VILLAGE OF GLENWOOD STATION AREA PLAN

Adopted July 20, 2010

Prepared for:

Village of Glenwood Live Work Play 1871 Illinois

RTA Regional Transportation Authority

Prepared by:

HNTB

In association with:

Valerie S. Kretchmer Associates, Inc

Acknowledgments

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I. Purpose and Background

The Village of Glenwood, in anticipation of potential future Metra commuter rail service along the SouthEast Service (SES) Line, has partnered with the Regional Transportation Authority (RTA) to undertake a station area planning study centered on the anticipated station location. By engaging in this planning activity, the Village of Glenwood is proactively seeking to leverage large-scale transit service investment to catalyze local economic development opportunities. This planning effort also provides the Village with an opportunity to improve the transit-supportiveness of nearby land use patterns, a policy action that will support reinvestment in the community and encourage future transit usage.

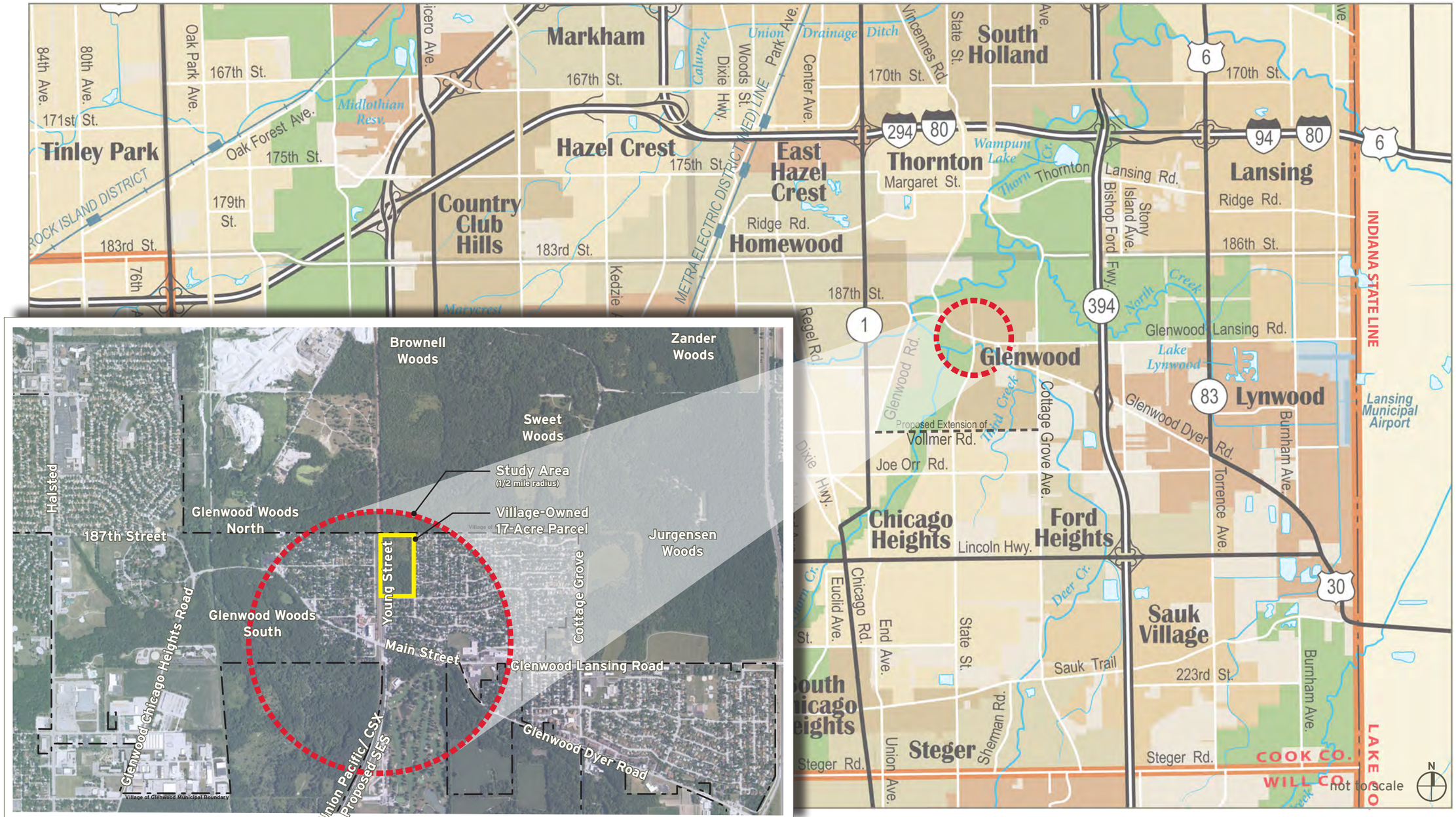
A. Community Overview

As shown in **Figure 1**, the Village of Glenwood is located in Cook County, approximately 23 miles south of downtown Chicago, and is bounded to its north and west by Cook County Forest Preserve land. The 2000 United States Census reported 9,000 residents, a figure which is projected to grow to 11,367 by 2030, an increase of over 26 percent.[1] The number of households is projected to increase at approximately the same rate: 25.5 percent from 3,373 households to 4,232 by 2030.[2] The employment forecast reveals a high rate of growth during this period, anticipating an increase in the number of jobs in Glenwood from 3,014 in 2000 to 9,232 in 2030, an increase of more than 206 percent.[3] This rapid expansion in the employment base may be partially driven by Glenwood's proximity to IL-394, a roadway which provides direct access to several major interstates, including I-80, I-90, and I-94. Because the Village of Glenwood is almost entirely built out, these high rates of anticipated population, household and employment growth are presumed to be accommodated in a comparatively denser pattern of development.

The Cook County Forest Preserve land that borders Glenwood is an invaluable community asset, but also functionally constrains the number and alignment of roadways providing access to and from the historic core of Glenwood. Glenwood is proximate to IL-394 which, as mentioned above, provides direct connections to multiple other interstates, but the physical orientation of the Village, as constrained by the Forest Preserve land, has resulted in one main east-west access route (Main Street) through the historic commercial core of the Village. Glenwood's location between the Metra station at Homewood and the pool of commuters in Indiana and adjacent south suburban communities results in a high volume of commuter through traffic. High traffic volumes at peak commuting times, coupled with a constrained roadway network that funnels traffic through an active at-grade freight railroad crossing, results in a pattern of intermittent congestion and delay. The proposed implementation of Metra

[1] Chicago Metropolitan Agency for Planning (CMAP), "Northeastern Illinois Planning Commission 2030 Forecasts of Population, Households and Employment by County and Municipality, September 27, 2006"
[2] Ibid.
[3] Ibid.

Figure 1: VICINITY MAP



Source: Aerial. Google Earth Pro. September 2009.

Source: "Regional Map of Metropolitan Chicago." Map. Chicago Metropolitan Agency for Planning. 2005

service along a new SouthEast Service Line and the construction of a station in Glenwood could reduce through traffic in the western portion of Glenwood by capturing some of this commuter demand, provide a new source of potential customers for local businesses, and provide residents a new travel option that can be accessed from within the Village.

Proactive planning to direct Glenwood's projected growth in a manner that will complement the valued small-town character of the Village, while accommodating the projected influx of population and economic development activity, will position the Village to enjoy sustained success over the next several decades while improving residents' regional mobility.

B. Study Area Boundary

Transit station areas are typically defined as the area included within a half-mile radius of an existing or future station location. This half-mile radius represents the distance travelled during a typical 10-minute walk, which is generally considered comfortable for pedestrians. As shown in Figure 1, the Village has identified a 17-acre parcel of land on the eastern edge of the existing railroad tracks that is roughly bounded by Maple Drive on the north, Cedar Lane to the east, Center Street to the south, and the existing rail line to the west, as a potential site for the proposed station and related facilities. The study area radius (see also **Figure 1**) encompasses residential neighborhoods, the municipal center, the historic commercial core of the Village, and the Brookwood Intermediate and Junior High Schools. For general purposes, the implications of potential station area redevelopment for areas further to the east and west along arterial roadways will also be considered.

C. Transit-Supportive Development

Transit-oriented development (TOD) refers to a pattern of higher-density, mixed residential, retail, commercial, and office space uses whose design is meant to maximize access to transit systems and encourage transit ridership. TOD is not simply a single parcel or project located next to a transit station, but a comprehensive vision for the neighborhood within a quarter- to half-mile radius of the station, a distance that is considered comfortably walkable. By proactively planning for transit-oriented development in locations that can support it, TOD can also protect open spaces and low-density areas from encroachment by sprawling, medium-density development.

TODs are often defined by the three "D"s of design, diversity, and density:

- TODs are designed to create an environment that is attractive and comfortable to pedestrians: streetscaping, pedestrian-scale development, and walkability soften the perception of comparatively higher-density development around transit stations.
- Diversity of use encourages transit ridership by making the station area interesting to pedestrians and creating efficiencies through the consolidation of trips. This use diversity reduces the number of trips that will need to be taken by car by nearby residents in order to accomplish daily errands, and makes the area more appealing to residents and business employees.
- Density is the most important factor when creating a transit-oriented development: transit systems must attract riders in order to be successful. Higher-density development creates a pool of residents and workers from which the system can draw riders and which, by the design and diversity of uses, makes transit usage more attractive than driving a car.

The mixed-use, higher density, human-scale development that is associated with TODs is a return to a more traditional pattern of "town center" development. This pattern of development, while not called TOD, is commonly found in older cities along the East Coast and in the Midwest. This pattern of development, which previously has occurred naturally, is now being planned as TOD. The simultaneous demise of the streetcar and rise of the automobile during the middle of the twentieth century encouraged the contemporary suburban, auto-oriented style of sprawl development. As we move into the twenty-first century, however, this pattern of development has become increasingly unsustainable from an economic, environmental, and social perspective. The cost of infrastructure investment, the negative impact of greenfield development on the environment, and the demographic shift toward smaller households that desire a more urban style of living have combined to create a greater market demand for TOD. Federal and state funding support for development in the future is also likely to support this development pattern.

Some communities have chosen to harness these market and demographic trends to leverage transit investments for broader economic development. "Newer" communities use transit investment to guide a more compact, sustainable vision for growth and development, while "older" communities use their investments to encourage infill and redevelopment within their existing core area. As the experiences of cities across the country show, simply installing new commuter service will not spontaneously create transit-supportive new investment:

- Careful planning efforts must also be undertaken by the municipality and transit agency, in association with the affected communities and stakeholders, to ensure that targeted public infrastructure investments support broader economic and social goals.
- Because TOD is still considered a new development template for most real estate developers, it is essential that a stable policy environment is created to facilitate transit-supportive development through clear regulations and appropriate incentives.
- While TOD is a niche market, it is still sensitive to fluctuations of the larger real estate market, and may take years to be considered successful.

D. Proposed Commuter Rail Service

Metra's proposed SouthEast Service (SES) Line would serve the south side of Chicago and the suburban communities of southern Cook County and Will County. The proposed 33-mile rail line would operate along a series of four existing rail rights-of-way. It would operate on the Union Pacific/CSX right-of-way from near Balmoral Park Race Track in Crete to Dolton Junction, on Union Pacific right-of-way from Dolton Junction to Oakdale Junction, on the Chicago Rail Link right-of-way from Oakdale Junction to Gresham Junction, and on Metra's Rock Island District right-of-way from Gresham Junction to LaSalle Street Station in downtown Chicago. The proposed SES Line would serve two existing Rock Island District stations (LaSalle Street and Gresham stations), a planned 35th Street Station on the Rock Island District, and ten new stations. The Village of Glenwood has been identified as a potential station location. This potential new commuter service would link suburban populations that are currently underserved by transit with employment opportunities in downtown Chicago and within communities along the proposed alignment. New transit service would also catalyze real estate development and reinvestment along the alignment, which would increase each community's tax base and improve the quality of life. In addition to increasing employment access and generating economic development opportunities, the SES would allow commuters to leave their cars at home more often, a choice that would contribute to decreased levels of congestion on Chicagoland roadways.

Metra estimates that commuter rail service would allow the state to reduce spending by more than $4 million on annual highway construction and maintenance costs. The magnitude and scale of the planning and construction of the project are expected to generate more than 550 jobs and more than $262 million in wages paid over the project's approximately 10-year engineering and construction period. Illinois businesses are projected to benefit from more than $550 million in business sales.

Project benefits identified by Metra include:[4]

- Potentially serving more than 50 major businesses, including St. James Hospital & Health Centers, Ford Motor Co. Chicago Stamping Plant, ConAgra Foods, Inc., Roadway Express, Inc., Nicor Gas, and AT&T
- Facilitating commuter travel to downtown Chicago
- Generating economic development by attracting jobs and businesses to transit-oriented development areas
- Providing an alternative to driving for thousands of regional employees

The study is currently in the Alternatives Analysis (AA) phase of the FTA's New Starts process. Detailed information regarding the FTA's New Starts process is available in the Existing Conditions and Planning Framework report available under separate cover.

E. Planning Study Process

The RTA, through its Community Planning Program (formerly known as the Regional Technical Assistance Program (RTAP)), has worked with more than 50 communities to create station area or transit-oriented development (TOD) plans. Through this program, the Village of Glenwood has hired HNTB Corporation and Valerie S. Kretchmer Associates, Inc. to provide planning, urban design, and market consulting services for this station area study. The planning process was generally organized into the following steps:

- An existing conditions analysis of the land use patterns, demographic trends, access and circulation patterns, and transit characteristics of Glenwood,
- A market assessment to identify the level of market support for land uses most appropriately suited to the immediate station location and broader study area,

[4] Metra, http://metraconnects.metrarail.com

- Stakeholder interviews and a community meeting (November 4, 2009) that provided early insight into community issues and preferences regarding transit-supportive development,
- The development of two alternative concept plans for the Glenwood station area that offer alternative solutions for accommodating projected market-supported development in conjunction with potential new station facilities,
- A second community meeting (February 25, 2010) to seek input on the alternative concepts and design preferences, utilizing keypad polling,
- The creation of design guidelines to complement the preferred concept plan and convey the Village's level of expectation regarding development quality to potential developers, and
- The creation of implementation strategies to outline the actions that the Village should undertake in preparation for the potential future introduction of commuter rail service.

During the course of these technical tasks, the consultant team engaged the project Steering Committee and other civic leaders, developers, and the general public to assist in determining priorities and preferences for redevelopment and refining the alternative concept plans. The Steering Committee is comprised of local stakeholders and transportation agency representatives that provided oversight and feedback throughout the planning process. See the Acknowledgements page for a complete listing of Steering Committee members.

