circle, with new mixed-use development lining the handsomely landscaped roadway.

203rd Street is visually enhanced with a planted median to provide an attractive entrance connection to the Metra Station as well as a landscaped buffer to the existing single-family homes to the south. On-street parking is created along the street to provide additional commuter parking capacity. Between the post office and the station entrance, a new kiss and ride area is configured for easier pick-ups and drop-offs. 203rd is



Circulation improvements can create a multi-modal environment



Commuter parking could be expanded within the Town Center

also extended to the north and to the west to provide better circulation around the Metra parking lot and to connect to the new Olympia Boulevard.

In order to provide a more direct pedestrian connection to the Olympia Club and the Central Section, Aegina Drive is extended through a pathway and integrated with a new vehicular street leading directly south to the Village Square and 203rd Street.

As part of an enhanced natural area west of the large detention pond, new trails are envisioned to provide a quiet, passive experience for local residents to enjoy. Multi-use paths through the wooded / natural area will tie directly to a new trail connection west of Kedzie Avenue to Bicentennial Park, helping to integrate the Town Center into the Village's pedestrian and bicycle network.

The arrival and departure experience from the Olympia Fields Metra Station is improved through functional and aesthetic improvements to the Metra station pedestrian tunnel when Metra capital planning allows. In addition to these improvements, a second pedestrian ingress / egress is envisioned for the northern end of the existing center platform to provide a more formal and welcoming community entrance to the Town Center for residents and visitors. This northern connection would require Village and/or private capital and agreements between the Village and Metra.

Preserving existing sightlines and opening new sightlines to the Town Center from Kedzie Avenue is also a priority of the Town Center Plan. These

sightlines will help to visually connect major Town Center elements and provide desirable visibility for new development at the interior of the site.

Open Spaces

Open space improvements in the Southern Section are intended to create vibrant gathering places as well as quiet passive areas for enjoyment.

The Town Center is focused around the existing large detention pond located north of the existing Metra parking lot. The detention pond is upgraded and improved to function as a formalized gathering space for the community and a character-giving symbol of Olympia Fields. The pond could include a central spray fountain, synchronized perimeter lighting, or other activating features, as well as a projecting deck / pier and overlook for seating and dedicated space for live performances. Terraced seating follows the southern curve of the pond and steps down to the surface of the water, providing seat spaces for live performances.

A green Village Square is situated at the corner of Kedzie and 203rd Street. The Square is intended to act as a major gathering space for the community, and could include activities such as live music



Wooded areas are intended for quiet passive recreation

performances, farmer's markets, and holiday lighting displays. The formal square would be defined on the north and east sides with mixed-use buildings, providing energy, vitality, and activation to the public space.

As an example of maximizing current investment, the Plan recommends enhancing and expanding the wooded area located between the large detention pond and Kedzie Avenue. Accessibility to this area would be improved through the installation of additional paths and seating areas, and would also work to preserve an important location for wildlife. As a way to celebrate arts and the cultural heritage of



Village Square at Kedzie Avenue and 203rd Street

the community, sculptures could be integrated into the natural environment to provide unique character-defining elements.

Some of the proposed design features and development configurations contained within the Plan may require the construction of additional detention ponds, or a redesign of the existing on-site stormwater detention system. New ponds should be designed to enhance the attractiveness and livability of the neighborhood.

Land Uses

The Southern Section includes a variety of land uses including residential, retail, flex space, and community space intended to create a vibrant mixed-use environment.

The large water feature / detention pond is intended to act as a focal point for new development and the community. A flexible community space & welcome center is located on the Metra property between the water feature and the existing surface parking lot. This building could contain a variety of uses and activities including a community library, a teen or senior center,

an exercise facility, a day care center, and a visitors' center. A community building at this site should be designed in a way to provide visibility to the water feature while also creating a welcoming presence from the Metra platform to signify positive community identity.

At the southwest corner of the water feature, a small restaurant/boutique retail space is envisioned as an ideal location for a small business that could take advantage of a large outdoor area to draw Village residents as well as weekday commuters. Adjacent to the retail space, a series of waterfront townhouses are sited for new residents who wish to live within a short walk to transit, retail, and open space amenities. These new buildings flank and complement the geometry of the southern curve of the pond and front on a newly installed public plaza. Parking for the community space and retail uses would be provided primarily on-street. The Plan also recommends coordination and possible shared-parking agreements between future owners / lessees and Metra.

The Village Square at the southeast corner of Kedzie Avenue and 203rd Street is lined with 3-story mixed-use development, including housing above flexible



Reconfigured and beautified detention pond

ground-floor space. The flex space could be utilized for retail, services, community use or ADA-accessible residential units. The mixed-use development surrounding the Square will help to provide vitality to the heart of the Town Center. By focusing development in this location, a prominent gateway to the Town Center is established at Kedzie Avenue and 203rd Street. To the north and northwest of the Village Square, additional mixed-use development and townhouses are envisioned to provide additional space for new residential and business uses. The townhouses just south of the wooded area help to provide a building density transition between the mixed-use development focal point at the Village Square and the existing Olympia Club neighborhood.

The Metra commuter parking lot is reconfigured to allow for the restaurant/boutique retail building and community space at the southern edge of the water feature. This reconfiguration would have to be funded by the Village or private developer(s) and cannot result in a net loss of Metra commuter parking spaces. As illustrated on the Plan, the addition of on-street parking south of the water feature and along 203rd street would provide +/- 60 parking spaces for Metra commuter



Credit: Michigan Municipal League

The Southern Section is intended to be a vibrant, mixed-use, pedestrian-oriented environment

parking, which can be shared with other uses after the weekday rush period. Structured parking for Metra riders is not being considered as part of this planning process due to high construction costs. At-grade parking is the most realistic approach to providing necessary parking spaces for new development and Metra commuters.

To the southeast corner of the commuter parking lot, the existing post office is preserved and recognized as a unique asset that captures the spirit of the Village



Enhanced natural / wooded area with with expanded multi-use trail system

of Olympia Fields. This building could continue to be used for postal services, or could be re-used for restaurant or retail uses in the future.

3. Central Section

The Central Section includes the Olympia Club subdivision and is envisioned as a lower-to-mid density residential neighborhood.

Circulation

The intent of circulation improvements in the Central Section is to build on the current investment in public infrastructure and amenities to achieve maximum value for new development.

Kedzie Avenue, between Vollmer Road and 203rd Street, becomes a key emphasis through a major investment in streetscape design, helping to link the south, central and north sections of the planning area while drawing people from Vollmer Road southward. These streetscape enhancements may include a landscaped median, new street trees, improved signage, crossing improvements and accent paving at key intersections.

As a way to connect the Northern, Central and Southern Sections of the Town Center, a new pedestrian/bicycle path is proposed by way of an easement westerly adjacent to the Metra right-of-way from the water feature to Lake Drive. This path would act as a major public amenity that could help

to incentivize development of single-family and townhouse development through a direct connection to the Metra station.

Open Spaces

The planned multi-use path adjacent to (but not within) the Metra right-of-way would be accompanied by additional trees and landscaping, providing an attractive view for Metra passengers as they enter and exit the Town Center.

At the center of the Olympia Club neighborhood, a small playground is planned to provide an additional amenity for families with children who desire to live in the Town Center.

Land Uses

Vacant lots on the periphery of the Central Section are envisioned for traditional single-family development that meets or exceeds the quality and character of the existing homes in the neighborhood.

The large vacant block at the center of the Olympia Club is programmed for smaller lot single-family houses or townhouses, bisected by a new alley, which would eliminate front loaded garages and create a stronger building-to-street orientation. These more compact homes would provide a home product not currently available within walking distance of the Metra station that could appeal to singles, couples, smaller families and seniors.

Credit: Joel Mann



An attractive water feature is one of the defining elements of the Town Center



Credit: pugelsoundphotowalks

A new bicycle path is proposed through an easement just west of the Metra right-of-way

4. Northern Section

The Northern Section includes a mixture of lower and medium-density residential development along with highly-visible retail and service uses intended to extend the Vollmer Road commercial corridor.

Circulation

Streetscape improvements on Vollmer Road, between Kedzie Avenue and the Metra line, have been identified as significant elements of the Plan. These streetscape enhancements may include a landscaped median, new street trees, improved signage, crossing improvements and accent paving at key intersections. Streetscape improvements should be carefully coordinated with any Vollmer Street circulation enhancement including enhancements to the Metra line underpass.

Open Spaces

The existing detention pond in the Northern Section should be enhanced with additional landscaping and trees to help create a neighborhood amenity and to create a place for wildlife.



Credit: Van Meter Williams Pollack

Retail buildings should be of high-quality design and materials



Credit: Van Meter Williams Pollack

Narrow / small lot single-family homes are envisioned for areas within the existing Olympia Club neighborhood



Retail development at Vollmer Road and Kedzie Avenue could help create sense of arrival

Land Uses

The large vacant site at the southeastern corner of Vollmer Road and Kedzie Avenue is envisioned as a multi-tenant retail center to take advantage of the highly-visible corner. Smaller buildings should be located closer to the corner to create a pedestrian-friendly experience with parking located to the rear. This development is intended to act as a welcoming gateway to the Town Center and as a natural extension of the retail vitality along Vollmer Road.

Directly east and south of the retail center, new townhouses would provide additional housing choices, transitioning to new single-family residential development further east along Vollmer Road.



Credit: wylepoon

Buildings should create a pedestrian-oriented experience

G. TOWN CENTER DESIGN GUIDELINES

1. Intent

The purpose of the design guidelines is to provide a clear set of design policies to project sponsors such as developers, property owners, architects and designers. The goal is to expedite the planning review process by clearly stating the Village's desires for the design of residential, retail, mixed-use and community projects. It is the intent of these design guidelines to be specific enough to guide development, while, at the same time, flexible so as not to preclude creative design solutions.

These guidelines are to be used by the Village in evaluating proposed development within the Town Center planning area. Likewise, they provide the potential developer(s) with a guide to the type of land uses and building types desired by the community.

The design principles outlined below provide general design standards that the Village may utilize to guide the review of development proposals for the Town Center planning area to ensure the development is high-quality, fits the surrounding context, and adheres to sound design fundamentals. These guiding principles are intended to supplement any existing design criteria that the Village has established in its municipal codes and ordinances.

The primary objectives of these guidelines are as follows:

- Encourage the development of a traditional Town Center for the community of Olympia Fields.
- Achieve a unique identity for the Town Center along with consistent architecture and landscape design.
- Create usable public space.
- Create pedestrian and vehicular networks linking development, public spaces and new development
- Transportation nodes within the proposed Town Center and with the existing surrounding neighborhoods and uses.

These parameters may be expanded or contracted as seen fit by the Village. The scope of these guidelines encompasses some property already developed. Future improvements to these properties shall conform to these guidelines as closely as can be reasonably expected.

2. Applicability

The guidelines apply to all new public and private development within the Town Center planning area bounded by Vollmer Road to the north, Kedzie Avenue to the west, 203rd Street to the south, and the Metra Electric tracks to the east.