Three reports were prepared during the planning process that reviewed and assessed transit-supportive redevelopment opportunities within a one-half mile radius of the proposed Glenwood station location as cited in Metra's Alternatives Analysis for the proposed SouthEast Service (SES). All of these reports are available for review under separate cover from the Village of Glenwood.

- An **Existing Conditions and Planning Framework** report (October 6, 2009), prepared by HNTB, depicted and summarized key physical attributes of the potential station area, including existing land use, access and circulation features, and outlined existing planning policies. Preliminary community input from the project kick-off meeting and stakeholder interviews was also summarized in this document. The report concluded with a Vision Statement and a series of Planning Principles, which broadly outline community desires and expectations for the area, and a general Planning Framework to guide the development of concept plans.

- The regional market conditions impacting the potential station area are also important for understanding future potential and capacity for transit supportive development and transit improvements. Valerie S. Kretchmer Associates, Inc. (VSKA) conducted a market assessment, and prepared a **Market Analysis for the Glenwood Station Area Study** (October 2009), which included a discussion of population projections, demographic trends, retail trends and opportunities, office market trends and opportunities, residential trends and opportunities, and the resulting supportable development in the station area over approximately the next decade.

- Drawing upon early community feedback and an understanding of both physical and market conditions, two redevelopment concepts were developed for the station area, and are presented in an **Alternative Concepts** report (February 25, 2010). The concepts offer potential solutions to land use, redevelopment, transportation and facilities needs within the context of the market and the framework of the Vision Statement and Planning Principles.

This final report provides a summary of relevant information contained in the previous reports, summarizes the Planning Context, describes in detail the Alternative Concepts, provides detailed Design Guidelines for use by both the public and private sectors as improvements are undertaken in the study area, and establishes a "road map" for implementation with a phased list of strategies.

The Village of Glenwood is a mature community that has an opportunity to guide infill and redevelopment within the context of potential large-scale transit investment, better serving a growing population that will seek a wider variety of housing choice in areas accessible to transit, shopping and other amenities. The comparatively higher-density characteristics of transit-supportive development will make it an effective land use pattern through which the Village can accommodate a portion of projected population growth over the coming decades. Accommodating future growth within a thoughtful and deliberate land use, circulation and urban design framework will support a sustainable growth pattern that complements the quality of life that current Glenwood residents value so highly. This Station Area Plan seeks to provide the guidance necessary to the Village and its partner agencies and stakeholders to leverage this unique opportunity.

II. Planning Context

Any future development and planning activity that occurs within the Village of Glenwood is undertaken within the context of existing land use patterns, development character, plans and policies, public transit service, access and circulation patterns, and urban design conditions. The Existing Conditions and Planning Framework report (available under separate cover) describes the physical conditions and other planning influences in the Village, which taken together create the framework within which redevelopment and reinvestment can occur. That report should be reviewed in conjunction with separate market assessment report prepared by Valerie Kretchmer Associates, Inc. (also available under separate cover), which describes the level of market support for different land uses, including retail, office, entertainment and residential development, within the study area. Key elements of the conditions assessment are provided below, for ease of reference.

A. Existing Land Use Patterns

As depicted in **Figure 2**, the majority of Glenwood's existing land uses are single-family residential, open space, and Cook County Forest Preserve land. The residential uses of the Village can be grouped into five neighborhoods from east to west: Brookwood Pointe (which includes West Pointe), Glenwood Forest, Old Glenwood, Glenwood Manor, and the Estates. Old Glenwood contains the oldest existing residential uses in the Village and is characterized by the smallest lot sizes and an absence of sidewalks.

The Cook County Forest Preserve maintains Glenwood Woods North, Glenwood Woods South, and the Thorn Creek Trail within the municipal limits of Glenwood. Brownell Woods, Jurgenson Woods, and Sweet Woods are located just north and east of Glenwood's boundaries. The Village also maintains its own park facilities, including Estates Park, Arquilla Park, Strand/Callahan Park, Forest Park, and Hickory Glen Park. Glenwoodie Golf Course is a municipal golf course. The 18-hole course, which was established in 1926, is a regional attraction.

Glenwood's commercial uses are scattered along Main Street, Glenwood Lansing Road, and Glenwood Dyer Road, but the greatest concentration of commercial uses is along the Village's western boundary on Halsted. Older strip mall developments are located along Halsted north of 187th Street, while newer, big box commercial uses have been developed along Halsted south of 187th Street. The existing commercial and retail uses that are scattered throughout the rest of the Village are typically small-scale and, in the case of the Glenwood Town Center along Glenwood Lansing Road, are suffering from vacancies and disinvestment.

The Village is bounded on all sides by Cook County Forest Preserve land, which limits annexation opportunities. Development opportunities are largely limited to the redevelopment of existing sites. Nugent Square, a mixed-use development located northwest of the intersection of Main Street and the railroad tracks, was recently completed and features retail uses on the ground floor with residential uses on the upper floors. Across Main Street from Nugent Square, the Hickory Bend commercial development includes space for four tenants, but is not fully occupied. Three restaurants located along Main Street within the Village, Gabe's Place, Glenwood Oaks Restaurant, and Sanfratello's, serve both local and regional diners.

Figure 2: Existing Land Use Map

Note:
Field Work Data Collection - June 2009

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Institutional uses are scattered throughout the Village. The Village Hall, Police Station, and Senior Center are all located between Center Street and Asselborn Way just west of the railroad right-of-way and north of Main Street. Four public schools are located in Glenwood: Longwood Elementary School in the Glenwood Manor neighborhood on the western edge of the Village, Brookwood Junior High School and Brookwood Intermediate School, both located at the intersection of Main Street, Glenwood Dyer Road, and Glenwood Lansing Road in the center of the Village, and Hickory Bend School on Cottage Grove Avenue, along the eastern edge of the Village. The two public high schools which serve Glenwood residents, Homewood-Flossmoor High School and Bloom Township High School, are located outside of the Village. The Glenwood School for Boys and Girls is a private school located immediately west of 187th Street and Glenwood-Chicago Heights Road. Two fire stations also serve the community: Fire Station #1 (605 East Glenwood Lansing Road) and Fire Station #2 (corner of Arquilla and Roberts Drives).

Office and industrial uses within the Village are generally clustered along Chicago-Heights Road, and a large industrial development is located south of the Glenwoodie Golf Course in Chicago Heights.

B. Existing Plans and Policies

Through the use of its planning and regulatory powers, the Village can influence development patterns that will support the community's vision for future growth. Zoning regulations can be used to help implement the land use patterns that are defined in the Village's Comprehensive Plan, and the creation of Tax Increment Finance (TIF) districts helps to financially support private development that may not occur without public infrastructure investment. The Village's Zoning Ordinance, Comprehensive Plan, and existing TIF district are described below.

As shown in **Figure 3**, the Village of Glenwood is divided into nine zoning districts, eight of which are mapped within the study area boundary. More detailed information regarding current zoning in the study area, along with additional information regarding the Village's Comprehensive Plan and existing TIF District, can be found in the Existing Conditions and Planning Framework report.

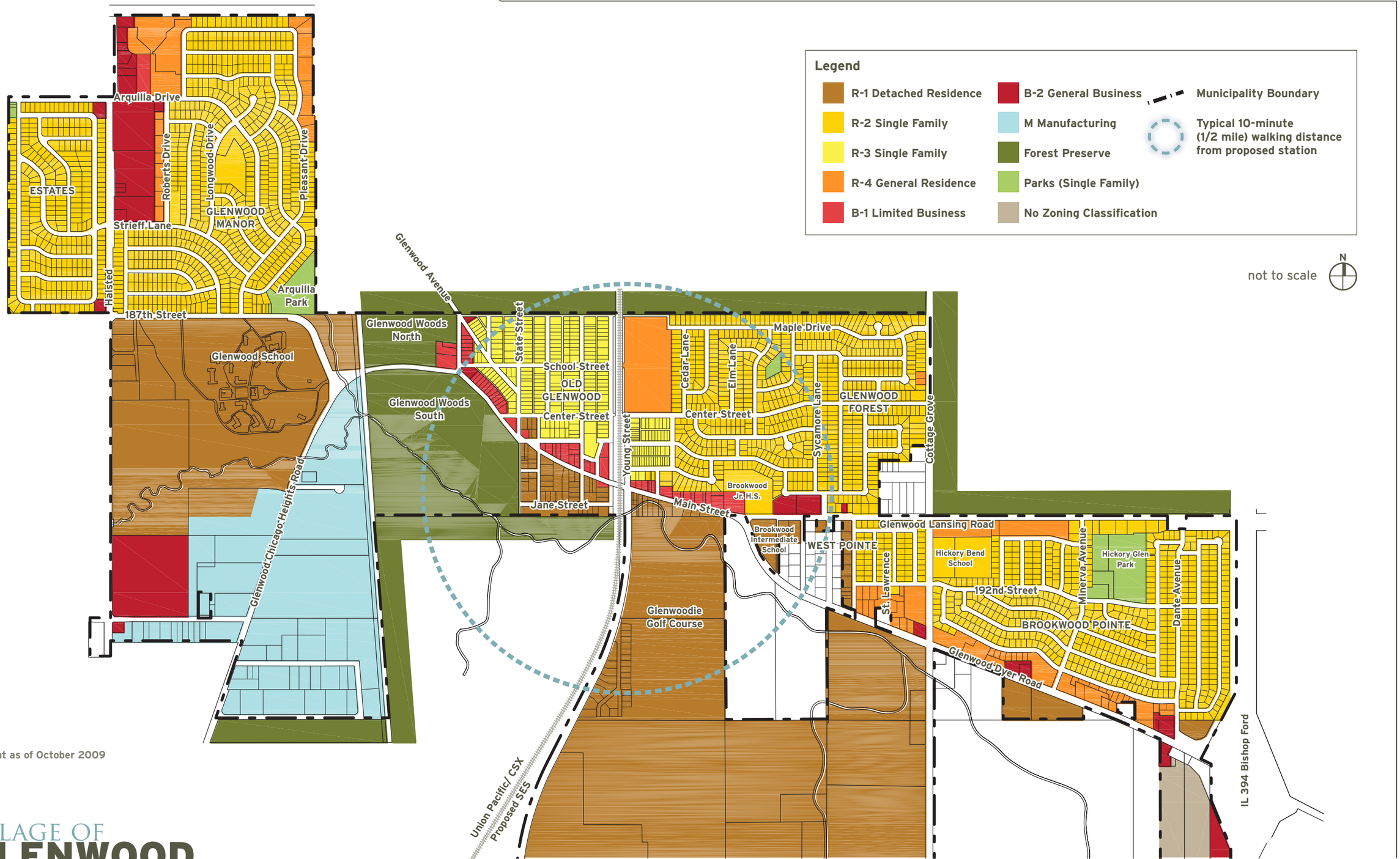
C. Public Transit Service

Glenwood is served by Pace suburban bus routes 352, 452 and 890, and its residents can access Metra stations in neighboring communities for service to downtown Chicago's Millennium Station. According to Metra's 2006 Origin Destination Survey, Glenwood residents who currently use Metra access it at a variety of stations: 41% use the Homewood station, 26% use Calumet, 10% use Harvey, 5% use Hazel Crest, and the remaining 18% use other stations. On-demand service is also available for senior citizen and disabled residents through either Bloom or Thornton Townships. Existing public transit routes and services within the Village are depicted in **Figure 4**, and described in more detail in the Existing Conditions and Planning Framework report.

D. Access and Circulation

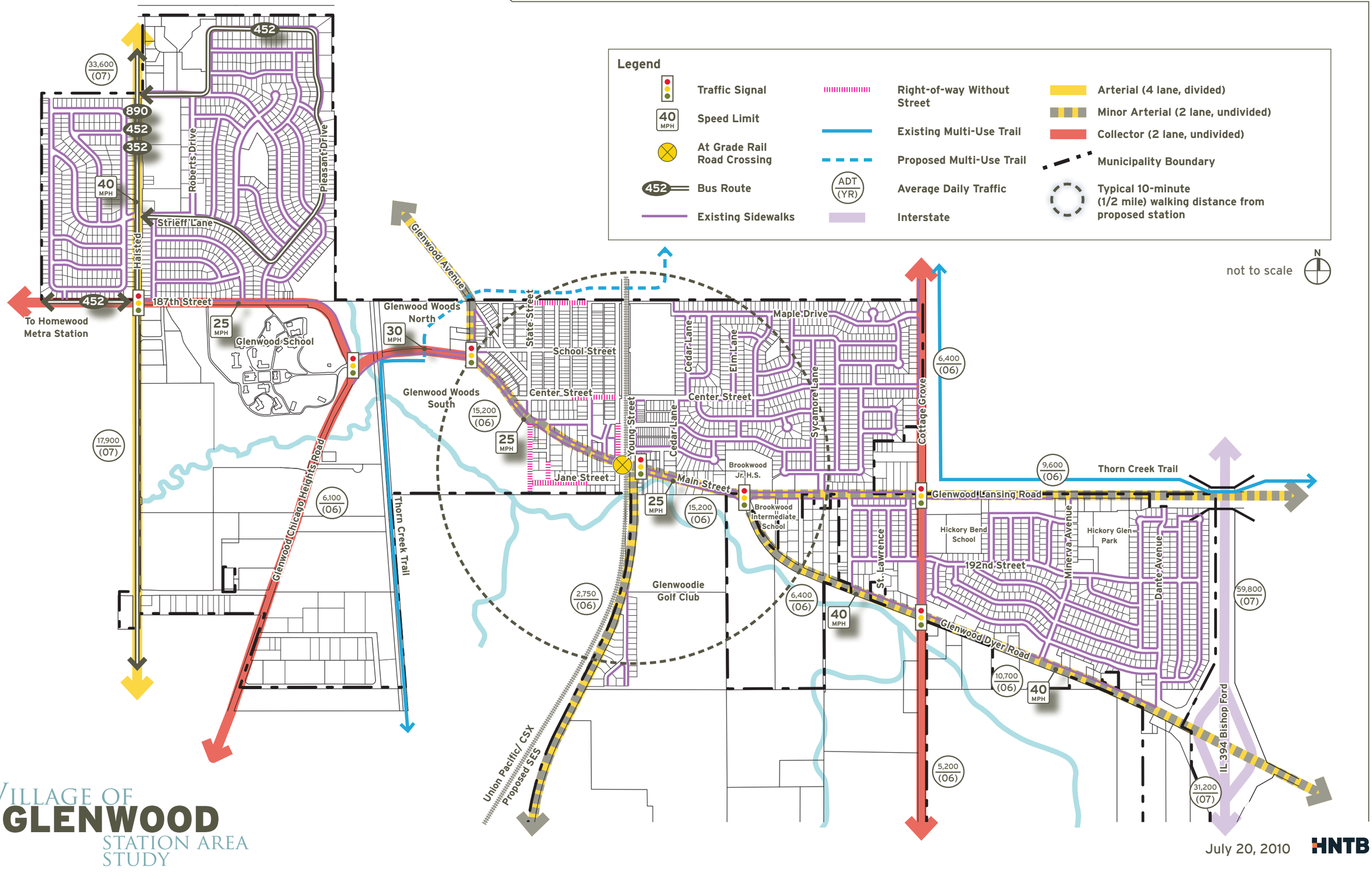
The existing access and circulation features within the study area and the Village are also illustrated in **Figure 4**. The railroad track alignment, the residential character of the Village, and Glenwood's proximity to Cook County Forest Preserve property have all heavily influenced roadway geometry and configuration. The existing Union Pacific / CSX railroad tracks run through the center of the Village, an alignment which, in combination with a single at-grade crossing, virtually eliminates the possibility of a grid street network and hampers east-west movement. Because of the strong residential character of

Figure 3: Existing Zoning Map



Note:
Current as of October 2009

Figure 4: Existing Access & Circulation Map



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the community, the neighborhood streets that feed the collector and arterial roadways typically run through residential areas and are not designed to accommodate non-local traffic. The Cook County Forest Preserve land that surrounds the Village further constrains access and mobility patterns by reducing the geographical opportunities to construct new through roadways. Conditions related to existing vehicular, pedestrian and bicycle access and circulation are discussed in more detail in the Existing Conditions and Planning Framework report.

E. Urban Design Conditions

Existing urban design conditions influencing the study area are depicted in **Figure 5**. Gateways into the Village, key wayfinding signage, natural features, and urban design features are identified. Key elements of the physical and aesthetic environment that they create are discussed below, with additional information provided in the Existing Conditions and Planning Framework report.

Natural Features

Glenwood's proximity to Cook County Forest Preserve land generates a wide variety of opportunities to enjoy numerous natural features, including access to Glenwood Woods North and Glenwood Woods South.

The Forest Preserves offer a wide variety of recreational opportunities that can be taken advantage of by residents of Glenwood and the surrounding communities, including the Thorn Creek Trail, which runs along abandoned rail lines. The trail, which travels along the western edge of Glenwood Woods South before terminating just south of Main Street across from Glenwood Woods North, will be connected to the next leg of the trail, which picks up just north of Maple Drive and travels south along Cottage Grove Avenue and east along Glenwood Lansing Road. This trail improvement is currently in the planning stages, and is funded through eventual construction.

Two creeks, Thorn and Butterfield, run through Glenwood and provide fishing and additional wildlife viewing opportunities.

Condition of Public Improvements

The quality of existing urban design improvements in the Village varies. Nugent Square exhibits the highest quality of urban design and public improvements in the study area. These improvements include the installation of pedestrian streetlights, wayfinding elements, decorative pavement treatments within crosswalks, accent intersection pavement, community identity banners, and landscaped plaza space. The decorative and accent pavement, however, is beginning to show signs of wear and there are two types of pedestrian lighting used in the area that do not match. Sidewalks along Main Street near Nugent Square are too narrow, which can be hazardous for pedestrians, and cracked pavement rimmed with weeds detracts from both the investment made in Nugent Square and from the identity of the historic downtown area in general.

Outside of the historic downtown area, Glenwood's quality of urban design and public improvements varies greatly. For example, the sidewalk network is incomplete, which lowers the level of pedestrian accessibility and discourages pedestrian usage. In addition, there appear to be no consistently applied standards for street lighting, commercial signage, parking lot screening, landscaping requirements, community identity signage, or wayfinding elements. The variance in design creates a visual inconsistency that detracts from community aesthetics and cohesion.

Figure 5: Existing Urban Design Feature Map

A Custom Municipal Wayfinding Signage

B Basic Municipal Wayfinding Signage

C Glenwoodie Golf Course Wayfinding Signage

A Auto-oriented streetscape along Arquilla near Halsted

B New Village Hall

C Mixed-use development - Nugent Square

Legend

- Primary Gateways
- Secondary Gateways
- Key Wayfinding Signage
- Waterways
- Open Space
- Forest Preserve
- Urban Design Features
- Municipality Boundary
- Typical 10-minute (1/2 mile) walking distance from proposed station

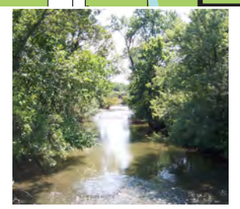
not to scale

D Narrow sidewalk near Nugent Square

E Auto-oriented streetscape conditions along Glenwood Lansing Road

Gateway (typical)

Flags at Glenwood Chicago Heights Road Bridge



Thorn Creek

VILLAGE OF **GLENWOOD** STATION AREA STUDY

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Gateway/ Entry Features

At the intersection of Glenwood Chicago Heights Road and 187th Street, the vehicular-scale flag posts on the bridge across Thorn Creek acts as a Village gateway. Additional gateway entry features can be found at the intersections of Halsted and 187th Street, Glenwood Avenue and Main Street, and Glenwood Dyer Road near the IL-394 Bishop Ford Freeway. Each of these gateways uses a similar sign scheme to indicate entrance into the Village. Each gateway features a landscape component with varied elements: the gateway on Halsted features a large planter with various shrubs and trees, the Glenwood Avenue gateway features a small planter with a pedestrian-scale plaza space, and the Glenwood Dyer Road gateway features a small planter with minimal plantings.

Wayfinding

Throughout Glenwood there is a variety of different wayfinding signage used. In the downtown area there are custom signs that direct visitors to the Village Hall and Police Department. Outside of the downtown, a standard signage program is used to denote key destinations such as Main Street and Glenwoodie Golf Course, as well as street directional guidance. This standard signage program is primarily functional rather than decorative.

In addition to this standard wayfinding signage, various entities, including the Glenwoodie Golf Course and Glenwood Oaks Restaurant, have posted customized wayfinding signage throughout the Village to advertise their facilities and provide direction to motorists.

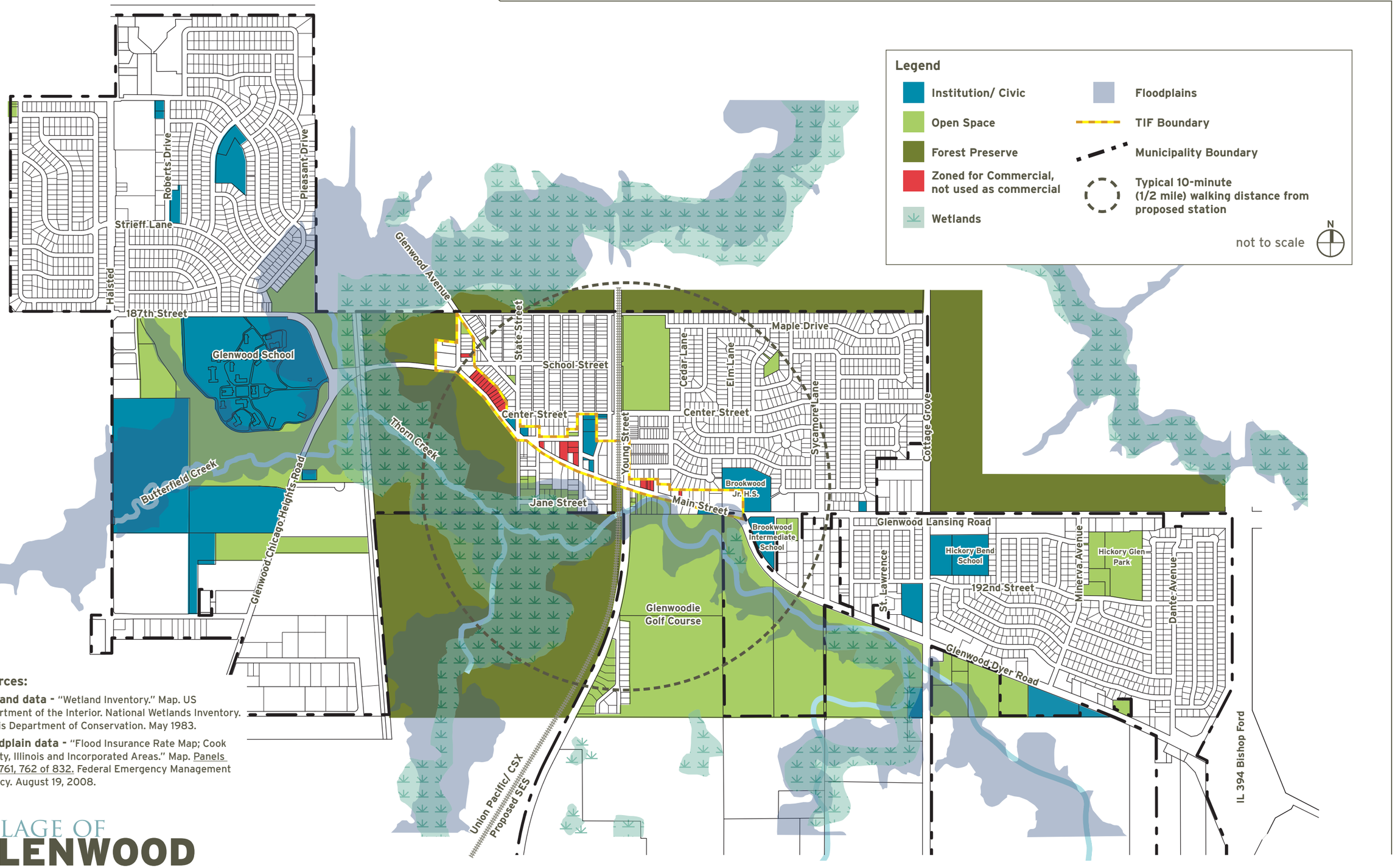
Streetscape

Major streetscape upgrades have been made in the vicinity of the Nugent Square development at the intersection of Nugent Street and Main Street, including the installation of pedestrian streetlights, wayfinding elements, decorative pavement in crosswalks and intersection pavement, and community identity banners. The remainder of the Village, however, does not exhibit consistent streetscaping elements.

Planning Framework

Figure 6 depicts several key planning influences in the study area, serving to summarize several conditions discussed previously along with a depiction of natural constraints including floodplain and wetlands. These planning influences can function as both opportunities and constraints: the TIF district that is currently mapped within the station area and the property along Main Street that is zoned for commercial uses but currently used for other purposes both represent potential opportunities to encourage targeted redevelopment. The presence of flood plains and wetlands, open space, Cook County Forest Preserve land, and institutional uses constrain the Village's ability to develop land within its existing borders or to consider annexation to generate new development opportunities. It is within this overall understanding of the existing physical context that the Vision statement and Planning Principles that follow were developed.

Figure 6: Planning Framework Map



Sources:

Wetland data - "Wetland Inventory." Map. US Department of the Interior. National Wetlands Inventory. Illinois Department of Conservation. May 1983.

Floodplain data - "Flood Insurance Rate Map; Cook County, Illinois and Incorporated Areas." Map. Panels 742, 761, 762 of 832. Federal Emergency Management Agency. August 19, 2008.

III. A Vision and Planning Principles

The inventory of existing conditions developed in the first phase of the study established a framework from which the following Vision for Glenwood and supporting Planning Principles were created. This Vision is a summary expression of the Village's aspirations for future growth and development, and the Planning Principles create conceptual guidelines to assist the Village in realizing the Vision. The Alternative Concepts were developed within the context of the Vision and Planning Principles, presenting varying opportunities to achieve the Village's development goals.

A. A Vision for Glenwood

The Village of Glenwood is a well-established community whose residents value a small town quality-of-life within the context of a major metropolitan region. Commitment to the preservation of the residential character of the Village, support for smaller-scale local retail uses, and appreciation for the multitude of recreational opportunities provided by Cook County Forest Preserve land is supported through targeted development and redevelopment projects and an increased number of transportation options.

The downtown core, centered near the intersection of Main Street and the railroad tracks, will be anchored by the proposed Metra SouthEast Service Line commuter rail station, the municipal center on Asselborn Way, and a variety of smaller-scale commercial and retail outlets on the frontage along Main Street. Recent developments, such as Hickory Bend and Nugent Square, will combine with additional infill redevelopment to retain the Village's historic character while accommodating more modern, mixed-use development patterns. Restaurants and new retail establishments accommodate commuters on their way to and from trains, while providing increased dining and shopping options for residents in the established neighborhoods surrounding the station.

The downtown core is easily accessed by pedestrians through a network of complete sidewalks and crosswalks, and strolling and window shopping is encouraged by a streetscape that features pedestrian-scale lighting, landscaping, signage, and building orientation. Bike racks are plentiful and heavily-used by bicyclists on the Thorn Creek Trail, and parking is accommodated in convenient parking lots from which drivers and their passengers can easily access any downtown destination. Outdoor civic gathering spaces near the Village Hall are the site of concerts, plays, and festivals, and provide an opportunity for Village residents from different neighborhoods to interact.

Residential neighborhoods are thriving, active, communities where young couples, families with children, and seniors have created a stable environment from which all residents benefit. Homes are well-maintained, and neighborhood associations are active and provide a vital link between Village government and residents. Property values are supported by the increased demand generated by the Village's proximity to the new commuter rail line. Workers with jobs in downtown Chicago that had previously not considered living in Glenwood because it lacked rail

service are now drawn to the Village for its quality of life and increased levels of accessibility. This population influx supports both the increase in residential property values and an increase in non-residential reinvestment throughout the Village.

Just as the construction of the Chicago & Eastern Illinois freight rail line in the 1870s spurred the development of what was then called Hickory Bend, the implementation of commuter rail service along that same rail line over 140 years later will catalyze reinvestment and support sustainable and cohesive growth patterns within the Village of Glenwood.

B. Planning Principles

The Vision of the Village of Glenwood, as described above, will be achieved through adherence to the following series of land use, access and circulation, and urban design principles. These principles do not dictate on which parcels redevelopment should occur or define the specific process through which development will occur. Instead, these principles will provide guidance to the Village and other stakeholders in achieving the community described in the Vision Statement as redevelopment and public improvement opportunities arise in the future.

Land Use Principles

1. Mixed-use development, as supported by the market, should be accommodated within the downtown core of the Village.
2. Retail and restaurant development should be accommodated within the immediate station area and along portions of Main Street that are currently zoned for commercial uses.
3. Infill development and redevelopment should be directed to areas within existing TIF boundaries; in the case of other areas well suited for redevelopment, the Village should consider the creation of new TIF districts.
4. Existing regional draws, such as the Glenwoodie Golf Course, Glenwood Oaks Restaurant, and Gabe's Place, should function as anchors for additional targeted, supportive infill development.
5. The potential redevelopment of existing larger-scale commercial centers, such as Glenwood Town Center, should result in a reconfigured site plan that encourages landscaping, pedestrian-friendly access, and more effective integration with adjacent land uses. The business mix appropriate for the downtown core and more auto-oriented centers should be thoughtfully considered.
6. Future development should not negatively impact existing wetlands or floodplains, and should incorporate appropriate stormwater management systems.