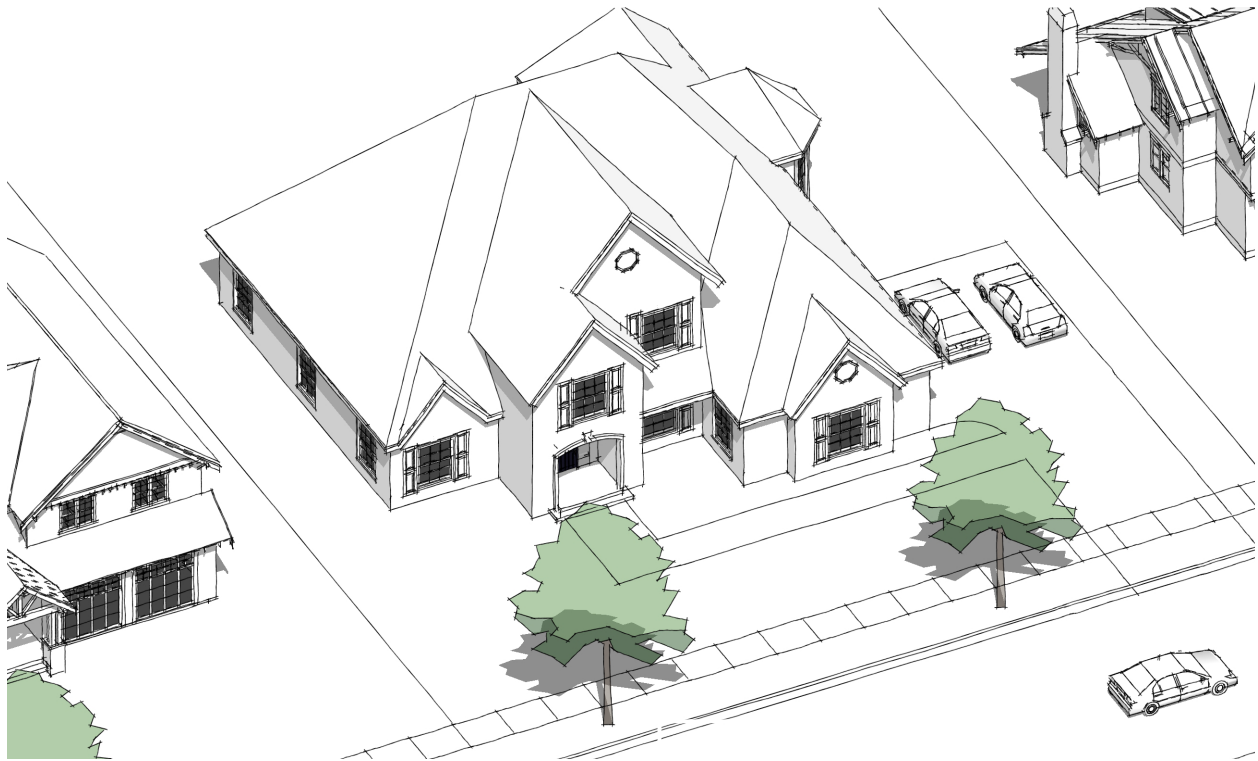
3. Organization

This section is organized around the following categories in order to provide recommendations for key elements that will help to define the Town Center:

- Building Types
- Circulation
- Preferred Sign Types
- Preferred Lighting Types

4. Building Types

SINGLE-FAMILY



General Description

A single-family building is a medium to large-sized detached structure on a standard residential lot that incorporates one unit. Single-family houses should generally fit the scale, character and quality of homes within the existing Olympia Club neighborhood.

Ownership: Fee simple

Guidelines

Height	Stories	1 - 3
Lot	Lot Depth	140' - 200'
	Lot Width	90' - 100'
Siting	Front, Side, and Rear Setbacks	Principal buildings should be set back as per the existing Village Zoning Ordinance
Parking	Off-street Parking	Attached and detached parking garages should be sited at the side or rear of the principal building
	Off-Street Parking Space Provision	2 - 3 parking spaces per dwelling unit
Materials	Prohibited Primary Building Materials	Plain concrete block, corrugated metal, glass block, T-111 composite plywood siding, plastic, vinyl

NARROW LOT SINGLE-FAMILY



General Description

A narrow lot single-family building is a small to medium-sized structure that incorporates one unit on a lot that is narrower than a standard suburban parcel. This building type can help to meet the needs of people who do not have the time, desire, or ability to maintain larger lots and houses. They are typically located within a primarily single-family neighborhood setting. This building type enables appropriately-scaled, well-designed medium densities and is important for providing a broad choice of housing types and promoting walkability.

Ownership: Fee simple

Guidelines

Height	Stories	2 - 3
Lot	Lot Depth	130' - 150'
	Lot Width	55' - 65'
Siting	Front Setback (min.)	10' - 15' from front lot line
	Side Setback (min.)	5' - 15' from side lot line
	Rear Setback (min.)	30' - 40' from rear lot line
Facade Elements	Front Porch	Preferred. Minimum dimension of 10' wide x 6' in depth
Parking	Off-Street Parking	If alley-loaded, attached and detached parking garages should be sited at the side or rear of the principal building. Rear-loaded parking garages are encouraged.
	Off-Street Parking Provision	1 - 2 parking spaces per dwelling unit
Materials	Prohibited Primary Building Materials	Plain concrete block, corrugated metal, glass block, T-111 composite plywood siding, plastic, vinyl

TOWNHOUSE



General Description

A townhouse building is a small to medium-sized attached structure that consists of two or more dwelling units placed side-by-side. This building type is typically located within medium-density neighborhoods or in a location that transitions from a primarily single-family neighborhood into a higher density area. This building type enables appropriately-scaled, well-designed medium densities and is important for providing a broad choice of housing types and promoting walkability.

Ownership: Fee simple or condominium

Guidelines

Height	Stories	2 - 3
Lot	Lot Depth	130' - 150'
	Lot Width	50' - 150'
Siting	Front Setback	10' - 15' from front lot line
	Side Setback	8' - 10' from side lot line
	Rear Setback	10' - 20' from rear lot line
Dwelling Unit Modules	Unit Configuration	Multi-level units with partial subgrade level. Up to 6 attached modules
Parking	Off-street Parking	Off-street parking should be provided within rear-loaded parking garages or within surface parking lots sited at the rear of the principal building
	Off-Street Parking Provision	1 - 2 parking spaces per dwelling unit
Materials	Prohibited Primary Building Materials	Plain concrete block, corrugated metal, glass block, T-111 composite plywood siding, plastic, vinyl

MULTI-FAMILY BUILDING



General Description

A multi-family building is a residential structure with two or more units, often sharing a common primary entrance. Multi-family buildings typically yield higher densities than traditional single-family or townhouse building types and, when properly located within a well-designed street network, can reduce physical and perceived distances between homes and shopping, support increased transit use, and help to create vibrancy in the Town Center.

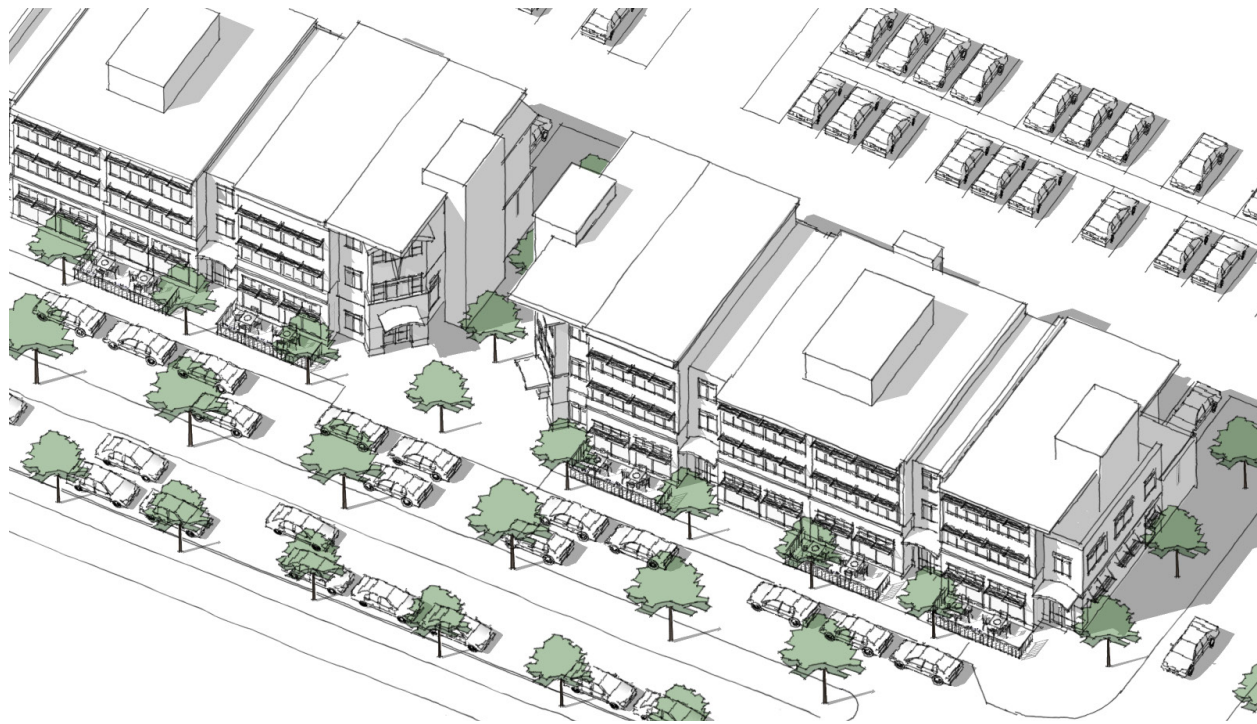
Ownership: Condominium or rental.

Common Open Space: Should be included as part of any multi-family residential development. Can include at-grade or podium park space and shared decks or private balconies.

Guidelines

Height	Stories	2 - 4
Lot	Lot Depth	200' - 250'
	Lot Width	150' - 200'
Siting	Front Setback	0' - 15' from front lot line
	Side Setback	0' - 10' from side lot line
	Rear Setback	15' - 30' from rear lot line
	Building Entry	Primary entry should face public right-of-way and be a prominent architectural element
Parking	Off-Street Parking	Off-street parking should be provided within parking structures or surface parking lots sited at the rear of the principal building
Off-Street	Off-Street Parking Provision	1 - 2 per dwelling unit. 1 guest space per 4 dwelling units
Materials	Prohibited Primary Building Materials	Plain concrete block, corrugated metal, glass block, T-111 composite plywood siding, plastic, vinyl

MIXED-USE BUILDING



General Description

A mixed-use building is a multi-level structure with retail, restaurant, service, office, residential or community uses on the ground-floor with residential or office uses above. Mixed-use buildings typically yield higher densities than traditional single-family or townhouse building types and when properly located within a well-designed street network, can reduce physical and perceived distances between homes and shopping, support increased transit use, and help to create vibrancy in the Town Center.

Ownership: Condominium or rental.

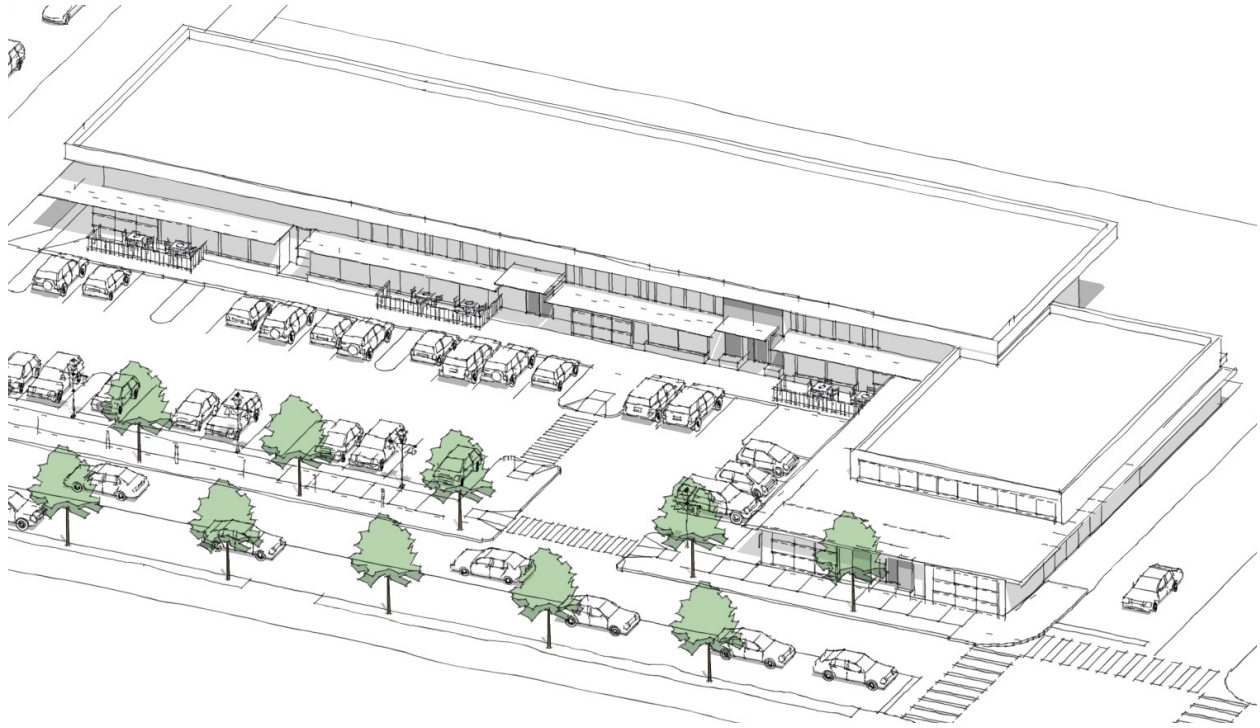
First floors: Should be flexible for ADA-accessible residential units, live / work space, retail space, and office space.

Common Open Space: Should be included as part of any multi-family residential development. Can include at-grade or podium park space and shared decks or private balconies.