Access and Circulation Principles

1. Complete and clearly-marked bicycle and pedestrian routes throughout the Village should be provided, linking neighborhood residents to retail and commercial opportunities in the downtown core and along Main Street, institutional uses, rail stations and bus stops, and recreational trails.

2. Shared parking lots for retail uses and a complete sidewalk network will encourage shoppers to walk, rather than drive, between destinations, which will increase pedestrian traffic and streetscape vitality.
3. Commuter parking should be located within a quarter-mile of the potential commuter rail station where off-peak use of the lots can be maximized and where commuter walking patterns will encourage the patronage of local businesses. Designated kiss and ride locations should be located on both sides of the tracks near the station.
4. Parking facilities at the commuter rail station should be adequate enough to discourage on-street commuter parking in nearby residential neighborhoods, and should provide preferred parking for Pace vanpool vehicles.
5. Secure bicycle parking facilities should be accommodated at the commuter rail station, commercial developments, and institutional uses.
6. Appropriate wayfinding signage to commuter parking facilities will reduce the likelihood of commuter traffic driving through residential neighborhoods.
7. To the extent feasible, the pedestrian and vehicular crossing at the railroad tracks should be enhanced with nearby streetscape elements to minimize the physical sense of separation across this barrier. Improvements will need to be undertaken outside of the railroad right-of-way and in coordination with Metra and the freight operators to ensure that necessary sight lines and access are maintained.
8. The Village should work with Pace to ensure that future bus routing is appropriate to support maximum access to the commuter rail station. Fixed route service along Main Street is desired, enhanced by local paratransit shuttle service.

Urban Design Principles

1. The commuter rail station should serve as a visual anchor and activity hub for the Village, facilitating transit ridership and encouraging commuters to linger in the area or return at other times.
2. Public gathering spaces should be accommodated in the vicinity of the municipal complex to accommodate community programs and events and to function as an additional draw to the downtown core.
3. Markers to highlight the location of historically significant events or sites, such as the Underground Railroad stop at the Fireside Chalet, should be installed with appropriate wayfinding signage.
4. Design standards should be implemented for new development near the station to ensure visual cohesion and compatibility with existing structures and patterns of development.
5. Separate design standards should be developed for the more auto-oriented commercial uses further east and west along Main Street and Glenwood-Lansing Road. These standards should address the location of parking facilities, landscaping, lighting, signage, and ground-floor transparency requirements, among other issues.

6. Existing gateway treatments should be enhanced at Village entry points to better define Village boundaries for visitors entering Glenwood to access the commuter rail station and other destinations.
7. Surrounding neighborhoods should be buffered from the commuter rail station and downtown core uses through appropriate building setbacks, landscaping, and/or fencing in a manner than does not interfere with pedestrian access and circulation patterns.

IV. Concept Plans

Two future concepts have been developed for the Glenwood station area. Based upon input received from the community, the Steering Committee and the Plan Commission, a preferred concept has been selected. The "Preferred Concept" depicts the opportunities associated with locating the potential future station directly adjacent to the Village-owned 17-acre parcel. The "Alternative Concept" focuses development around a potential future station located south of the Village-owned 17-acre parcel.

Both concepts were developed in response to the market potential identified by Valerie S. Kretchmer Associates, Inc. for the area within one-half (1/2) mile of the proposed future station, as described in the previous Market Analysis report and summarized in **Table 1** below. This redevelopment potential is depicted in differing configurations in the two concepts, in order to assess the relative advantages and disadvantages of varying redevelopment strategies and foster discussion about the appropriate strategy to pursue. Because no redevelopment activity is anticipated within the next three years, the concepts reflect a first phase of redevelopment that would occur in approximately years three to seven, and a second phase of redevelopment that would occur in approximately year seven and beyond. These time periods are intended to roughly correspond to when commuter rail service would become a certainty (first phase) and when service would commence (second phase); as such, they may be extended based on the eventual timing of the SES New Starts planning process.

Table 1: Glenwood Station Area Development Potential

Development Type	Total Units or Square Feet	Near Term 0-3 Years	Mid Term 3-7 Years	Long Term 7-10 Years
Residential Units	165-210	0	65-85	100-125
Retail, Restaurant, Service, Entertainment (SF)	60,000-80,000	0	20,000-30,000	40,000-50,000
Office (SF)	40,000-55,000	0	15,000-20,000	25,000-35,000

Source: Valerie S. Kretchmer Associates, Inc.

Both concepts take a somewhat conservative stance with regard to development quantities, in large part due to the need to reflect a significant quantity of future commuter parking and the limited availability of sites for redevelopment without residential displacement. In each concept, a total of approximately 150 residential units is anticipated, as a portion of the development potential included in the table above will be accommodated in developments already approved near the Glenwoodie Golf Course. Similarly, a total of approximately 60,000 square feet of new commercial space and 40,000 square feet of new office space is reflected. Should initial station area redevelopment efforts be successful, areas for potential additional redevelopment in a third phase are indicated in each concept.

At the present time, and in order to ensure adequate facilities can be accommodated during the upcoming preliminary engineering phase of the New Starts process, acreage to accommodate up to 1,250 commuter parking spaces must be reflected within each proposed station area along the potential future SES route. As Metra's New Starts process proceeds, it may become apparent that fewer commuter parking spaces will be required at ultimate build-out, in which case capacity for additional development could become available. Should this occur, significant additional residential development could be accommodated on the Village-owned 17-acre parcel in a manner similar to that now depicted only on the northern half of the parcel.

Each Concept includes a set of three graphics that build upon one another:

- A **Land Use Framework**, which depicts a general pattern of future land uses for the Downtown and its surroundings, with a generalized location noted for the potential future Metra Station and associated boarding platforms.
- A **Circulation and Urban Design Framework**, which depicts key roadway and bicycle/pedestrian routes and connections, gateways and focal points, landscape buffer and streetscape opportunities, and potential locations for wayfinding and/or identity signage.
- An **Illustrative Plan**, which delineates first and second phase redevelopment opportunities in greater detail, the relationship of new buildings to proposed streetscape and open space improvements, a general configuration for future Metra station facilities, and potential locations for off-street commuter and shopper parking.

Both concepts reflect the following key elements:

- A consistent palette of land uses that includes:
    - Mixed-Use development areas, consisting of ground floor commercial space with residential units or office space above
    - Commercial areas, consisting of single story purpose-built commercial buildings
    - Commercial- Residential Conversion areas, consisting of converted residential properties and/or small scale commercial development consistent in bulk and scale with adjacent residential properties
    - Multi-Family Residential areas, consisting of condominium buildings and/or townhouses
    - Single Family Residential areas, consisting of existing neighborhoods to remain in the station area
    - Institution/Civic areas, consisting of existing public uses
    - Office areas, consisting of new office buildings for medical or professional service uses
    - Open Space and Forest Preserve areas, consisting of existing or enhanced green spaces
    - Commuter/Shared Parking areas, consisting of new or upgraded off-street parking lots
- Significant redevelopment of the existing Glenwood Plaza shopping center, located just east of Brookwood Junior High School, to accommodate new commercial businesses in conjunction with residential or office uses configured in a manner more accessible to the neighborhood to the north; redevelopment in this location will both capture commuter traffic and serve neighboring areas while improving the image of the community on this key east-west route
- Significant redevelopment of the block just west of Nugent Square to improve visibility of the municipal complex and provide additional parking; in both concepts this will necessitate relocation of the U.S. Post Office in a new commercial building that could also house a small "satellite" public library facility

- Access to the proposed station drop-off area and a majority of commuter parking from Young Street, in order to minimize required public investment, land acquisition and cut-through traffic in adjacent neighborhoods; this will require significant upgrades to Young Street north of Main Street and the intersection of Young and Main Streets, and is likely to require some right-of-way acquisition near the intersection
- Should eventual traffic levels warrant it, a secondary route to and from the main commuter parking lot north of Center Street should be provided by extending Cedar Lane south to Main Street to create a new, and potentially signalized, intersection
- Station facilities that consist of inbound and outbound platforms (each 805' in length), an unmanned structure providing a weather-protected waiting area, and a bus and kiss-n-ride drop-off area adjacent to the platforms on each side
- Both concepts presume that bus or shuttle service will eventually serve the area and will ideally provide a convenient platform-side connection to Metra on the inbound platform side; bus stops at the northeast and southeast corners of Main and Young Streets could provide a convenient transfer point for future bus service if pulling off of Main Street is not feasible
- Pedestrian and bicycle mobility improvements, primarily through pedestrian-oriented upgrades (sidewalks and lighting) on key approach routes to the station area and in areas impacted by redevelopment, and extensions of the forest preserve path system into the station area
- Protection of natural resources through limited encroachment on natural areas, with the exception of development on the Village-owned 17-acre parcel where significant stands of mature trees will be maintained to the extent feasible

A. Preferred Concept

The Preferred Concept depicts a dispersed area of retail activity, utilizing the Village-owned 17-acre parcel to accommodate a mixed-use development that includes the Metra station, with adjacent platforms and a grade-separated crossing. Smaller scale redevelopment closer to Main Street is also proposed. **Figure 7** and **Figure 8** depict the general configuration of future land uses, access and urban design features as they relate to the proposed Metra station. **Figure 9** then depicts in more detail a redevelopment concept for a first phase of redevelopment, potentially occurring prior to the start of commuter rail service but after it is confirmed, and a second phase of redevelopment occurring after commuter rail service has begun operating. Key features include the following:

- The proposed Metra station is located at Young and Center Streets on the Village-owned 17-acre parcel, in conjunction with commercial space in the same structure. Passengers would rely upon a nearby grade-separated pedestrian crossing to move between the inbound and outbound platforms.
- Commuter parking spaces are located along the railroad right-of-way on both the inbound and outbound sides, in addition to a large parking lot on the Village-owned 17-acre parcel. Some of this parking would be convenient to nearby commercial businesses in the evening and on weekends.
- Mixed use development is indicated at the northeast corner of Young and Main Streets, and served by dedicated parking to the north and east. Based on the outcome of engineering studies for the Young and Main intersection, some right-of-way acquisition may be required that could impact the size of this development parcel.

- Redevelopment of the Glenwood Town Center shopping plaza would provide new commercial and office space that is accessible to both Glenwood Lansing Road and the neighborhood to the north, along with new condominiums.
- A new commercial building and small public parking lot are located south of Village Hall, opening up views to the municipal complex.
- New condominiums are indicated on the Village-owned 17-acre parcel, with new townhouses at the east edge of the parcel to buffer the existing single family residential neighborhood.
- Upgrades to create a boulevard along Young Street provide an effective access route to the station-related drop-off and parking areas, with minimal curb cuts and significant landscaping. A community gateway feature would be incorporated at the southeast corner of Main and Young Streets.

Preliminary estimates of new commercial and residential development quantities are summarized in **Table 2** below. A breakdown of estimated off-street parking capacity by lot is provided in **Table 3**.

TABLE 2: Preliminary Development Estimate- Preferred Concept

Building Type / Number	Phase 1	Phase 2	TOTAL
Mixed Use- Building 2 (commercial on ground floor)	15,000		
Mixed Use- Building 4 (commercial on ground floor)	20,000		
Mixed Use- Building 1 (commercial on ground floor)		10,000	
Mixed Use- Building 6 (commercial on ground floor)		15,000	
Total Commercial Space (sq ft)	**35,000**	**25,000**	**60,000**
Mixed Use- Building 4 (office on second floor)	20,000		
Mixed Use- Building 1 (office on second floor)		10,000	
Mixed Use- Building 6 (office on ground floor)		10,000	
Total Office Space (sq ft)	**20,000**	**20,000**	**40,000**
Mixed Use- Building 2 (condos on floors 2 and 3)	16		
Condos- Buildings 3 (3 stories over parking)	36		
Condos and Townhouses- Buildings 5		98	
Total Residential Dwelling Units	**52**	**98**	**150**

TABLE 3: Preliminary Parking Capacity Estimate- Preferred Concept

Lot Code	General Location	Commuter spaces	Commercial spaces	Commercial ratio (weekday)	Commercial ratio (PM/weekends)
A	East of Building 1		32	1.5/1000sf	3.9/1000sf*
B	Nugent Square (existing)		19		
C	North of Nugent Square	112			
D	Along tracks on east side	136		n/a	n/a
E	At Building 6	944	75	3.0/1000sf	41.8/1000sf**
F	At Building 2		51	3.4/1000sf	12.5/1000sf***
G	South of Main Street	58			
H	At Building 4		125	3.1/1000sf	3.1/1000sf
	TOTAL	**1,250**	**302**	**2.5/1000sf**	**13.0/1000sf****

* includes Lot C
** includes Lot E
*** includes Lot D
**** includes Lots C, D and E