Guidelines

Height	Stories	2 - 4 (12' - 15' min. ground floor height)
Lot	Lot Depth	130' - 150'
	Lot Width	50' - 100'
Siting	Front Setback	0' - 5' from front lot line
	Side Setback	0' - 5' from side lot line
	Rear Setback	15' - 30' from rear lot line
Facade Elements	Ground Floor Transparency	60% - 70%
	Upper Story Transparency	25% - 35%
	Roof Variation	Preferred
	Awnings	Preferred
	Building Entry Spacing (max.)	Every 40' - 50'
Parking	Off-street Parking	Provided within parking structures or within surface parking lots sited at the rear of the principal building.
	Residential	1 - 2 spaces per dwelling unit. 1 guest space per 4 dwelling units
	Retail	On-street spaces
Materials	Prohibited Primary Building Materials	Plain concrete block, corrugated metal, glass block, T-111 composite plywood siding, plastic, vinyl

RETAIL BUILDING



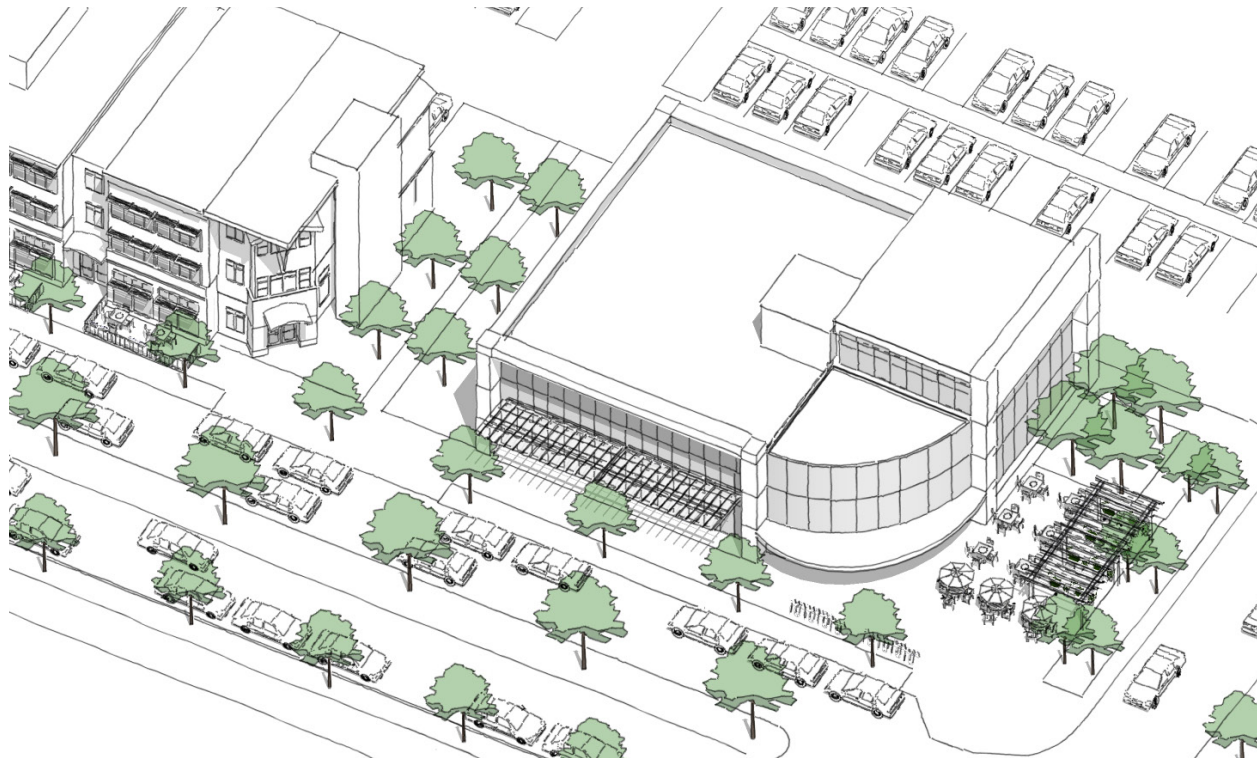
General Description

A retail building is a commercial structure intended for sales and/or service retail or restaurant uses. Retail buildings should generally be sited in highly-visible locations within the Town Center and should accommodate customers arriving on foot, by bicycle or by automobile.

Guidelines

Height	Stories	1 (15' - 20' min. ground floor height)
Lot	Lot Depth	varies
	Lot Width	varies
Siting	Front Setback	0' - 300' from front lot line
Facade Elements	First Floor Transparency	60% - 70%
	Building Entry	Primary entry should face public right-of-way and be a prominent architectural element
	Front Facade	At least 20% - 30% of the primary building frontage should be built to the front lot line
Parking	Off-Street Parking	Off-street parking should be provided within parking structures or surface parking lots sited at the rear or sides of the principal building
Off-Street	Off-Street Parking Provision	3 per 1,000 sq. ft. of GFA
Materials	Prohibited Primary Building Materials	Plain concrete block, corrugated metal, glass block, T-111 composite plywood siding, plastic, vinyl

COMMUNITY FACILITIES



General Description

A community facility is a flexible multi-use structure intended for public activities. Uses within a community facility could include a library, a teen or senior center, an exercise facility, a day care center or a community visitors' center.

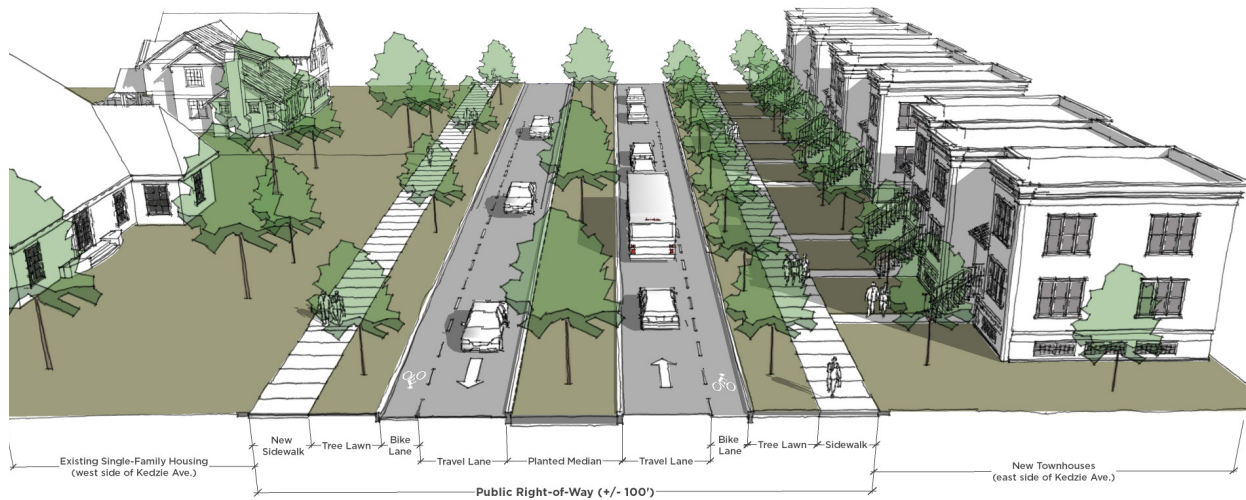
Publicly-Accessible Open Space: Should be included as part of any community facility development. Any open space should include at-grade green and/or hardscape plaza space, as well as ample pedestrian amenities such as shade devices, seating areas, performance spaces, and information kiosks.

Guidelines

Height	Stories	2 - 4 (15' - 20' min. ground floor height)
Lot	Lot Depth	varies
	Lot Width	varies
Siting	Front Setback	0' - 5' from front lot line
Facade Elements	Ground Floor Transparency	60% - 70%
	Length of Blank Wall (max.)	5'
	Roof Variation	Preferred
	Awnings	Preferred
Parking	Off-street Parking	Provided on-street and/or within shared surface parking lots
	Off-street Parking Provision	Varies
Materials	Prohibited Primary Building Materials	Plain concrete block, corrugated metal, glass block, T-111 composite plywood siding, plastic, vinyl

5. Circulation

KEDZIE AVENUE



General Description

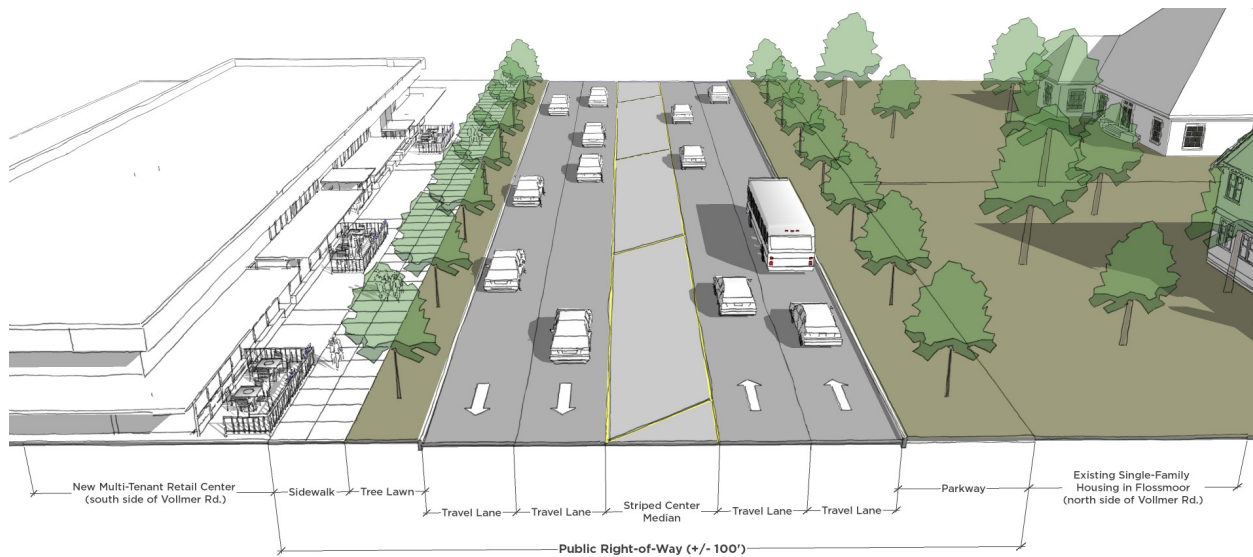
Kedzie Avenue provides direct vehicular and pedestrian connections from the western edge of the Town Center site, and is an important link to the broader community. The roadway's public right-of-way is approximately 100 feet, within which there are two striped, on-road bicycle lanes, two travel lanes, a wide planted center median, and a sidewalk on the east side, and landscaped parkway. Kedzie Avenue will likely remain in this configuration for the foreseeable future. However, the existing public right of way provides enough room for roadway expansion to support the increase in vehicular volume and pedestrian movement induced by future redevelopment in the Town Center.

Kedzie Avenue could improve through the installation of new and wider sidewalks on the east and west sides, clearly-delineated crosswalks, and new housing and recreational open space developed along the street's eastern frontage.

Preferred Standards for Typical Cross-Section

Public Right-of-Way	+/- 100'
Sidewalk	10' - 15'
Tree Lawn (back of curb)	10' - 15'
Planted Median (center)	10' - 15'
Bicycle Lane	4' - 5' (one direction)
Travel Lane	12'

VOLLMER ROAD



General Description

Vollmer Road provides direct vehicular connections from the northern edge of the Town Center site via Lake Drive. The roadway's public right-of-way is approximately 100 feet, within which there are two-to-four travel lanes, striped median, and parkway lawn.

Vollmer Road could improve through the installation of a wide continuous sidewalk on the south side, new street trees, clearly-delineated crosswalks at existing and new intersections, and new housing and retail developed along the street's southern frontage. These improvements would make future development along Vollmer Road more accessible to those on foot, and enhance the corridor's aesthetic appeal.