Figure 7: PREFERRED CONCEPT - LAND USE FRAMEWORK

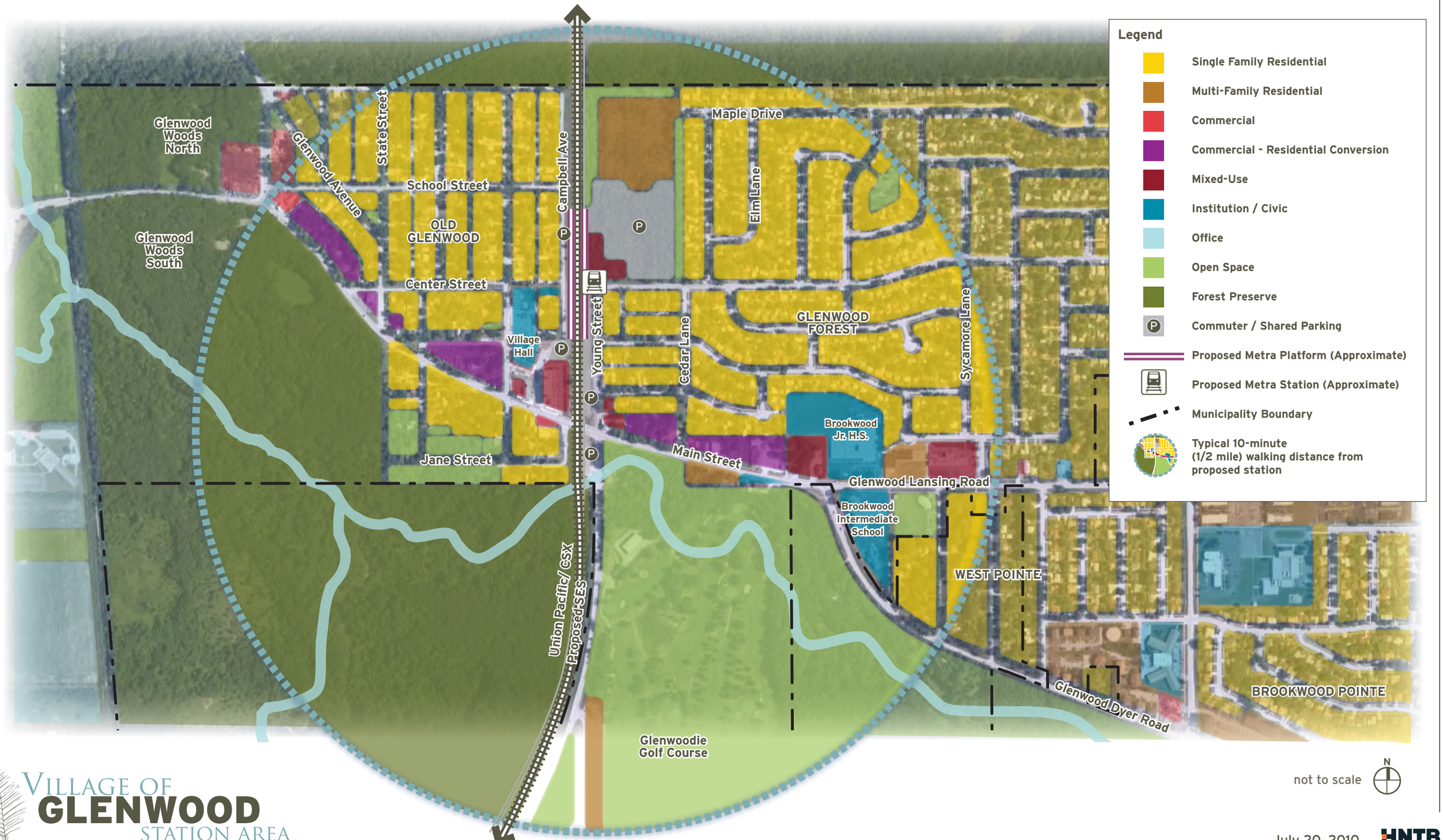


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Figure 8: Preferred Concept - Circulation & Urban Design Framework

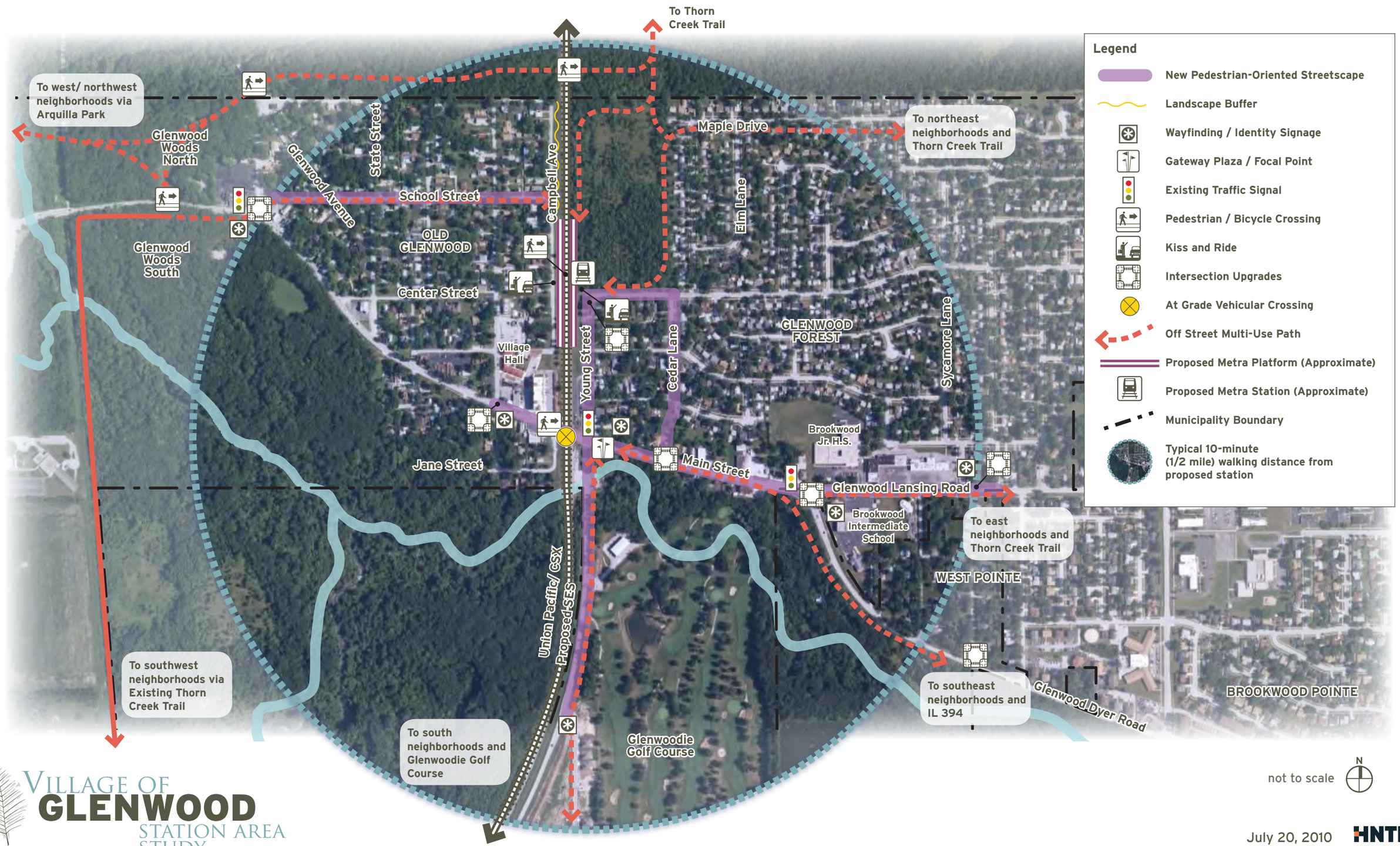

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Figure 9: Preferred Concept - Illustrative Plan

Building Type / Number	Phase 1	Phase 2	TOTAL
Mixed Use- Building 2 (commercial on ground floor)	15,000		
Mixed Use- Building 4 (commercial on ground floor)	20,000		
Mixed Use- Building 1 (commercial on ground floor)		10,000	
Mixed Use- Building 6 (commercial on ground floor)		15,000	
Total Commercial Space (sq ft)	**35,000**	**25,000**	**60,000**
Mixed Use- Building 4 (office on second floor)	20,000		
Mixed Use- Building 1 (office on second floor)		10,000	
Mixed Use- Building 6 (office on ground floor)		10,000	
Total Office Space (sq ft)	**20,000**	**20,000**	**40,000**
Mixed Use- Building 2 (condos on floors 2 and 3)	16		
Condos- Buildings 3 (3 stories over parking)	36		
Condos and Townhouses- Buildings 5		98	
Total Residential Dwelling Units	**52**	**98**	**150**

Lot Code	General Location	Commuter spaces	Commercial spaces	Commercial ratio (weekday)	Commercial ratio (PM/weekends)
A	East of Building 1		32	1.5/1000sf	3.9/1000sf*
B	Nugent Square (existing)		19		
C	North of Nugent Square	112			
D	Along tracks on east side	136		n/a	n/a
E	At Building 6	944	75	3.0/1000sf	41.8/1000sf**
F	At Building 2		51	3.4/1000sf	12.5/1000sf***
G	South of Main Street	58			
H	At Building 4		125	3.1/1000sf	3.1/1000sf
	TOTAL	**1,250**	**302**	**2.5/1000sf**	**13.0/1000sf****

* includes Lot C
** includes Lot E
*** includes Lot D
**** includes Lots C, D, E

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B. Alternative Concept

The Alternative Concept depicts a compact core area of retail activity, centered around the potential future Metra station located approximately due east of Village Hall, with new residential uses providing a physical buffer between station-related facilities and adjacent residential uses to the east. **Figure 10** and **Figure 11** depict the general configuration of future land uses, access and urban design features as they relate to the proposed Metra station. **Figure 12** then depicts in more detail a redevelopment concept for a first phase of redevelopment, potentially occurring prior to the start of commuter rail service but after it is confirmed, and a second phase of redevelopment occurring after commuter rail service has begun operating. Key features include the following:

- The proposed Metra station is located mid-way between Main and Center Streets along Young Street, in a location very visible to Main Street. Passengers would initially rely upon the existing at-grade crossing at Main Street to move between the inbound and outbound platforms; an optional grade-separated pedestrian crossing would improve access as ridership increases.
- Commuter parking spaces are located along the railroad on both the inbound and outbound sides, in addition to a large parking lot on the Village-owned 17-acre parcel. Some of this parking would be convenient to nearby commercial businesses in the evening and on weekends.
- Mixed use development is indicated at the northeast corner of Young and Main Streets, flanked by two commercial structures (ideally restaurant uses) and served by dedicated parking to the rear of the site. Based on the outcome of engineering studies for the Young and Main intersection, some right-of-way acquisition may be required that could impact the size of this development parcel.
- Redevelopment of the Glenwood Town Center shopping plaza would provide new commercial and office space that is accessible to both Glenwood Lansing Road and residents to the north.
- A new office building west of Village Hall would flank a new public plaza and small public parking lot, while also providing dedicated parking to the north. The new plaza and public lot will open up views to the municipal complex from Main Street.
- New condominiums are indicated on the Village-owned 17-acre parcel, and new townhouses are located along the railroad and at the east edge of the 17-acre parcel to buffer existing single family residential neighborhoods from station-related traffic and activity.
- Upgrades along Young Street provide an effective access route to the station-related drop-off and parking areas, with minimal curb cuts and significant landscaping.

Preliminary estimates of new commercial and residential development quantities are summarized in **Table 4** below. A breakdown of estimated off-street parking capacity by lot is provided in **Table 5**.

TABLE 4: Preliminary Development Estimate- Alternative Concept

Building Type / Number	Phase 1	Phase 2	TOTAL
Commercial- Building 5	5,000		
Mixed Use- Building 6 (commercial on ground floor)	20,000		
Commercial- Building 7	5,000		
Commercial- Building 9		30,000	
Total Commercial Space (sq ft)	**30,000**	**30,000**	**60,000**
Office- Building 1 (2 stories)	20,000		
Office- Building 10 (2 stories)		20,000	
Total Office Space (sq ft)	**20,000**	**20,000**	**40,000**
Townhouses- Buildings 2, 3, 4	25		
Mixed Use- Building 6 (condos on floors 2 through 4)	25		
Townhouses- Building 8		7	
Condos and Townhouses- Buildings 11		87	
Total Residential Dwelling Units	**50**	**94**	**144**

TABLE 5: Preliminary Parking Capacity Estimate- Alternative Concept

Lot Code	General Location	Commuter spaces	Commercial spaces	Commercial ratio (weekday)	Commercial ratio (PM/weekends)
A	North of Building 1		25	2.1/1000sf	4.6/1000sf*
B	New Public Plaza/Lot		28		
C	Nugent Square (existing)		19		
D	North of Nugent Square	124			
E	Along tracks on east side	136		n/a	n/a
F	New lot on Village parcel	936		n/a	n/a
G	At Buildings 5, 6, 7		87	2.9/1000sf	7.4/1000sf**
H	South of Main Street	58			
I	At Buildings 9, 10		148	3.0/1000sf	3.0/1000sf
	TOTAL	**1,254**	**307**	**2.6/1000sf**	**4.6/1000sf*** **

***** includes Lot D
****** includes Lot E
******* includes Lots D and E

Figure 10: ALTERNATIVE CONCEPT - LAND USE FRAMEWORK

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Figure 11: ALTERNATIVE CONCEPT - CIRCULATION & URBAN DESIGN FRAMEWORK

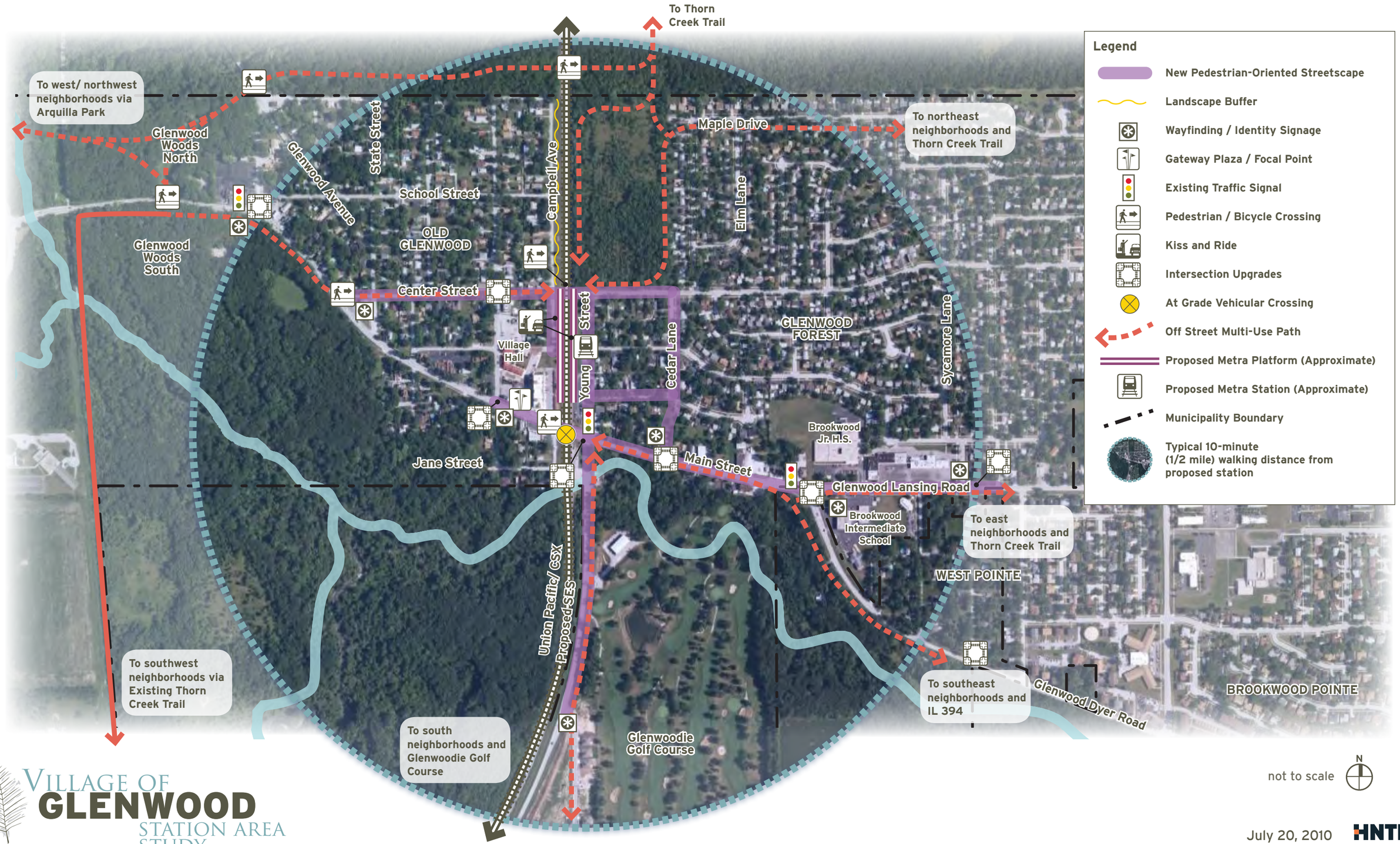

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Figure 12: Alternative Concept - Illustrative Plan

Building Type / Number	Phase 1	Phase 2	TOTAL
Commercial- Building 5	5,000		
Mixed Use- Building 6 (commercial on ground floor)	20,000		
Commercial- Building 7	5,000		
Commercial- Building 9		30,000	
Total Commercial Space (sq ft)	**30,000**	**30,000**	**60,000**
Office- Building 1 (2 stories)	20,000		
Office- Building 10 (2 stories)		20,000	
Total Office Space (sq ft)	**20,000**	**20,000**	**40,000**
Townhouses- Buildings 2, 3, 4	25		
Mixed Use- Building 6 (condos on floors 2 through 4)	25		
Townhouses- Building 8		7	
Condos and Townhouses- Buildings 11		87	
Total Residential Dwelling Units	**50**	**94**	**144**

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F	New lot on Village parcel	936		n/a	n/a
G	At Buildings 5, 6, 7		87	2.9/1000sf	7.4/1000sf**
H	South of Main Street	58			
I	At Buildings 9, 10		148	3.0/1000sf	3.0/1000sf
	TOTAL	**1,254**	**307**	**2.6/1000sf**	**4.6/1000sf***

* includes Lot D
** includes Lot E
*** includes Lots D and E

C. Assessment of Concepts

The Alternative Concepts report provided an overall assessment of both concepts with regard to the Planning Principles, and also discussed key considerations of Metra's New Starts planning process. Regardless of the concept ultimately pursued by the Village, implementation will need to address the following considerations. These considerations will assist the Steering Committee and community in determining a preference as factors regarding Metra's preliminary engineering studies, local storm water management needs and feasible traffic management alternatives are better understood in the coming years..

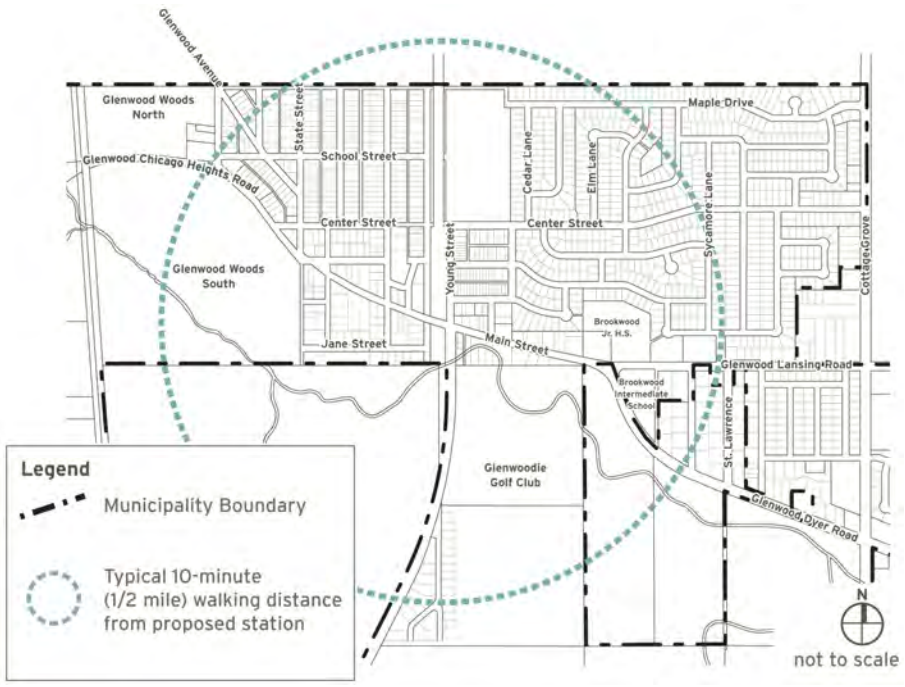
- While the Alternative Concept provides a more cohesive and marketable "transit-supportive" environment, with more effective buffering of adjacent neighborhoods from station –related impacts, it could be more challenging to implement; the full realization of the Alternative Concept as depicted would require more impacts to existing residential and commercial properties than the realization of the Preferred Concept.
- Parking needs must be clarified, to arrive at an appropriate future quantity of commuter and shopper parking to support commercial activity, appropriately distributed throughout the station area. Until further study is completed, both concepts allow for the provision of 1,250 commuter parking spaces, as required by Metra. Metra encourages the exploration of shared parking opportunities where the commuter parking can be used by others in the evenings and on weekends. Commuter parking fees will need to be comparable with commuter parking fees within the overall Metra system, but the spaces can be offered free of charge at other times.
- Development control implications must be addressed, including the need for a new overlay district and/or amendments to the existing district structure, to address such issues as allowable uses, building bulk and massing, parking ratios reflective of a "town center" location, and other such factors.
- Engineering studies will be needed to assess the feasibility of upgrades to Young Street and the Young/Main intersection to accommodate station-related traffic volumes and identify potential right-of-way expansion requirements.
- Each community along the proposed SES will need to fund any required land acquisition and construction of the proposed station and parking, including any locally desired upgrades from basic required facilities. The Village has purchased the 17-acre site discussed previously to provide for future station-related facilities, which already exhibits a strong commitment to facilitating the SES.
- Expansion of the existing TIF District will likely be required to effectively facilitate redevelopment of the 17-acre site and Glenwood Town Center.
- As redevelopment occurs, temporary and/or permanent relocation of valued uses in the station area will need to be accommodated- including Gabe's Place restaurant and the U.S. Post Office.

V. Station Area Design Guidelines

Design Guidelines provide an important tool for the Village of Glenwood to help achieve its community vision for the proposed Glenwood Station Area. These Guidelines provide a framework with which the Village can consider and evaluate both public investment and private improvement proposals. The Guidelines bring together the recommendations of the Plan, including: a transit-supportive and mixed-use development pattern, the desired intensity and scale of development, a quality development character, appropriate parking solutions, landscaping and other site enhancements, effective integration of public uses and open spaces, and streetscape and public area design features.

Historically, the proposed Station Area was developed as a pedestrian-friendly and railroad-oriented activity center for the Village; therefore, the major infrastructure is in place to create a transit-oriented Station Area in Glenwood. Sensitively designed infill developments, enhancement of existing buildings, and public area improvements are needed to increase the vitality and expand the "walkability" of the Station Area, working within this existing framework.

The Design Guidelines are applicable within the proposed Station Area (per the diagram below) in areas designated as Mixed Use, Commercial, Residential Conversion, Office, Multi-Family Residential and Institution/Civic in the Future Land Use Framework. The Design Guidelines are not intended to be applied in areas designated as Single Family Residential, Open Space or Forest Preserve in the Future Land Use Framework.



Station Area Diagram

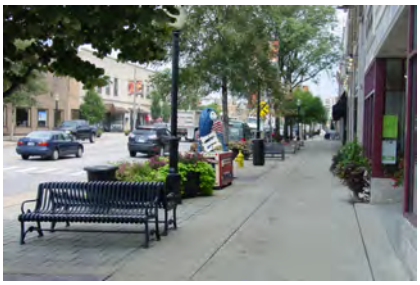
The Guidelines should be used in association with the Village's development approval processes. Virtually all forms of development within the proposed Station Area should be subject to review under the Design Guidelines. It is by design that the Design Guidelines are specific enough to be used in the review of development proposals, while also providing flexibility in allowing creative design solutions to fulfill the overall objectives of the Glenwood Station Area Plan. Village administration procedures should be codified to incorporate the Design Guidelines as part of the development review process for projects in the Station Area.

The Design Guidelines are organized in the following five sections; Development Pattern, Architectural Design, Site Improvements, Public Realm Improvements, and Environment and Conservation.

A. Development Pattern

Maintaining a mix of land uses in the Station Area is important to establishing a vibrant community activity node. Circulation and parking solutions convenient for all users are needed to support and complement these uses. This section provides general guidance with regard to site planning and the relationship of development sites to the public realm.

1. Focus on coordinated and contiguous, rather than piecemeal, redevelopment efforts. This provides a better opportunity for unified improvements and avoids small and isolated "leftover" parcels. It also provides for economies of scale in parking and urban design improvements.
2. Locate buildings within the Mixed Use area up to the public sidewalk, with a minimal setback for landscaping and/or outdoor seating. They will establish a strong street edge, and serve as key building blocks for re-establishing a "walkable" Station Area.
3. Maintain a scale and character consistent with adjacent neighborhoods within designated Residential Conversion areas.
4. Incorporate urban plazas, open spaces and focal points for visitor orientation in the future redevelopment of the Station Area in key locations.
5. Maintain the existing street grid, except where limited street closures, one-way routing or other measures can result in improvements to pedestrian access and safety, and minimize cut-through traffic. Reduce unnecessary public rights-of-way, but only after careful consideration.
6. Develop an inviting and comprehensive pedestrian environment throughout the Station Area, particularly leading to the proposed Glenwood Metra Station.
7. Maintain and maximize on-street parking capacity to support retail, service and office uses.



Create an inviting pedestrian environment.

Provide on-street parking in the Downtown core wherever feasible.

8. Locate parking areas primarily behind or beside buildings to minimize their visual impact on the pedestrian environment and to maintain a strong traditional architectural "street wall."
9. Centralize parking to minimize curb cuts throughout the Station Area, to lessen vehicle-pedestrian conflicts and reduce visual disruptions of the streetscape.
10. Mixed-use, commercial or office buildings should occupy the most visible and accessible locations in the Station Area. New buildings should have higher density of uses in the Mixed Use area. Civic and institutional buildings should be located to maximize visibility within the Station Area and should be designed as "landmarks" of quality design and materials. Their location should be "framed" by the design of surrounding structures and related improvements.
11. In the Commercial area, one- and two-story commercial buildings are most appropriate.
12. To the extent feasible, Multi-Family Residential development at the perimeter of the Mixed Use and Commercial core should be contiguous to provide a buffer between existing single family uses and station-related development, while minimizing curb cuts and providing efficient access and parking.

Place mixed-use and commercial buildings on Main Street and Young Street.

Buffer single family residential neighborhoods with townhouses.

B. Architectural Design

High quality architectural design is a key factor for establishing a consistent and visually pleasing character in the Station Area. This section addresses various aspects of building design.

Siting and Orientation

1. Within the Station Area, Mixed-Use, Commercial, Office and Institution/Civic structures should be built close to or at the front lot line to create a pedestrian-oriented "street wall." Maintain the street wall at gaps between buildings with landscaping and fencing that visually defines the lot line.
2. Within the Residential Conversion area, buildings should maintain setbacks consistent with adjacent buildings, with room for landscaping and signage in the front yard, and parking in the rear or side yard.
3. All building entrances should be highly visible, and should take advantage of adjacent sidewalks, open spaces or plazas rather than being oriented toward parking areas.
4. Primary store entrances should be located with maximum visibility from the street, with secondary entrances located behind the building or along a secondary street as needed to provide convenient access to parking areas.

Provide landscaping and signage in front yards and parking to side or rear at commercial and Residential Conversion areas.

5. ADA accessible entrances should be integrated into the overall building design.
6. Service, loading and trash collection areas should be accessed from the rear, and screened from view from the street and adjacent residential areas.

Screen trash collection areas from public streets and residential areas.

Height, Bulk and Massing

1. Buildings should be at least two stories in height in Mixed Use areas, to establish a strong street presence.
2. Buildings should be no taller than two stories in height at any sites directly adjacent to single family residential, to maintain a scale consistent with adjacent neighborhoods. Throughout the Station Area, taller buildings should only be accommodated where a landscape buffer and/ or a significant setback adjacent to residential uses can be provided.
3. The overall mass and bulk of commercial and mixed use buildings should be broken down with vertical storefront divisions and/or changes in exterior materials.
4. Upper story setbacks can be used on taller buildings to break down their perceived bulk and relate them to adjacent structures.

Break down storefront scale vertically and horizontally.

Facade Articulation

1. Building facades should be articulated to address a pedestrian scale at the ground floor, yet also appeal to drivers with an overall facade bay structure or “rhythm” that breaks up the scale of larger buildings.
2. In the Mixed Use area, commercial storefronts should be located along the street wall and have large windows for merchandise display, encouraging a window shopping atmosphere.
3. In the Commercial and Residential Conversion areas, commercial storefronts should be located to maximize visibility to the street and have large enough windows to support a more auto-oriented atmosphere.
4. A continuous solid base should be provided, including a masonry bulkhead below storefront windows.
5. Inset and/or attached balconies should be used at upper story residential units to provide visual interest.
6. Windows and doors should reflect the traditional types found at older commercial structures in scale, proportion and construction. Horizontal or vertical strip windows, tinted or reflective glass, and glass block should not be used in the Station Area.

Address pedestrians with facade details and interesting window displays.

Utilize traditional building types and details.

7. In Residential Conversion areas, buildings should include windows on the first floor where possible. In addition, detailed wall articulation and foundation landscaping should be incorporated on all facades visible from a public street or parking area.

Materials

1. Materials used in building construction should be of high quality, and varied yet complementary between adjacent projects.
2. Masonry, stone and other traditional exterior materials are most appropriate within the context of the designated Mixed Use and Commercial areas.
3. Traditional residential construction materials such as wood, metal, and accent stone and masonry are most appropriate for Residential Conversion areas. New development should respect and reflect the materials and architectural character of historic residential structures.
4. Building accents should be of metal, wood, stone or masonry; no plastic or other synthetic materials should be proposed. Garish colors should also be avoided.
5. Avoid concrete block, precast concrete, glass curtain walls, plastic and other non-traditional materials.
6. Buildings of all types should include finished surfaces on all sides.

Use varied yet complimentary materials in facade treatments.