Preferred Standards for Typical Cross-Section

Public Right-of-Way	+/- 100'
Sidewalk	5' - 15'
Tree Lawn (back of curb)	10' - 15'
Parkway	20' - 25'
Striped Median (center)	10' - 15' (varies)
Travel Lane	12'

203RD STREET



General Description

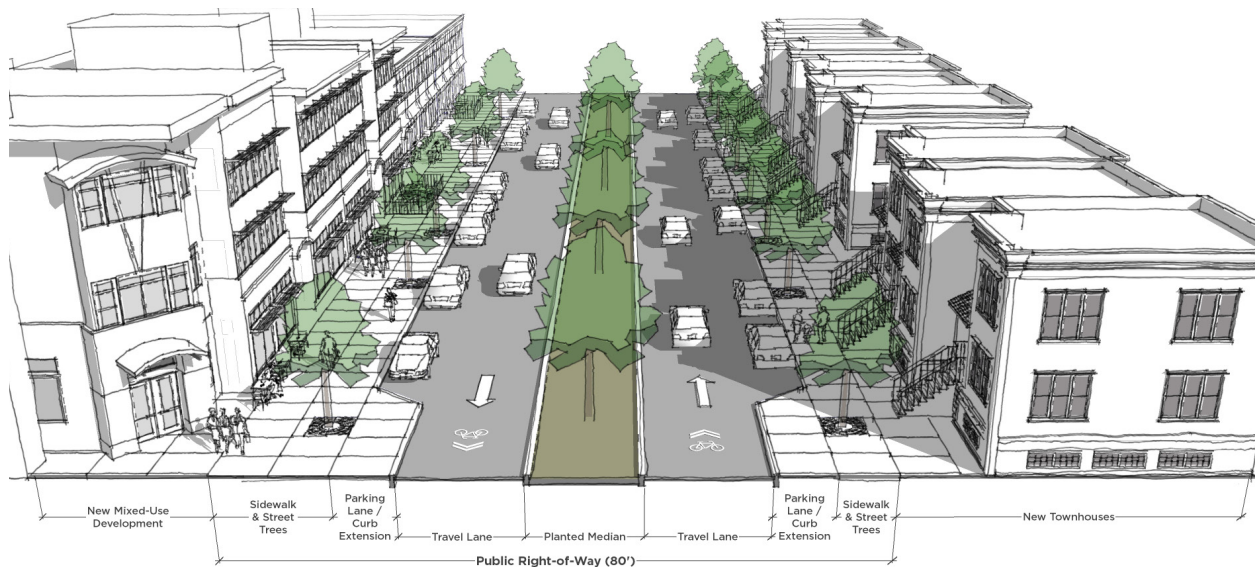
203rd Street provides a direct lateral connection between Kedzie Avenue and the Metra train station at the southern edge of the Town Center site. The roadway's public right-of-way is approximately 100 feet, within which there are two travel lanes, planted center median, sidewalk, and wide planted tree lawns.

The existing public right of way provides enough room for the installation of on-street parking on the north and south sides of the street, to support Metra commuter parking demand and future private development in the town center. In addition, 203rd Street could improve through the installation of a wider sidewalk on the north side to support the envisioned new townhouses developed along the street's northern frontage.

Preferred Standards for Typical Cross-Section

Public Right-of-Way	+/- 100'
Sidewalk (north side)	10' - 20'
Sidewalk (south side)	5' - 10'
Tree Lawn (back of curb)	10' - 20'
Tree Grate	Min. 5' x 5'
Planted Median (center)	18' - 20'
Travel Lane	12' - 15'
Bicycle Lane	4' - 5' (one direction)
On-Street Parking Lane	7' - 8'
Curb Extension	7' - 8' (width of on-street parking lane)

OLYMPIA BOULEVARD (A.K.A. CUMBERLAND TRAIL)



General Description

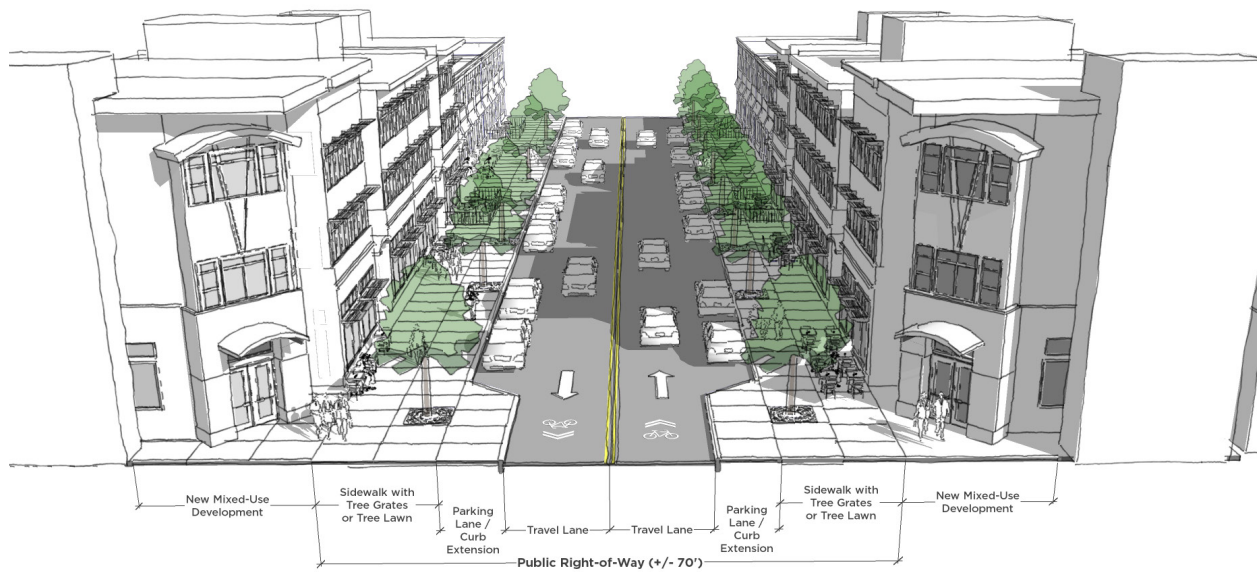
Cumberland Trail (or, as this Plan proposes renaming it, “Olympia Boulevard”) is currently one of the four roadways that provide east-west connections through the Town Center site. The roadway is an incomplete boulevard, built as part of a development that never reached fruition. It currently functions as a public access drive to and from the Metra commuter parking lot. The roadway’s public right-of-way is 80 feet, within which there are two travel lanes, planted center median, and a sidewalk and tree lawn on the south side.

Olympia Boulevard is envisioned as a walkable and vibrant street, with the potential to become the hallmark thoroughfare of the Town Center. Olympia Boulevard’s existing public right-of-way width is adequate enough to accommodate new on-street parking on both sides, wide sidewalks, tree plantings, continuation of the planted median, and curb extensions (also known as bulbouts) at key intersections to calm traffic and improve pedestrian safety. In addition, it is envisioned that a mix of uses, including residential and retail development, would line Olympia Boulevard’s frontage for a large part of its length, which will contribute positively to creating a walkable, “imageable”, and pedestrian-friendly environment.

Preferred Standards for Typical Cross-Section

Public Right-of-Way	80'
Sidewalk	7' - 25'
Tree Lawn (back of curb)	5' - 10'
Tree Grate	Min. 5' x 5'
Planted Median (center)	10' - 15' (varies)
Travel Lane	12' - 15'
Bicycle Lane	4' - 5' (one direction)
On-Street Parking Lane	7' - 8'
Curb Extension	7' - 8' (width of on-street parking lane)

INTERNAL MIXED-USE STREET



General Description

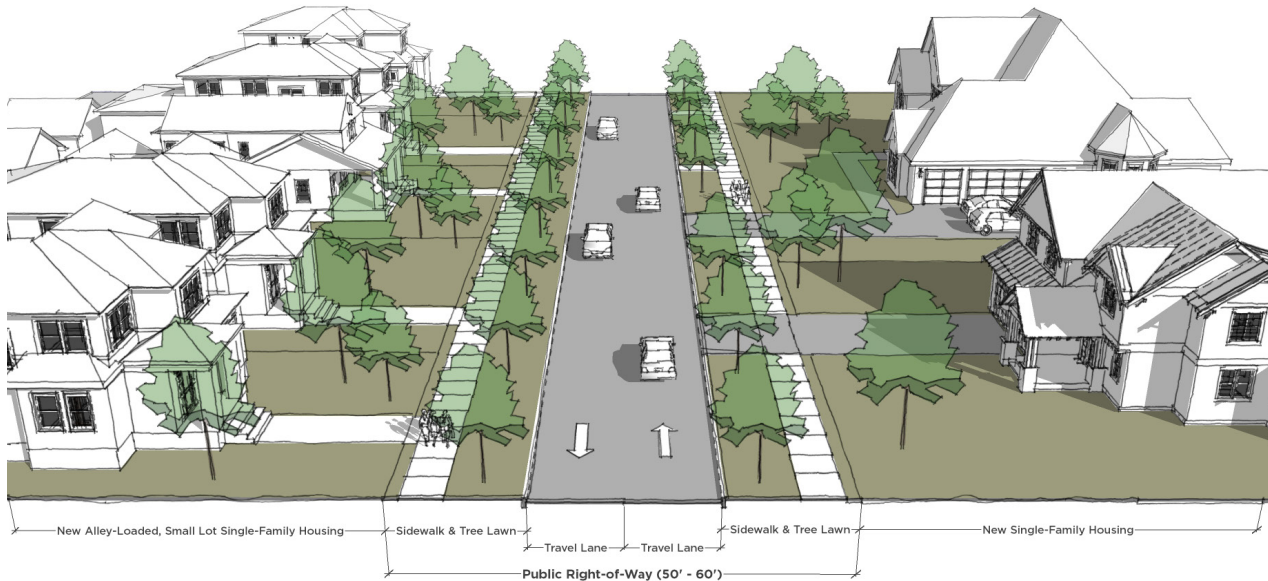
Any internal mixed-use street should be characterized by wide sidewalks to provide adequate depth for outdoor seating and other pedestrian activity, and enough roadway width to accommodate parallel on-street parking and bi-directional travel lanes.

The plan recommends a minimum public right-of-way width of 70 feet in order to accommodate the preferred roadway configuration depicted above.

Preferred Standards for Typical Cross-Section

Public Right-of-Way	+/- 70'
Sidewalk	7' - 15'
Tree Lawn (back of curb)	5' min.
Tree Grate	Min. 5' x 5'
Travel Lane	11' - 12'
Sharrow	12' - 15'
On-Street Parking Lane	7' - 8'
Curb Extension	7' - 8' (width of on-street parking lane)

INTERNAL RESIDENTIAL STREET



General Description

Any internal residential street should be characterized by smaller-scale sidewalks (wide enough to provide safe passage for two pedestrians at one time), wide and generously landscaped tree lawns, and enough roadway width to accommodate bi-directional travel lanes.

The Plan recommends a minimum public right-of-way width of 60 - 70 feet in order to accommodate the preferred roadway configuration depicted above. On-street parking is desirable, but not necessary within this context. As such, the minimum cartway (the area within which vehicles travel) should be approximately 24 - 26 feet.

Preferred Standards for Typical Cross-Section

Public Right-of-Way	50' - 60'
Sidewalk	5' - 7'
Tree Lawn (back of curb)	5' - 10'
Travel Lane	12' - 13'