Applied Architectural Elements

General

1. Applied elements (such as stone accent bands, balconies and awnings) can break down the scale of larger buildings and provide visual interest.
2. Applied elements, lighting and signage should coordinate with and complement the overall architectural style and color scheme of the building.
3. Mechanical equipment and utility meters, etc. should be screened from view, and located either at the rear of the building or unobtrusively on the roof.
4. Security grilles should be fully retractable and inconspicuous to the extent practical.
5. When appropriate, large architectural features should be added that provide interesting and significant enhancements (clock towers, turrets, etc.) to the streetscape in high profile locations.

Incorporate awnings at storefronts.

Awnings

1. Awnings and signage should coordinate with the scale and color scheme of the building and neighboring buildings, and should not cover architectural details.
2. Simple, pitched awning profiles are most appropriate. Box awnings (enclosed from below), arched or rounded awnings, and internally illuminated awnings are not appropriate.
3. Weather-treated fabric awnings are recommended; shiny, reflective finished and garish colors are not appropriate anywhere in the Station Area.

Integrate signage with building design.

Building Signage

1. In Mixed Use and Commercial areas, signage should generally be located in the sign band above the first floor windows. Signage should not project above the cornice line or be mounted on the roof.
2. In Residential Conversion areas, free-standing monument signage should be used in addition to subtle building-mounted signage.
3. Plaque signs, projecting shingle signs, and signage applied to awnings or storefront glass are most appropriate. Box signs, whether flat or projecting, are not appropriate.
4. Back-lit individual letters and signs illuminated by wall-mounted fixtures are most appropriate. Internally illuminated box signs, and signs with flashing or moving text/parts are strongly discouraged.


Signage should appropriately match building size and type.

Building Lighting

1. Exterior lighting should serve only to illuminate entries, signage, adjacent pedestrian areas and displays, or to highlight significant architectural features.
2. Traditional light fixtures and/or appropriately scaled contemporary light fixtures should be used. Fixture color should be muted and coordinate with the overall color scheme.
3. Security lighting should be concealed to the extent practical.

Coordinate lighting with signage.

C. Site Improvements

Quality site improvements are as important as building design for establishing a high quality and inviting Station Area. This section addresses various aspects of site design, addressing how properties should relate to their surroundings.

Parking Areas

1. In the Mixed Use area, off-street parking should be consolidated and shared within blocks to minimize curb cuts, and concealed from view but with visible access points.
2. In Residential Conversion and Commercial areas, off-street parking should be consolidated and shared where feasible, and located behind or beside buildings to the extent practical while maintaining visibility from the street.
3. Where feasible, pursue shared access and shared parking between adjacent properties. Cross-easements should also be developed to facilitate vehicle movement between adjacent parking lots.
4. Pedestrian routes through parking lots should be clearly delineated with upgraded pavement, wayfinding and landscaping.
5. Off-street parking and loading areas should be well screened by fences and/or landscaped material. Trees should be required for heat island reduction. The degree and type of planting is determined by the landscape ordinance or other code requirements.
6. Parking structures should be an integrated site design feature, with the following characteristics:
    a. Structured parking should be concealed from view to the extent practical, and always concealed view of adjacent single family residential neighborhoods.
    b. Design features should blend with associated buildings.
    c. High quality exterior materials should be used; eliminate or subdivide large openings.
    d. Stairwells should be well lit and open to view.
    e. Plant materials should be incorporated to reduce the heat island effect of hard surfaces. Consider green screening walls, window boxes and other landscape materials as part of an integrated design approach.
7. Wherever possible, parking for upper-story residential uses should be provided within the primary structure (i.e. below grade or on the first floor, accessible from the side or rear).

Provide clearly delineated pedestrian routes.

Add landscape buffers, in particular at parking lots.

Integrate parking structures where warranted to maintain green space or reduce stormwater impacts, reducing their visual impact to the extent practical.

Site Signage and Lighting

1. Pole-mounted signage is not appropriate in the Station Area. Commercial businesses should rely primarily upon building-mounted and/or monument signage.
2. At multi-tenant commercial developments and at public/institutional buildings, low monument signage that is integrated with the building design should be provided, located within a landscaped planting bed.

3. Signage should be located and sized appropriately to be visible and appealing to both drivers and pedestrians.
4. Clear directional signage and adequate lighting for wayfinding and security should be provided at all parking and walking areas.
5. Site lighting should be provided by a combination of building-mounted and ground-mounted lighting. Lighting should be integrated with site landscaping.
6. In off-street parking areas, pole-mounted lighting should be coordinated with the adjacent streetscape and incorporate banner mounting brackets.
7. Light spillover onto adjacent properties should be minimized, consistent with Village codes.

Locate signage to be visible to drivers while maintaining a low profile.

Urban Design and Landscape

1. Attractive and generous landscaping- incorporating shade trees, ornamental trees, shrubs and colorful perennial plantings- should be provided throughout the Station Area. At small developments, smaller scale plantings should be provided in planter boxes or pots to highlight building entrances. Maintenance requirements should be enforced after initial installation.
2. Where space permits, small pocket parks or plazas should be provided adjacent to pedestrian pathways.
3. Benches and waste receptacles should be provided, especially near building entries, seating areas and parking areas.
4. Walkways and seating areas should be well lit and provide clear ingress and egress to ensure safety.
5. At restaurants, defined areas for outdoor dining should be provided. Encourage utilization of the public sidewalk or other highly visible areas where space permits and by permit.


Encourage shade trees for an enhanced pedestrian environment.

Incorporate outdoor dining areas where sidewalk width permits.

D. Public Realm Improvements

The implementation and ongoing maintenance of high quality public improvements is an essential element of ensuring a pleasant and inviting pedestrian environment. This section addresses the appropriate treatment of the public realm, including street rights-of-way and on-street parking areas, public plazas and open spaces in the Station Area.

Streetscape

1. Provide continuous sidewalks that allow for an ADA compliant "walking zone" width along all street rights-of-way in the Station Area.
2. In Mixed Use and Commercial areas, an "amenity zone" adjacent to storefronts should be implemented to accommodate kiosks, planters, street trees, signage and benches.
3. Sidewalks should be a high quality concrete, with consistent decorative paving material accents provided at corners and other key areas.
4. Where feasible, provide corner "bumpouts" to reduce the pedestrian crossing distance at key crossing points and increase area for furnishings, bicycles racks or outdoor cafe seating.
5. Pedestrian crosswalks should be identified with a material change, preferably utilizing a paving material consistent with sidewalk accent areas. Curb radii should be minimized to reduce auto speed and pedestrian crossing distances.
6. On-street parking should be provided in the Mixed Use area where right-of-way width allows. On-street parking reinforces the pedestrian character of the area by buffering pedestrians from traffic, while also slowing traffic to accommodate parking and pedestrian movements. Additionally, convenient on-street parking provides a visual cue of key downtown destinations to drivers.
7. Street lights should combine both a full height fixture and a lower level pedestrian-scale fixture, and should incorporate mounting brackets for banners, flags, and/or flower baskets.
8. Benches and waste receptacles should be provided in appropriate areas.
9. Provide ample bike parking facilities at key destinations and throughout sidewalk amenity zones.
10. Street trees should be aligned within the amenity zone and spaced 25 to 30 feet on center. Provide trees with ample and proper growing medium such as Structural Soil™. Protect tree root zones with tree grates, planters with curbs, or permeable paving, according to landscape best management practices.
11. Work with business owners to provide and maintain a combination of pole-mounted flower pots and free-standing flower pots located in small clusters near street corners and parking lot entrances, planted with a consistent colorful array of seasonal plantings.
12. Maintenance must be considered in the design of the landscape (shared maintenance agreements, irrigation systems, etc.). Compliance with best management practice design and installation must be required by the Village.

Ensure adequate sidewalk space for display, dining and walking (minimum of six feet clear).

Define crosswalks throughout the Station Area.

Provide bicycle parking integrated with streetscape treatments.

Plaza and Public Areas

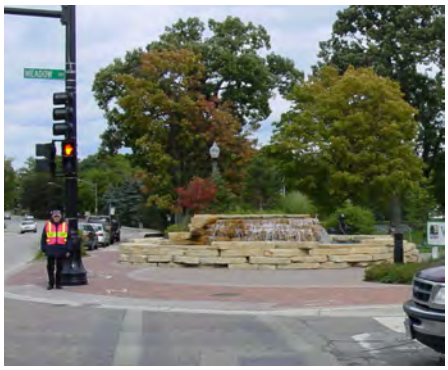
1. Integrate pocket parks and plazas to provide relaxation opportunities for shoppers and other visitors. Plazas and pocket parks should be strategically positioned, highly visible and of a high quality design and materials that are coordinated with the streetscape. Plazas should incorporate a water feature, public art, statue or other focal feature.
2. Provide pedestrian-scale ornamental lighting sufficient to ensure secure walking conditions after dark at areas not served by street lights throughout the Station Area.
3. Coordinate benches, water fountains, trash receptacles and other pedestrian amenities with those used in streetscape areas.
4. Provide safety enhancements like bollards and enhanced paving to differentiate pedestrian, bike and vehicular areas.
5. Provide seasonal plantings and decorative lighting in plaza areas.

Protect street trees and add seasonal flowers.

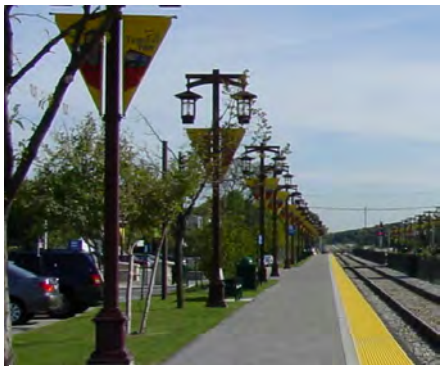
Wayfinding and Gateway Features

1. Provide gateways and signage as landmarks for easy navigation within the Station Area.
2. Provide the Station Area with arrival identifiers comprised of urban design elements and a signature Village feature at key locations along Main Street.
3. Implement a coordinated wayfinding signage system to unify and define the Station Area and direct visitors to parking areas and other places of interest.
4. Establish a seasonal and event-driven banner program that provides a colorful and consistent identity for the Station Area, especially in the Mixed Use area.
5. Incorporate public art such as sculptures and murals into parks and public plazas to enhance the identity of the community.

Identify parking areas with coordinated signage.



Define the Downtown area with gateway features.



Install decorative identity banners at light poles.

Transit Facilities

1. Construct high quality platforms with weather shelters. Materials selection and architectural style will create a strong visual and physical connection to the site and community. Informational kiosks and wayfinding should be placed along the platforms where feasible to provide information such as train schedules, nearby business information and directions to other destinations.
2. Provide bench seating, trash receptacles, attractive newspaper vending machines, information kiosks, plantings, bicycle parking and other amenities.
3. All Metra-related facilities and landscape features should be coordinated with other Station Area amenities, communicating a strong sense of place.
4. Design the station facilities with future bus access in mind, including sufficient turning radii, adequate driveway widths, bus stop locations convenient to rail platforms and minimization of conflicts with parking or automobile traffic patterns.
5. Provide covered bicycle parking where feasible.
6. Provide commuter parking in compliance with Metra's *Parking Manual* and Village ordinances.
7. Commuter parking lots should be visible from and readily accessible from the boarding platforms.

Integrate transit features with the overall streetscape program.

Note that any proposed station design and related improvements will be subject to review and approval by Metra and will need to comply with their established guidelines.

Incorporate native landscaping in conjunction with new buildings in the Station Area.

E. Environment and Conservation

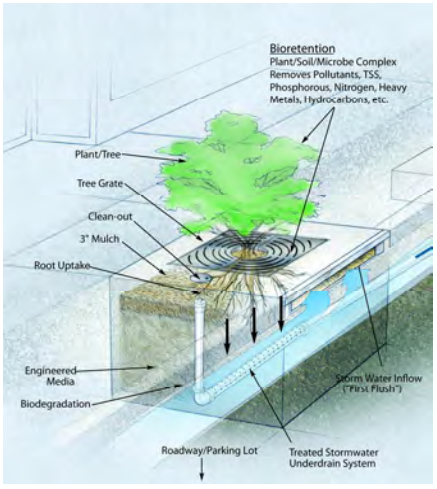
Conservation of the natural open space environment and sustainable building techniques are essential for the long-term well-being of the Village. This section addresses the appropriate treatment of building construction and design, as well as the placement of new buildings in accordance with the environment.

Use recycled building materials wherever feasible.

1. Buildings should implement LEED© (Leadership in Energy and Environmental Design) principles during design and construction phases.
2. Select street trees suitable for the site conditions and the design intent. Trees should be relatively self-sustaining and long-lived to reduce irrigation needs.
3. Minimize the need for toxic or potentially polluting materials such as herbicides, pesticides, fertilizers, or petroleum-based fuels within the Station Area.

Construct bioswales in areas of large impervious surfaces.

4. Incorporate planting beds as streetscape design elements, used to collect, filter, and infiltrate stormwater runoff.
5. Incorporate bioswales along roadways and parking areas to encourage groundwater infiltration of stormwater runoff.
6. Utilize native plants and construct rain gardens to reduce runoff and irrigation needs.
7. Reduce non-point source pollution by constructing detention ponds near large parking lots to catch and filter stormwater runoff.
8. Construct tree box filters, contained bioretention areas, beneath the street grates of street trees where feasible. The runoff collected in the tree-box filters through curb inlets helps irrigate the trees while alleviating the pressure to the existing stormwater infrastructure.
9. Encourage integration of “green” vegetated roofs on all or portions of new and existing buildings.
10. Reduce the amount of non-pervious street cover by encouraging use of pervious pavements for parking lots, parking stalls, parkways, sidewalks and cross-walks.
11. Provide preferred parking for vanpools, carpools, users of public transportation and users of electric and alternative fuel vehicles.
12. Evaluate structured parking options in lieu of asphalt paved surface lots to provide for additional ”green” areas and potentially reduce the size of storm sewer systems.
13. Consider full cutoff luminaries, low-reflectance, non-specular surfaces and low angle spotlights for roadway and building lighting. Eliminate light trespass from the building and site and improve night sky access.
14. Provide incentives for usage of recycled or non-potable water for uses within a residence or business, or for landscape irrigation purposes.
15. Encourage businesses to employ cardboard balers, aluminum can crushers, recycling chutes and other technologies to enhance a recycling program.
16. Encourage on-site renewable energy self-supply in order to reduce atmospheric pollutants, operations costs and the environmental impacts associated with fossil fuel energy use.
17. Install street furniture constructed from recycled materials.
18. The Village should provide leadership through municipal practices and codified policies regarding the sustainable built environment.



Construct box filters beneath the surface to catch runoff and irrigate trees.

Construct parking areas with pervious pavement types for stormwater management.

Encourage on-site renewable energy supplies, such as rooftop photovoltaic cells (solar panels).