6. Preferred Sign Types



Projecting Sign



Wall Sign



Awning Sign



Window Sign

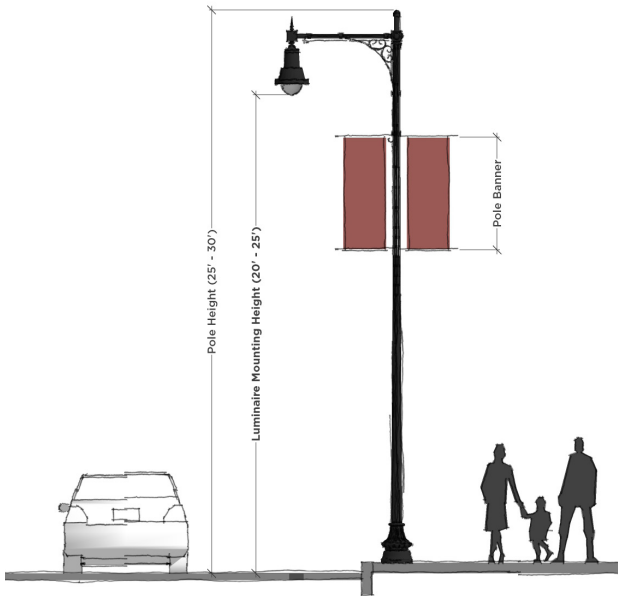


Canopy Sign

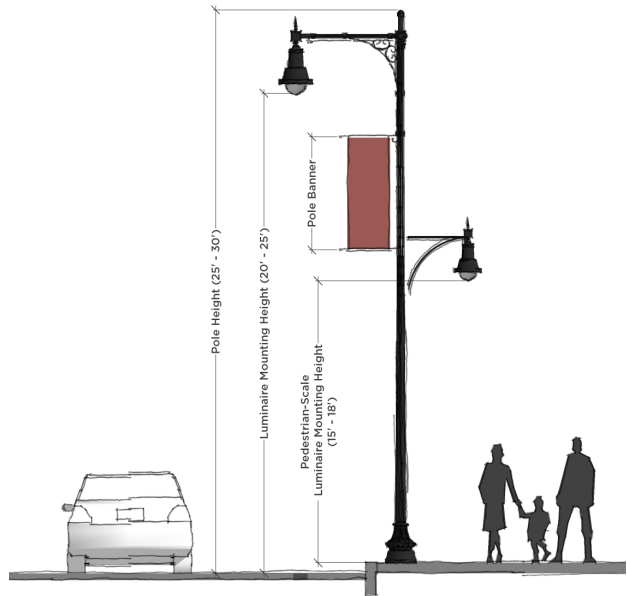


Monument Sign

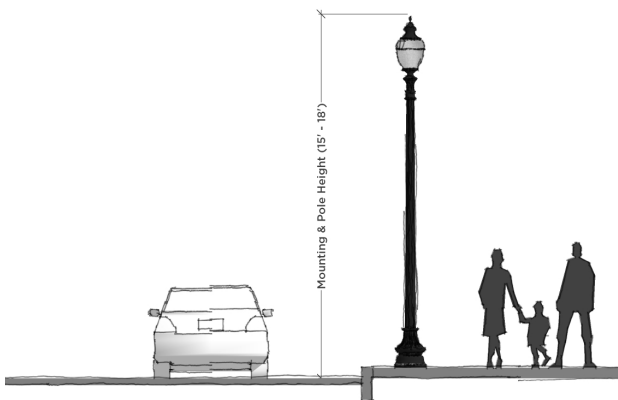
7. Preferred Lighting Types



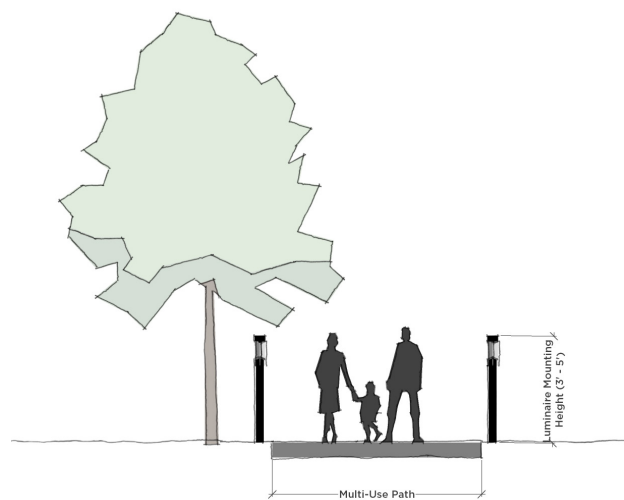
Pendant: High-Level Light Fixture



Dual Pendant: High-Level and Low-Level Light Fixture



Historic / Period: Pedestrian-scale Light Fixture



Multi-Use Path Lighting

H. IMPLEMENTATION STRATEGIES

1. Overview

Successful Town Center implementation is typically the result of strong municipal leadership combined with other stakeholders fulfilling important roles. In implementing town center or downtown improvement plans, the municipality has the broadest perspective and interests, which is to improve the community and enhance public welfare. Other stakeholders, such as property owners, developers, other units of government and nearby residents each have their own sets of interests and goals for town center improvement. Successful implementation of the Olympia Fields Town Center Plan will require that **the Village drive the process**, which requires an understanding of the respective interests and roles of all stakeholders. These include:

- The Village leads the process and adjusts the implementation agenda over time in response to new development, market changes, and community feedback.
- The Village puts into place development regulations customized for Town Center development.
- The Village undertakes public improvements within the Town Center to enhance the attractiveness of development sites.
- The Village provides financial incentives to encourage developers to build desired kinds of projects while safeguarding community values and resources.
- Landowners understand and support the land use/development policies of the Plan, and value their land consistent with these policies and current market conditions.
- Developers recognize the potential of the Town Center as a unique neighborhood within the Village, and act to maximize the appeal and value of building sites within the Town Center.
- The financial sector, including community development financial institutions (CDFIs), is willing to invest in new and different forms of development, which at least initially, are not

represented in the local market and reflect a higher level of risk.

- Local residents, businesses and community organizations must make a commitment to stay informed and participate in public forums to make sure their values and priorities are included in neighborhood planning and project reviews.
- Innovative and “out of the box” strategies for building design, parking, public amenities and financing are often part of successful projects. Partnerships involving the public and private sectors make these new approaches possible.

The Olympia Fields Town Center Plan was undertaken to chart a course for achieving the community vision for the Town Center. This Plan represents the initial step in realizing that vision. Implementation is a critical element of all plans, but particularly this one. Olympia Fields has two prior plans for the Town Center, which were not realized for various reasons. The Olympia Club development, a key component of the Town Center, was only partially completed when the housing market crash occurred in 2008, leaving that development and the Town Center as a whole in an unsettled state. The 2008 market crash heralded broad change in local real estate markets, including Olympia Fields, and underscores the need for the Village to adapt to **the new reality**.

Implementing a plan is never easy and rarely is the built development identical to the plan. Implementation is a fluid process that requires adapting to a range of changing conditions. The Olympia Fields Town Center Plan is not intended to be a specific blueprint for Town Center development, but rather, a strategic plan for guiding Town Center development. The strategic direction the Plan provides includes:

- A program of **public improvements** designed to achieve successful “place-making” and attract private sector investment.
- **Land use policies** that provide for the mix of uses needed to create a vibrant Town Center, which includes the land use flexibility needed to adapt to changing market conditions.

- **Transportation** plans and policies to make the Town Center a multi-modal area.
- Direction on the desired **physical form and visual character** of the Town Center, achieved largely through the Design Guidelines.
- A program of **improvement financing and development initiatives**, described in this chapter, to set plan implementation in motion.

2. Implementation Baseline

In charting a course for implementing the Plan, it is important to understand the implementation baseline, that is, the current conditions that define the needs and prospects for implementation. The Village must act as the coordinator of these actions, recognizing that private-sector investment is profit-driven and influenced by market forces.

The lack of development in the Town Center in recent years must be considered a logical response to market conditions, which took a turn for the worse with the 2007/2008 real estate crash. Camiros believes this event has fundamentally altered the real estate market and that conditions will not return to pre-crash levels. This means that Town Center development is not likely to occur merely due to the passage of time and a return to pre-crash market conditions. The market analysis provided as part of this Study indicated that market conditions have not stabilized/recovered. Camiros believes that the Town Center could present a new venue to the market, one not tainted by the market crash. However, we believe that public improvements are needed in the Town Center to create an attractive setting that will appeal to home buyers, renters and shoppers. While the market is still unsettled, there is some basis for potential market strengthening in the following land use/development types:

- Detached single-family dwellings, due to a general market recovery;
- Small lot single family, a niche product not represented in the market and which could appeal to buyers wanting to downsize;
- Apartments for qualified renters seeking a high-quality environment within the South

Suburbs.

- Retail, due to the arrival of Meier store to the west, which may change the perception of Vollmer Road as a retail location. Vollmer Road could become a viable smaller-scale shopping area. With the economic realignment resulting from the Great Recession, many traditional retail corridors in the South Suburbs are struggling, which could create an opportunity for Vollmer Road as a retail location.

If public improvements are the key to attracting development, it is important to understand the role of these improvements in a strategic sense. Clearly, there is a risk attached to implementing public improvements. Such improvements represent a cost to the taxpayers and attracting development is not guaranteed. While there is risk, public improvements are clearly needed to change the status quo of the market's response to the Town Center and to define quality standards for future development, as outlined below:

- The absence of recent development is a direct response to market and site conditions. The Town Center is challenged in terms of location, with poor visibility and awkward land division.
- The broader challenges of the South Suburban market also influence the development prospects for the Town Center.
- Improvement/change is needed in the Town Center to cause a change in the response of the market to Town Center development opportunities.
- From a public relations/branding standpoint, a high-quality, highly visible public amenity could be the best way to stimulate interest in development.
- Olympia Fields is considered the upscale community in the South Suburbs and quality public improvements are needed to maintain this image and set the context for private-sector development expectations.

Town Center implementation can be viewed in terms of a series of public improvements and private sector development actions. The premise of the recommended approach to implementation is that the right kind of public improvements will attract development, and this is the basis for tax-increment financing, which has been widely and successfully used to stimulate redevelopment within the region. It is, however, very important to understand both components of the implementation program, public improvements and development projects, to assess how to best stimulate new development. The implementation of both public improvements and private-sector development is addressed in this Chapter.

3. Implementation Initiatives

To frame the discussion of Town Center implementation, the main initiatives of implementation will now be presented. Camiros recommends that the Village consider four primary initiatives as the focus of its implementation agenda. These four initiatives should all be completed within the next three years in order to advance Town Center implementation. These four initiatives are listed below, followed by a detailed discussion of each, along with a summary on Table 1, Action Agenda Matrix.

- A. Adopt a Town Center TIF District
- B. Establish a Public Improvement Program
- C. Create and Adopt a Town Center Zoning District
- D. Recruit Development

Table1
ACTION AGENDA MATRIX

VILLAGE ACTION AGENDA - OLYMPIA FIELDS TOWN CENTER PLAN			
Action	Description	Timeframe	Priority
Town Center TIF District			
Conduct Feasibility Scoping	Undertake a preliminary assessment of TIF feasibility focusing on eligibility and stakeholders support; the primary purposes of the TIF is to fund the public improvements needed to attract development, although development incentives could also be considered	Year One	High
Assess Revenues and Costs	Project the stream of revenues to be produced by the TIF district under different development scenarios and assess the sequence of public improvements	Year One	Moderate
Adopt Town Center TIF District	Prepare full set of designation documents and conduct adoption process	Year Two	High
Public Improvement/Infrastructure Program			
Program Development	Delineate component parts of the program by defining: a) the individual projects and their relative benefit; b) design development of individual projects; c) target budgets for each project; and d) preferred sequencing of project construction, including the first project	Year One	Moderate
First Project Financing	With the TIF District to be used to repay Village outlays for public improvements, secure a source of financing for the first public improvement	Year One	High
Contract Documents	Prepare a full set of contract documents for the First Public Improvement	Year Two	High
Construct First Improvement	Conduct bidding process, select contractor and construct the First Public Improvement	Year Three	High
Construction of Additional Public Improvements	As TIF revenues accumulate and repay the Village for the cost of the First Public Improvement, secure financing and prepare contract documents for subsequent public improvements	Future Years	High
Development Regulations: Town Center Zoning District			
Regulatory Scoping	Investigate impact of new town center zoning district on development rights of various parcels within the Town Center; also assess level of support among property owners and the Village Board	Year One	Moderate
Draft and Adopt New Town Center Zoning District	Formulate the new Town Center Zoning District and adopt it as an amendment of the Olympia Fields Zoning Ordinance	Year Two	Moderate
Development Recruitment			
Delineate Range of Acceptable Development Types	Create a portfolio of example developments within the region that delineate acceptable designs and quality for each land use type called for in the Plan	Year One	High
Assess Financial Feasibility	With the market analysis of the Plan as a base, conduct a general assessment of financial feasibility for each of the land use types called for in the Plan that includes price, demand, costs and competitive alignment	Year One	Moderate
Development Recruitment	Proactive search for the right developments/developers is key. Completion of the two prior tasks would enhance the results of this task, but development recruitment should not wait. Knowledge of land costs, ownership and availability is needed for this task.	Year One; Ongoing	High

A. Adopt a Town Center TIF District

Putting into place a tax-increment financing (TIF) district for the Town Center is an essential early action the Village should take to advance economic development. Realizing the vision for the Town Center will require significant public as well as private investments. The public funds needed to support Town Center improvement will likely come from a range of sources. This said, the Village will clearly need to provide a significant share of the public sector funding. Allocating significant funds for the Town Center out of the municipal budget will be a challenge, both in a financial and political sense. A TIF district would allow the Village to capture all incremental property tax revenues to pay for public funding of Town Center improvements.

The State Statute allows for TIF revenues to be used in a variety of ways to support development and improvement within a TIF district. Camiros recommends that the primary focus for the use of TIF funds should be to finance the cost of public improvements, rather than to underwrite development costs. The underlying strategy behind this recommendation is to rely on a well-conceived program of public improvements and amenities to create an environment in which market development can flourish. Private development, in itself, cannot create the environment and amenities needed to increase demand for the various land uses called for in the plan. If, rather than funding public improvements, the TIF is used to underwrite development, a continuous “uphill battle” will ensue in which more and more development subsidy is needed to make development within the Town Center feasible. The result of this strategy will be a Town Center that is nothing more than a collection of development projects rather than a unique place that blends together public spaces with private development.

The establishment of a TIF district appears feasible both in terms of eligibility and economic development. The Town Center has experienced economic difficulties and public intervention is clearly needed to stimulate private-sector investment. Given that development within the Town Center is relatively new, the TIF district

would need to be established as a “vacant land” area, since a “conservation district” requires that 50% or more of the buildings be 35 years of age or older. The undeveloped portions of the Town Center appear to exhibit at least two of the five “eligibility factors” defined in the Act, which are necessary for the adoption of a vacant land TIF district. The most likely of these factors to be demonstrated are: 1) obsolete platting; 2) diversity of ownership; and 3) stagnant or declining equalized assessed value.

From an economic development standpoint, a Town Center TIF district could generate significant revenues to help fund public improvements. Based on a preliminary projection of the Town Center development program, the total market value of proposed new development would be in the range of \$85 million. Given current tax rates, assessment practices and the equalization rate, the annual incremental revenue represented by proposed development, once fully complete, is in the range of \$3.5 million annually in 2014 dollars. It is important to note that this level of incremental revenues would be generated only after the full development program has been built, which could take 10 – 15 years. However, the 23 year life of the TIF district will allow for 8 – 13 years of full incremental revenue generation, in addition to partial incremental revenues in the early years of the TIF district.

B. Establish a Public Improvement Program

It is vital for the Village to recognize that the future success of the area is dependent upon the delineation and implementation of a public improvement program for the Town Center. The enhancement of the Town Center through the construction of the various public facilities and amenities called for in the Plan is fundamental to the Plan itself. Camiros has proposed a **Public Improvement Program**, which is discussed Section 4 of this Chapter. The Village needs to consider this recommended program, make refinements and adjustments to it, have cost estimates prepared for each project and make commitments as to its implementation. The Village’s “ownership” of the public improvement program will allow investors and developers to make sound development decisions

and give residents in and around the Town Center confidence that a credible plan is in place for the Town Center's improvement.

C. Create and Adopt a Town Center Zoning District

It is recommended that the Village consider the creation of a new Town Center Zoning District. The preliminary step in such an exercise is to assess the level of support for a new zoning district among property owners, residents, and the Village Board.

If there is a sufficient level of support to implement this Plan through a new district, the design guidelines should be incorporated in new development standards for the Town Center planning area. In addition, the district would also include a refined land use structure for the Town Center and dimensional standards for new development.

Because the planning area is currently indicated on the Zoning Map as "Planned Unit Development (PUD)," the new district will need to take into consideration any property rights currently vested by PUD holders. In areas where a PUD has been approved, but development has not begun, it may be that the PUD in place has expired, in keeping with the current Ordinance's two year expiration timeframe, and the new district regulations would apply. Where there are active PUDs or PUDs that have been fully built out, the property owners have a number of options.

Because PUDs cannot be repealed by the Village, the regulations and conditions of approval will remain in place unless change is requested by the property owner. Some of the PUD designations in place represent actual development plans (e.g. Olympia Club), while others are "placeholders" for future plan approvals. For PUDs, three options are available to the property owner:

1. If the new district and its regulations match the PUD regulations, making the PUD unnecessary, that PUD, at the owner's request, can be repealed.

2. Where the owner would like to retain PUD approval but link to the new zoning district, the PUD can be repealed and replaced with a new PUD that reflects the development standards of the district.
3. Finally, property owners with approved preliminary plan/final plan can maintain their PUDs. However, since some of these preliminary plans/final plans no longer match development reality, either major PUD amendments or starting over will likely be needed.

D. Recruit Development

Recruiting development to the Town Center is a crucial initiative. The Village should formulate the tools needed to engage in productive discussions with developers. The Design Guidelines included in this report are one such tool. In addition, it is recommended that the Village create a portfolio of example developments within the region that delineate acceptable design and quality for each land use type called for in the Plan.

With the Market Analysis of the Plan as a base, the Village should conduct a general assessment of financial feasibility for each of the land use types called for in the Plan that includes price, demand, costs and competitive alignment. It would also be useful to prepare conceptual development plans for one or two of the development projects identified in this report as having early development potential. Pro forma sales and cost documents should accompany the conceptual development plans. Identifying the public improvements the Village will construct at its cost, which will enhance the appeal of the developments, should also be delineated.

In addition to these steps, a proactive search for the right developments/developers is key. Completion of the prior tasks would enhance the results of this task, but development recruitment should not wait. Knowledge of land costs, ownership and availability is needed for this task.

Potential developers should be provided a copy of the Plan and Design Guidelines as the first step in any discussions with the Village. The purpose of the Design

Guidelines is to expedite the planning review process by clearly stating the Village's desires for quality design of residential, retail, mixed-use and community projects. It is the intent of the Guidelines to be specific enough to be able to guide development, while at the same time flexible so as not to preclude creative design solutions.

4. Public Improvement Program

A series of public improvements are planned for the Town Center to enhance its function as a community gathering place and to make it more attractive for future development. It should be recognized that most of the Town Center is privately owned and that public improvements will serve to augment the current pattern of land division and improvements. Figure 6, Public Improvement Program, presents a graphic depiction

Table 2
ASSESSMENT OF PUBLIC IMPROVEMENTS

Code	Public Improvement	Description	Degree of Enhancement	Relative Cost
1	Village Square	A formal park suitable for passive enjoyment and special events. Should be a "signature" visual feature that helps define the Town Center	High	Low-Moderate (land acquisition and park construction)
2	Metra Parking Reconfiguration	Modest redesign of the parking lot is needed to facilitate new development around the detention pond.	High	Moderate (asphalt & curb removal + new paving)
3	Pond Reconfiguration	Reshaping of the pond to create circular form; the reconfiguration will be neutral in terms of detention capacity; needed to transform detention pond into a major site feature.	High	Moderate (grading, bank treatment, trail/walk paving, outlook feature, landscaping)
4	Stormwater Compensation	Compensating for lost stormwater detention capacity by developing existing detention area. Off-site detention is needed within the watershed as compensation. The compensation is needed to complete Olympia Boulevard and facilitate adjacent development.	High	Unknown (areas for off-site detention must be located, purchased and improved; cost could be shared by developer)
5	Pedestrian Connection	A pedestrian/bike trail is proposed to connect Aegina Drive to the new development and public improvements at the south end of the Town Center.	Moderate	Low (easement agreement needed; cost of building the trail is low)
6	Streetscape Improvements	Different levels of streetscape improvement are needed on the different streets to visually unify the Town Center and help draw people to it. Some streetscape will be implemented by developers (Olympia Way and portions of 203 rd Street and Kedzie Avenue).	Moderate/High	High (relatively high linear footage of R.O.W. results in high cost)
7	Bike Trail	Development of a bike trail along the west side of the Metra R.O.W. will help connect the Town Center area and enhance bike access via the connection to Volmer Road	Moderate/Low	Low (easement agreement with Metra; cost of trail is low)
8	Community Center	A multi-use Community Center is proposed to facilitate a wide range of public/civic events. The exact use and programming of the Community Center is to be determined at a later date, once other components of the Town Center have been implemented.	Long-Term Enhancement is High	High (building cost likely in the \$200/s.f. range; or \$2M for a 10,000 s.f. building)
9	Park Enhancement	The Plan proposes that this existing detention area be improved as a public park, potentially as a sculpture garden or other cultural attraction.	Moderate	Moderate (easement agreement needed to convert to park; park construction a moderate cost.

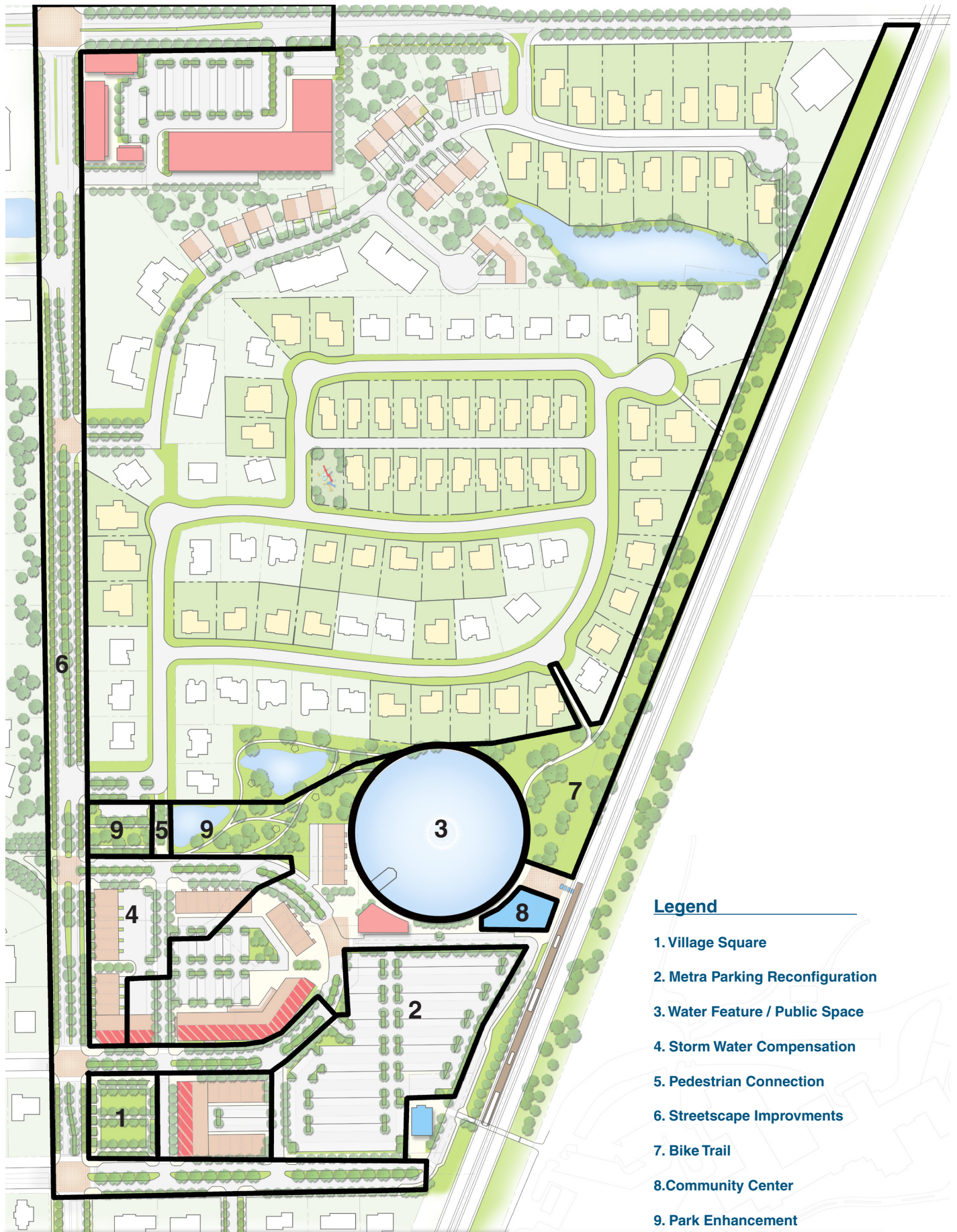


Figure 6 // Public Improvement Program

of the location of proposed public improvements, while Table 2, [Assessment of Public Improvements](#), assesses the contribution of each improvement to creating a vibrant Town Center and its relative cost.

5. Development Program and Assessment

The program of private-sector development proposed for the Town Center contains a mix of residential and commercial uses intended to complement the public improvements and respond to market forces. Considerable flexibility exists with respect to the private-sector development program, and the Town Center Concept Plan should be viewed as a general guide to proposed land use and development. Flexibility is needed in both planning and development approval because there is not currently demonstrable market support for some of the key uses needed to make the Town Center function as the community focal point. Figure 7, [Private-Sector Development Program](#), delineates the proposed development program in relation to the ten separate sites that comprise the Town Center. Table 3, [Development Program Assessment](#), presents the proposed program of development shown on the Town Center Conceptual Plan within the 10 land sites that comprise the Town Center project area. Table 5 also presents an alternative program for each site as well as an assessment of near-term development prospects.

According to the Market Analysis, commercial/retail use is one such use for which there is not clear market support. Camiros believes small-scale commercial uses can become viable within the Town Center, and the Town Center Concept Plan reflects this. Commercial use is proposed for both the southeast corner of Vollmer Road and Kedzie Avenue as well as in the southern portion of the Town Center. Regarding the former, while upper story residential is encouraged on this site, it is recognized that stand-alone retail may have the strongest appeal. In the southern portion of the Town Center, commercial use would likely be viable only when significant on-site residential uses have been developed and when public attractions have been put into place to draw the community to the site.

Residential use is Olympia Fields' strength in terms of the real estate market. Olympia Fields is a highly desirable place to live and has established itself as a high-end community, with the quality and price of homes reflective of this status. While the 2008 real estate downturn has unsettled the residential market in Olympia Fields, confidence in the local market will return. The 2008 downturn's effect on market value remains to be seen, and will not become evident until substantial residential resales have occurred and substantial new construction has been absorbed by the market. Camiros anticipates that the local residential market will stabilize within the next two years and that moderate numbers of new housing units will begin to be constructed, with the Town Center becoming an important component of the new construction market.

Development Strategies

One of the key questions underlying the Olympia Fields Town Center Plan is how to stimulate private development activity. The Town Center cannot fulfill its role in the community without new development. Furthermore, since the Town Center's public improvement program is proposed, in part, to stimulate new development, new development is needed to validate this program of public improvements.

Camiros' recommended strategies for stimulating private development, described in this section, are based on the following observations and policy positions:

1. The next phase of Town Center development should build off of existing market strengths. Olympia Fields' primary strength lies in its attractiveness as a residential community. Demonstrating that the Town Center has appeal as a residential venue is the first priority. Accomplishing this will also help strengthen demand for commercial space and help define the Town Center as the community focal point.
2. The next phase of Town Center development should also be highly visible and serve to imprint the Town Center "brand." This "brand" should begin to define the Town Center as a unique district within Olympia Fields, one

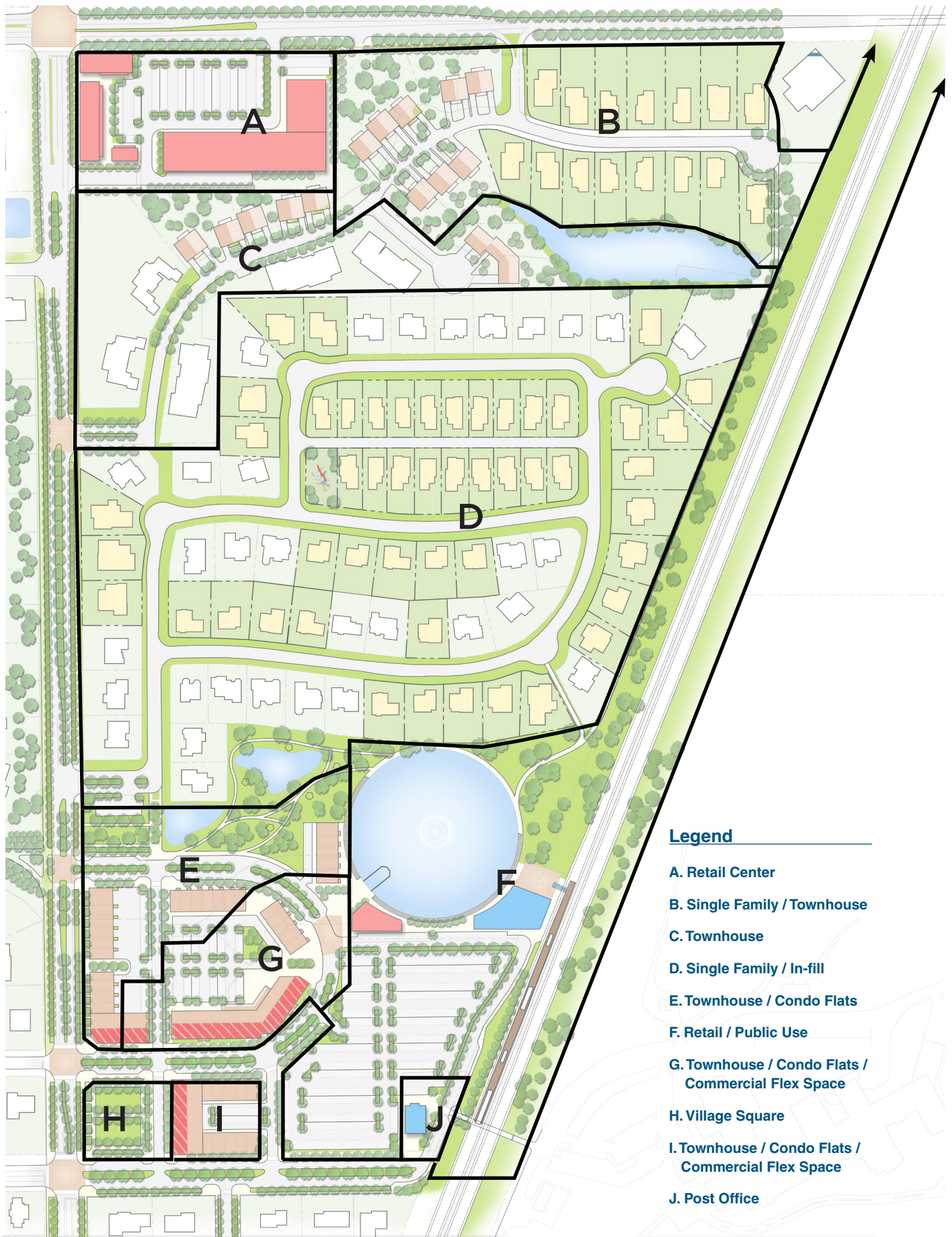


Figure 7 // Private Sector Development Program

Table 3

DEVELOPMENT PROGRAM ASSESSMENT

Site	Current Use	Ownership	Current Zoning	No. of Parcels	Entitled Development	Town Center Plan Development Program	Alternate Development Program	Near-Term (2 YR) Development Prospects
A	Vacant	Intercontinental Real Estate	PUD	1	None	Multi-tenant retail center (40,000 - 60,000 sq. ft.)	Mixed-use development: ground floor retail with upper level residential condominium units	Low; retail market alignment may improve after Meier store is operational
B	Vacant	Delaware Place Bank	PUD	24	residential development; townhouse (194 units)	Detached single-family & townhouse development (20 - 30 residential units)	Multi-tenant retail center, or mixed-use development: ground floor retail with upper level residential condominium units	Moderate; the site is suitable for single family or townhouse, providing market flexibility
C	Partially built-out with residential uses	Condominiums; Midland Construction; Delaware Place Bank	PUD	9		Townhouse development (10 - 15 residential units)	Single-family residential development, or a mix of single-family and townhouse development	Moderate/High; this site is also suitable for townhouse or single family and the small site area represents lower risk
D	Partially built-out with residential uses	Multiple ownership; Olympia Club HOA; REO Funding Solutions	PUD	80	single family residential; 80 units total	Single-family residential infill development (30 - 50 units)	Single-family residential development, or a mix of single-family and townhouse development	High; ready to build lots are available for build-to-suit or spec construction.
E	Vacant, detention ponds, and open space	Village of Olympia Fields; Olympia Club HOA	PUD	2	approved and improved as detention/open space; no development entitlement	Recreational open space, townhouse development (15 - 20) & condominium apartment flats (8 - 10 units)	Single-family residential development, or a mix of single-family and townhouse development	Low; detention compensation will complicate development. Ideally, this parcel will be developed with "G" as a unified development.
F	Metra transit station, commuter parking & detention pond with trail system	Metra	PUD	2	None	Metra transit station, commuter parking, detention pond, community space (12,000 sq.ft.), retail (5,500 sq. ft.), and expanded recreational open space	Existing configuration of Metra commuter parking, detention pond and other site features remains	Low; land parcels interior to the Town Center will be developed later. Also, development will be complicated by reconfiguration of the detention pond.
G	Vacant	BSLB, LLC	PUD	5	multi-family residential development tied to a specific plan; 180 units approved	Mixed-use development: retail (12,000 - 24,000 sq. ft.) and upper level residential condominium flats (12 - 24 units), and townhouse development (3 - 5 units)	Mixed-use development: ground floor retail with upper level residential condominium units	Moderate/Low; the prior entitlement complicates new entitlement. Also, the land site is tied to other Town Center elements and site expansion may be needed.
H	Vacant	Intercontinental Real Estate	PUD	1	None	Village Square	Village Square	Not Applicable; no development is programmed for this site.
I	Vacant	Village of Olympia Fields	PUD	1	None	Mixed use development (6,000 - 12,000 sq. ft. ground floor retail with 10 - 15 units of upper floor condominium apartment flats & townhouse development (5 - 10 units)	Townhouse Development	High; this small site could be entitled for small townhouse/mixed use development; land swap w/owner of Parcel H is needed to secure Village Square site.
J	Civic Use (post office)	Village of Olympia Fields	PUD	1	None	Pedestrian plaza and commuter parking entry; Existing Village post office is relocated within the town center	Existing Village post office remains	Low; no indication that post office operation will relocate.

Source: Camiros, Ltd.

that is highly livable but at the same time offers amenities and activities not found in the Village's single-family neighborhoods. The Town Center "brand" should evidence extremely high quality design/visual character in both new development and public improvements, which is consistent Olympia Fields' identity as a whole.

3. The residential program should emphasize ownership housing. Olympia Fields housing stock is comprised almost entirely of ownership housing, and this is a strength in the community.
4. Rental housing can be a part of the Town Center development program. Camiros believes that rental housing in the Town Center should be held to the same standard as ownership housing, in that it: a) demonstrates extremely high quality design/visual character in new buildings; and b) reinforces the Olympia Fields "brand" and is indistinguishable from ownership condos. Rental housing should not undermine the market value of ownership housing.
5. Affordable housing can be a component of new rental housing developments, with a percentage of the units reserved as affordable units. The exterior appearance of the affordable units should be indistinguishable from the market rate units.
6. The Town Center is the ideal place to introduce diversity in terms of types of housing. Olympia Fields is comprised almost entirely of single family dwellings. In order to broaden the market appeal of housing in Olympia Fields, housing other than single family is needed. Olympia Fields is in a transitional stage in which many long-time residents will seek to downsize from their single family homes, and alternate forms of ownership housing is needed.

6. Sequencing of Development

Camiros' experience with town center and downtown implementation indicates that unless development is actively pursued by the municipality, it will not happen. In order to drive interest in the Town Center development, it is necessary to have specific short-term projects identified. As identified in Table 3, Development Program Assessment, a number of sites within the Town Center are identified for near-term development. While some of the sites are ready for development now, such as the single-family lots within Olympia Club (Site D), development on other sites will require pro-active efforts to attract developers. Those sites and development projects that are key to establishing the Town Center as a dynamic place and attractive development opportunity, all require pro-active promotion on the part of the Village. These sites also require public improvements to establish the surrounding urban context and amenities that are integral to the Town Center. Table 4, Development Program Quantification and Timing, quantifies the program in terms of development units and market value and suggests a target date for the development of each site.

Table 4 outlines a sequence of development in which Site D and Site I are the initial sites developed, followed by Site C, Site B and Site G. Site D, which represents the un-built single family lots at Olympia Club, is projected to develop incrementally at a rate of five new houses per year until build-out in year 2025. Site I represents a single development project comprised of townhouses, condo flats and retail/ commercial space. Site C and Site B represent land sites improved with streets that are development ready, but will not require significant pro-active promotion by the Village, nor will they require significant public improvements to enhance their attractiveness as development sites.

Table 4

DEVELOPMENT PROGRAM QUANTIFICATION AND TIMING

Site	Number of Parcels	Development Type	Quantity (dwelling units)	Quantity (square feet)	Square Foot Value Multiplier	Market Value	Timing Assumptions
A	1	Retail Center		60,000	\$175	\$10,500,000	2020
B	24	Single-family	15	33,000	\$220	\$7,260,000	2018-2020
		Townhouse	16	32,000	\$200	\$6,400,000	2018-2019
C	9	Townhouse	14	28,000	\$200	\$5,600,000	2017
D	80	Single-family	51	127,500	\$225	\$28,687,500	2015-2025
E	2	Townhouse	21	42,000	\$200	\$8,400,000	2020-2021
		Condo Flats	4	4,000	\$175	\$700,000	2020-2021
F	2	Retail Space		5,500	\$175	\$962,500	2022
G	5	Townhouse	5	10,000	\$200	\$2,000,000	2018-2019
		Condo Flats	24	24,000	\$175	\$4,200,000	2018-2019
		Commercial/Flex Space		8,000	\$175	\$1,400,000	2018-2019
H	1	Village Square					
I	1	Townhouse	10	20,000	\$200	\$4,000,000	2015-2016
		Condo Flats	20	20,000	\$175	\$3,500,000	2015-2016
		Commercial/Flex Space		7,500	\$175	\$1,312,500	2015-2016
J	1	Post Office				N.A.	
Totals			180	421,500		\$74,422,500	

Source: Camiros. Ltd.

7. Initial Town Center Development Project

Camiros believes the Village should act first to stimulate development in the southern portion of the Town Center, at the 203rd Street/Kedzie Avenue intersection. This intersection should be viewed as the primary gateway into the Town Center. While the Vollmer Road/Kedzie Avenue intersection may have more visibility from drive-by traffic, the 203rd Street/Kedzie Avenue intersection is better positioned to function as the “heart of the village,” as shown in Figure 8, [Town Center Community Context](#). Camiros believes the success of the Town Center as a gathering place, and a commercial district, rests first on drawing the local residents within an eight-block radius. If a successful, small, intimate mixed use district is established at this corner, it is possible that customers from a wider area can be drawn, facilitating expansion.

**Figure 8 // Town Center Community Context**

Based on the scenario outlined above, Camiros recommends that the Village take action to initiate development of the first project under this Plan, which would be a two-component project comprised of: a) the Village Square; and b) residential/mixed-use development project on Parcel “I”. Shown in Figure 9, 203 Rd Street/Kedzie Avenue Project, this project has the characteristics needed for a first project, in that:

- It is a development with a small program, which is advantageous when bringing new types of product into the market. The modest number of residential units is a low threshold of absorption in the market.
- The site is suitable as either a townhouse or condominium development, or both.
- A highly visible public improvement is part of the project, the Village Square.
- The publicly owned, constructed and maintained Village Square would represent a significant amenity for those buyers of townhomes or condominiums.
- The site is an easy “walk-to” location in terms of access to the Metra Station.

- The visibility of the site for commuters is very high, allowing it to take advantage of convenience retail demand associated with the Metra station.
- It represents the ideal “demonstration project” for other larger-scale Town Center development, particularly the development of Parcel “G” and Parcel “E”.
- It can be successful as a “stand alone” project, one that does not require other Town Center amenities to be successful. As such, it can serve as an amenity for future development.

The two components of the project must be designed in harmony with one another to create a strong sense of place that starts to establish the proper brand for the Town Center. The design of the Village Square should emphasize the following characteristics: a) a lush green space; b) a multi-use facility; and c) strong streetscape design around the perimeter that activates the streets. The design of the mixed-use building should also have a strong orientation to the public streets. The program of development for the building would, of course, depend on the developer's

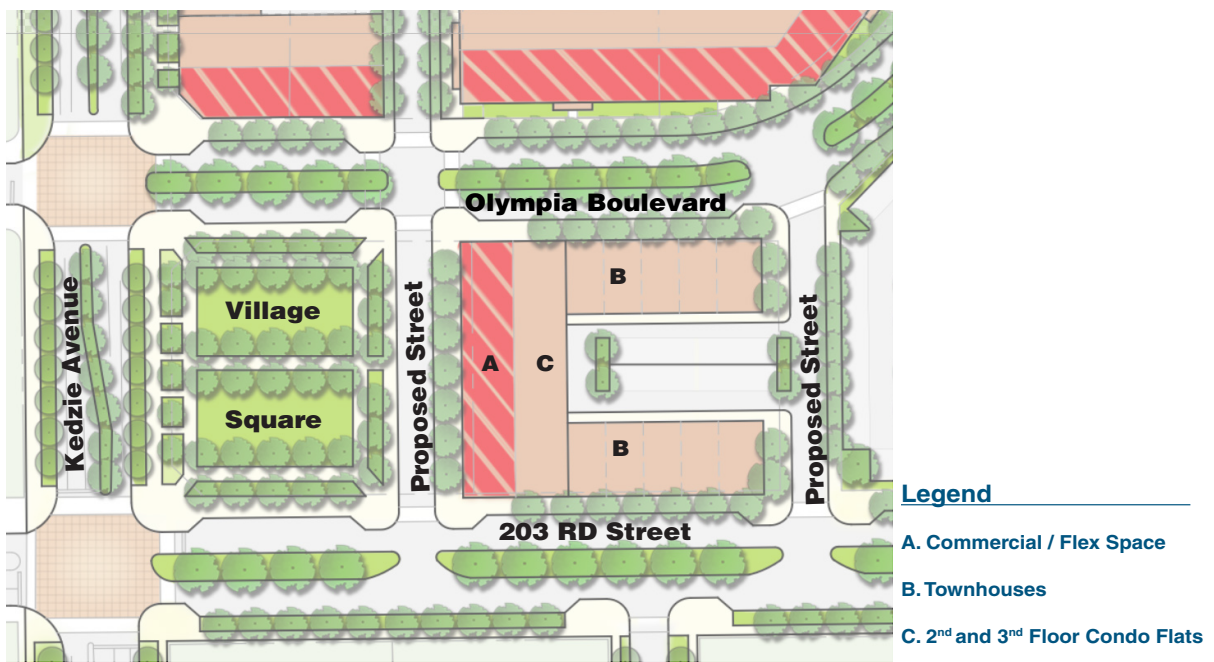


Figure 9 // 203RD Street / Kedzie Avenue Project

sense of the market and site suitability. Camiros envisions a condominium building comprised of three distinct products; townhouses, condominium flats, and condominium commercial spaces. A quantification of this development program is presented below.

203 d Street/Kedzie Avenue Development Program

Commercial/Flex Space (ground floor)-	7,500 SF
Townhouses (three floors)-	20,000 SF
<u>Condo Flats (2nd and 3rd floors)-</u>	<u>16,000 SF</u>
Total Square Footage	43,500 SF

This initial project would require significant Village involvement. First, a land swap would need to be consummated so that the Village gains ownership of Parcel “H” in exchange for ownership of the Village-owned Parcel “I”. The Village’s commitment to constructing the Village Square on Parcel “H” should be an inducement to swap parcels. Second, the Village would need to recruit a developer for Parcel “I”. The Village may also need to negotiate incentives to ensure commercial/retail space is included in the program. Camiros recommends that “flex space” be designed for the first floor space along the Village Square, and potentially Olympia Boulevard, allowing it to be used for either residential or retail. The Village may need to underwrite the carry cost of such space until it is leased. Such incentives would be an appropriate point of discussion should the Village adopt a TIF district to help implement Town Center development, as recommended below in the discussion of Proposed Implementation Actions.

8. Harness the Power of TIF

Tax increment financing (TIF) can be a powerful tool to drive Town Center development. In order to be effective, TIF must be actively used and managed. Merely adopting a TIF district and waiting for development to happen will not succeed. TIF must be used in tandem with proactive promotion by the Village to drive Town Center development.

Camiros believes that a Town Center TIF District would be able to generate sufficient funds to pay for public improvement costs. We have assessed the revenue-generating potential of a Town Center TIF District, along with estimating public improvement costs, to illustrate how such a TIF district can fund Town Center improvements. Table 5, TIF Revenue Projections and Costs, uses the programming, market value and development timing assumptions of Table 4 as the basis for projecting increased property tax revenue flowing into the district. Similarly, Table 5 uses the public improvement program outlined in Table 2 as the basis of estimating improvement costs within the Town Center.

Specific timing is built into Table 5 (*see pages 58-59*) with respect to the sequence of public improvements and new development. Public improvements must be constructed before or simultaneous with the new development. Because there is typically a two-year lag in property tax receipts from new development, the early years of the TIF district will experience a negative balance. Table 5 shows that this negative balance will be reversed in Year 2024, with significant fund surpluses occurring on all remaining years of the TIF district.

Table 5, TIF Revenue Projections and Costs, should be interpreted as a preliminary projection of the financial performance of the Town Center TIF District. The intent of Table 5 is to provide policy guidance to the Village, demonstrating that tax increment financing can be used effectively and that the Town Center has capacity to fund its own improvement costs. The projections reflected on Table 5 do not incorporate a high level of precision, which is consistent with this early stage of TIF planning. Actual revenues and costs will undoubtedly vary from these projections. Prior to making a decision to adopt a Town Center TIF District, these projections should be refined. Nonetheless, Table 5 indicates that, based on the development programming and timing assumptions, a Town Center TIF District would generate sufficient revenues over the life of the district to pay for improvement costs,

and provide a high level of financial coverage for the Village's obligations. Important aspects of the projections to note include:

- Public improvements would be synched with new development so that improvement costs would not be incurred until firm commitments for development are in hand.
- The "base EAV" for the development sites were not collected and deducted from the market value projections. This is a technical step that would be done as part of actual TIF designation. However, the absence of factoring in the base EAV of the vacant development sites does not affect the overall financial implications of the TIF district.
- Improvement costs represent a gross level of cost estimating. In some cases, "best guesses" were used. In others, basic unit costs were used. This said, the costs for the public improvements appear as reasonable early budget estimates for these improvements.
- The negative TIF fund balances in the early years of the TIF do not include interest costs for borrowing funds. The cost of borrowing funds will not appreciably change the financial outcomes of the TIF district.
- No development incentives were included as part of attracting new development. It remains to be seen to what degree development incentives will be needed. Camiros recommends that TIF funds be used to pay for the public improvements needed to make the land sites attractive for development, rather than used for development incentives. Nonetheless, some level of development subsidy will likely be needed. For example, in order to get a developer to build commercial/flex space as part of Site I development, it may be necessary for the Village to pay the carry costs for the space as long as it is vacant. This is a reasonable incentive.

- Camiros recommends that incentives not be offered for standard residential components, since residential appeal should be a strength in the local market.

Should the Village of Olympia Fields elect to proactively pursue Town Center development, and adopt a Town Center TIF District, Table 5, TIF Revenue Projections and Costs, can be upgraded to serve as a financial management tool. It also provides a basic "roadmap" of the public improvements and corresponding development projects anticipated in future years.

9. Implementation Summary

Implementation of the plan for the Olympia Fields Town Center will be a complex process that requires a strong ongoing commitment. Successful implementation requires a consistent level of effort and specialized expertise. The materials presented in this Chapter provide a clear explanation of the steps involved in implementing the plan. Furthermore, clear evidence is provided through the projection of TIF revenues and costs that the new development called for in the plan will be sufficient to fund Town Center improvements through the use of tax-increment financing.

The primary unknown factor affecting implementation is the strength of the market. Camiros believes that the strength of Olympia Fields as a quality place to live, combined with the attractions and amenities offered by the Town Center, will gain market support for the development program. This supposition can, we believe, be readily tested by proactive recruitment of a developer for the first Town Center development project on Site I. If this project idea can attract a development commitment, we believe it will set the stage for broader Town Center development, facilitating both private-sector and public-sector improvements and realizing the shared community vision.

TABLE 5
TIF Revenue Projections and Costs

Notes: 1) See Table 4, Town Center Development Program Quantification and Timing , for chronological sequence of development, which influences the stream of TIF revenue.
2) 2% annual appreciation of property values is assumed, applied on the triannual reassessment year
3) TIF District is established in 2014

Calendar Year	2014*	2015	2016	2017*	2018	2019	2020*	2021	2022	2023*
Cumulative Increases in Town Center Property Value through New Development		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
Site D Development; 5 houses per year, beginning in 2015				2,812,500	5,625,000	8,437,500	11,250,001	14,062,501	16,875,001	19,687,502
Site I Development; constructed/sold in 2015 and 2016				4,406,250	8,812,500	8,812,500	9,473,438	9,473,438	9,473,438	10,183,945
Site C Development; constructed/sold in 2017						5,600,000	5,712,000	5,712,000	5,712,000	6,140,400
Site B Development; constructed/sold in 2018 and 2019							6,830,000	13,660,000	13,660,000	14,684,500
Site G Development; constructed/sold in 2018 and 2019								3,800,000	7,600,000	7,907,040
Site A Development; constructed and leased in 2020									10,500,000	10,710,000
Site E Development; constructed/sold in 2020 and 2021									4,550,000	11,080,417
Site F Development; constructed and leased in 2023										
Total Increase in Property Value through New Development				7,218,750	14,437,500	22,850,000	33,265,439	46,707,939	68,370,439	80,393,804
Assessed Value @ 10% of Market Value				721,875	1,443,750	2,285,000	3,326,544	4,670,794	6,837,044	8,039,380
EAV Assuming 2012 Equalizer Rate of 2.8056				2,025,293	4,050,585	6,410,796	9,332,951	13,104,379	19,182,010	22,555,286
Increased Property Tax Revenue @ 14.746 Tax Rate				298,650	597,299	945,336	1,376,237	1,932,372	2,828,579	3,326,002
Cumulative Net Revenue; Revenue less Improvement Costs		-1,800,000	-1,800,000	-1,501,350	-1,904,051	-1,958,715	-832,478	-1,550,106	1,278,473	-1,145,525
Public Improvement Costs										
1. Village Square Design and Construction , incl. 1 block of new street, park and streetscape (F) on 7 block faces; 2015; Supports Site I development.		1,800,000								
6. Streetscape Improvements ; portions of Olympia Blvd/Kedzie; Supports Site G development					1,000,000					
7. Bike Trail ; trail paving and landscaping on Metra R.O.W.; Supports Sites B & D development.							250,000			
4. Storm Water Compensation ; replacement detention; Supports Site E development.						1,000,000				
9. Park Enhancement ; activating park by adding facilities/attractions; Supports overall development.								500,000		
5. Pedestrian Connection ; trail paving and landscaping								150,000		
3. Water Feature/Public Space ; reshaping detention pond, trail paving, projecting pier, pedestrian amenities, lighting, plaza, etc.										5,000,000
2. Metra Parking Reconfiguration										750,000
6. Streetscape Improvements ; 1/2 of remainder of Town Center								2,000,000		
6. Streetscape Improvements ; remainder of Town Center										
8. Community Center ; new 10,000 s.f. multi-use bldg										

*Triannual reassessment

Source: Camiros, Ltd.