VI. Implementation Strategies

The Village of Glenwood can facilitate development in the station area in a variety of ways. The implementation strategies for transit-oriented development initiatives in the proposed Metra station area build upon the Vision, Principles, Concepts and Guidelines included in the Plan and are described and detailed in this section.

The implementation strategies will require support from Village elected officials and staff, as well as a range of regional and local partners. Successful plan implementation will require the involvement of various public and private sector partners. They include:

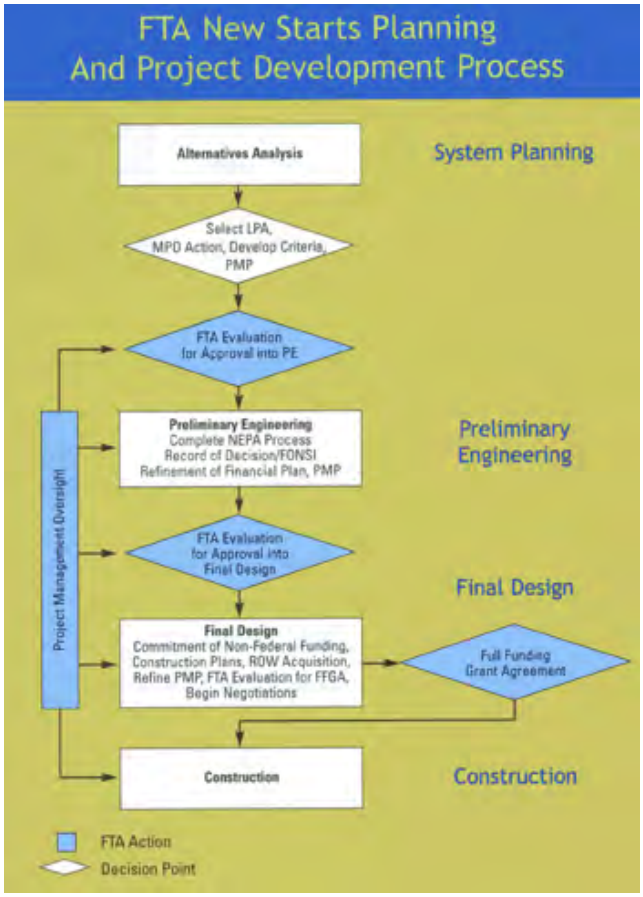
- Metra, Pace and the RTA, who can assist with the design, coordination and implementation of transit improvements based on funding and demand;
- Federal and state agencies, who can provide funding for transportation infrastructure improvements as noted in the Plan;
- The Village of Glenwood, who will be responsible for funding station and parking construction including land acquisition, and can assist in overall coordination, planning, redevelopment, finance and program guidance related to station area development;
- The South Suburban Mayors and Managers Association and the Southeast Corridor Rail Development Board, who can play integral roles in funding the proposed commuter rail facilities (land acquisition and construction);
- Local business and property owners, who can assist with marketing and business recruitment, as well as undertake improvements to their own properties per the Vision of the Plan;
- Local financial institutions, who may be interested in providing financing assistance for the implementation of private sector aspects of the Plan;
- The Chicago Southland Convention and Visitors Bureau, who can provide marketing for activities in the station area in coordination with activity generators such as Glenwoodie Golf Course;
- Builders and developers who may pursue development within the station area once the Plan is adopted and the Village actively begins to encourage implementation; and
- Glenwood citizens, who can get involved in many ways to further Plan initiatives, including patronizing and supporting station area businesses.

This section concludes with a matrix of actions that clarifies the appropriate partners to engage in each implementation action, to both highlight the coordination efforts that will be necessary, and to serve as a checklist against which to measure progress as implementation begins.

The *South Suburban Commuter Rail Corridor Land Use and Local Financing Study: Phase II* (December 2007) provided information on how communities located along the proposed SouthEast Service Line can begin to initiate formal intergovernmental agreements to govern creation, management and oversight of a joint funding pool to help pay for the land acquisition and construction of stations and parking facilities along Metra's proposed SES commuter rail line.

Village implementation of the Plan should occur concurrently with the FTA New Starts process, as summarized in the accompanying chart. Note that Metra is currently still in the "system planning" phase of the process, Alternatives Analysis (AA), which has taken longer than a typical AA process. Timeframes can vary significantly depending on the project, but a typical timeline includes the following milestones:

- Alternatives Analysis (AA)
- Preliminary Engineering / NEPA
- Final Design
- Construction



Source: Federal Transit Administration, 2008

Pending the completion of the AA process and the FTA's approval to proceed into Preliminary Engineering, service on the SES Line would not begin for approximately eight to ten years from the present time (2010). Metra plans to complete the AA in the Fall of 2010.

Implementation strategies for proposed station area improvements are generally organized below to relate to these FTA milestones. The ability to refine and further develop the proposed Concept Plans is still awaiting completion of the ridership projections being prepared by Metra's consultants for the New Starts application process. Once those projections are released, minimum station requirements will be known and the Concepts can be refined to more closely reflect expected ridership and parking demand.

A. Implementation Phases

The proposed Glenwood commuter rail station will provide long-term support to the historic commercial core of Glenwood as a center of the business and civic life of the community. Efforts should focus on phased redevelopment of existing and new structures to create an urban form emphasizing pedestrian access to the proposed future Metra station and nearby storefronts. Even in advance of ridership projections and completion of system planning and design work, the Village can take several steps to position itself for successful Plan implementation.

Alternatives Analysis (approximately Years 1 to 2 after Plan adoption)

During the Alternatives Analysis phase, station sites will be finalized and funding sources identified for both construction and ongoing operations. At this point, the Village should move forward with the following strategies:

Execute Intergovernmental Agreement

An intergovernmental agreement between Metra and participating municipalities along the proposed SES has been created. The intergovernmental agreement is intended to:

- Formalize the desire of the communities to work together to promote and fund station and parking facilities along the SES through the creation of a Southeast Corridor Rail Development Board (SCRDB);
- Designate the South Suburban Mayors and Managers Association (SSMMA) as the management or sponsoring agency;
- Direct the SCRDB to create bylaws and/or other operating procedures for municipal approval; and
- Empower the SCRDB to begin creation of a joint funding pool for municipal approval.

The Village of Glenwood should actively participate in the ongoing discussions of the newly formed SCRDB, in order to demonstrate support for the SES initiative and ensure that the Village's interests are represented as the work of the SCRDB and Metra proceeds.

Beyond creating bylaws, the SCRDB's initial purpose will be to:

- Address the many details that need to be examined so that an acceptable joint funding pool can be created.
- Create the joint funding pool; and
- Develop consistent design standards and guidelines for stations above and beyond the design standards of a basic station as defined by Metra to be provided along the corridor.

Establish a Glenwood Station Area Task Force

The Glenwood Station Area Task Force would be responsible for helping to initiate and monitor Station Area Plan implementation activities and to visibly advocate for the redevelopment of the station area. Meetings should be held on a regular basis to review ongoing initiatives and implementation progress. Under the authority granted by the Village Board, activities over time would include, but not be limited to:

- Meeting with key developers to promote and facilitate redevelopment;
- Issuing Requests for Proposals (RFPs) related to high priority development projects;
- Continuing to acquire key properties from willing sellers to move the Station Area Plan forward;
- Seeking and securing funding for key initiatives and coordinating with other agencies as needed;
- Providing assistance to property owners and developers to verify that projects meet the standards and intent of the Station Area Plan;
- Monitoring and addressing the demand for parking and arranging both interim and permanent shared parking facilities as redevelopment occurs over time.

Amend Development Regulations

The current zoning regulations for the station area are not fully conducive to creating a pedestrian-friendly, mixed-use station area environment. The Village should amend portions of its current zoning regulations in order to promote the "vision" and begin the improvement program. Zoning revision recommendations are below.

- Multi-family residential development is key to increasing densities and pedestrian activity in and around the proposed station and commercial area, and buffering adjacent single family residential areas from increased station area activity. Amend the current zoning map to permit additional R-4 residential development in areas depicted as potential multi-family redevelopment sites, and reduce setback and minimum lot size per unit requirements to encourage a pedestrian-oriented configuration and clustering of housing near the station. In areas where townhouse development is preferred over condominium development, a variant of the existing R-4 use mix may be appropriate to allow for townhouse uses but prohibit condominiums.
- Create a new district to allow mixed use development, and map this district in areas depicted as existing and potential mixed-use development sites, to encourage additional development in this format. This district should allow for retail and service uses on the ground floor, and multi-family residential and office uses on upper floors. The mixed use district should allow for an FAR of at least 3.0, and should encourage shared parking and common provision of open space and stormwater management.
- Areas indicated for commercial uses should be mapped as B-1, as should the shopping center east of the historic commercial core, with an increased allowable FAR of at least 2.0.
- Areas indicated for residential conversion to commercial use should be mapped as a unique, new business district- with specific requirements for bulk, massing, setbacks, parking, signage and landscaping- to ensure that renovations and new construction in these areas are compatible with nearby single family residential neighborhoods.
- Amend the current B-1 central business district regulations to eliminate any auto-oriented uses, and do not allow such uses in the new mixed use district. These uses are not appropriate in the pedestrian-oriented core of the Station Area, nor as allowable uses anywhere within the Station Area. If allowed as special uses within the B-2 district or any new business district, great care should be taken to avoid hampering pedestrian and bicycle mobility.
- Adjust the front yard requirements in the station area to set *maximum* allowable front setbacks (i.e. 5 feet maximum). The revised standard would require mixed use and commercial buildings to be located at the public sidewalk or set back minimally to allow space for outdoor dining, architectural overhangs and pedestrian amenities. Parking would not be permitted within any setback area provided. Reduced setbacks at multi-family residential areas should also be required, with parking provided in the rear or through a shared parking facility.
- Reduce parking requirements and allow for parking fees-in-lieu of providing individual on-site spaces for new development, so that over time more parking is provided in shared municipal parking lots. Permitted parking reductions can recognize the proximity of transit and other modes of transportation, once they are in place. Parking requirements for multi-family residential can be reduced to 1.0 to 1.5 parking spaces per dwelling unit, in particular for smaller units, dependent upon the availability of nearby shared parking for use by guests. Allowing fees-in-lieu of individual on-site parking for non-residential development will help pay for the construction and ongoing maintenance of public parking facilities. In addition, the Village

should update its parking standards to encourage on-street angled parking where space permits, as well as to require provision of designated areas for bicycle parking.

- Shared parking standards should be adjusted to consider the ability of adjacent uses to share the same spaces due to staggered hours of peak demand, rather than requiring each use to provide a full complement of spaces. In addition, allowable off-site parking standards should be maintained and potentially expanded.
- Amend development regulations to require new development proposals in the station area to submit a preliminary sketch plan and conduct a design review meeting with staff to ensure conformance with the Design Guidelines.
- For unique circumstances and challenging development sites, the DP planned development district review process may still be the most appropriate avenue to pursue, bearing in mind that all proposals should be required to comply with the Design Guidelines that are included in this Station Area Plan. However, it is still ideal that the Village's zoning and development regulations for the Station Area clearly favor transit-supportive development patterns.

Identify Financing Opportunities and Incentives

While redevelopment may not begin immediately, the Village should identify and monitor potential funding opportunities and create financial incentive programs to encourage the implementation of the Station Area Plan, including securing the necessary local funding contribution for the station facility and commuter parking. It will be the responsibility of the Village to fund the engineering, construction and land acquisition for the commuter rail station and parking facilities. The sources potentially most relevant for the Village's implementation process are summarized at the end of this chapter.

Acquire and Prepare Key Redevelopment Sites

The Village should begin to acquire parcels of land in the Station Area as they become available to accommodate future parking lots and public spaces, as well as for potential redevelopment projects. The market may not be ripe for development at the time of acquisition; the Village must be prepared to hold the land for uses that will be compatible with the station. Redevelopment opportunities will likely not present themselves until transit service is imminent or active. In the interim, sites should continue to be leased out for active use. As the date of commencement of rail service nears, sites can potentially be proactively cleared and prepared for redevelopment, to streamline the process of negotiating redevelopment agreements with interested developers.

Preliminary Engineering (approximately Years 3 to 5 after Plan adoption)

All environmental documentation as required by the National Environmental Policy Act (NEPA) will be completed during the Preliminary Engineering phase, with a final decision in place regarding the system and station construction and the mitigation of any potential impacts of the station. Preliminary station designs will be completed and land acquisition for stations should be completed during this phase. Strategies to be carried out by the Village during this time period include:

Commuter Facility Development Agreement

Prior to the initiation of rail service, and in conjunction with the efforts of the Southeast Corridor Rail Development Board (SCRDB), each community with a station will enter into a *Commuter Facility Development Agreement* with Metra. This agreement will formally establish the community's

adherence to Metra's station and parking design and construction standards and will set standards for the following station and parking issues:

- Parking fees;
- Station, parking, and access maintenance;
- Funding of routine maintenance;
- Landscaping upkeep; and
- Utility fees and provisions.

In accordance with the *Commuter Facility Development Agreement*, a commuter parking capital investment fund will also be established. The revenue generated from commuter parking fees will eventually be deposited into this fund to be used for maintenance.

Refine Station Facility Design

The communities that plan to host a station will need to fund the proposed station and parking areas. It is important to note that the communities will also need to fund any additional design enhancements not required by Metra. Metra will provide each community that proposes to host a station along the SouthEast Service corridor with the design guidelines that must be included in a "basic" station, along with the required quantity of commuter parking spaces at commencement of service and in subsequent years. Metra currently has three sizes for basic stations, based on projected levels of ridership that are not yet finalized. Metra's basic station and parking design guidelines are documented in Metra's *Station Manual* and Metra's *Parking Manual*. These documents contain the minimum guidelines that each municipality will need to follow regarding station and parking design elements including:

- Vehicular access to the station;
- The distance between parking areas and the station;
- Pedestrian and bicycle access to station;
- Bus access to the station;
- Landscaping;
- External lighting;
- Security features; and
- Basic station amenities (seating, restrooms, ticket office, etc. based on projected ridership).

Since each municipality may have ideas regarding what should be included in a station above and beyond Metra's requirements for a "basic" station as well as how it wants to approach the development of its station, the SCRDB, using the *Metra Commuter Facility Development Agreement* as the starting point, should develop a written and/or graphic description of what the proposed stations should include. This discussion should occur after Metra has determined the required size of each of the proposed stations. Some design elements that are considered above and beyond a "basic" station include:

- Higher-quality building materials;
- Brick pavers;
- Retail space in conjunction with a station;
- Additional or higher-quality indoor and outdoor amenities;
- Open space at and within one-quarter mile of the station; and
- Additional landscaping.

Enforce Design Guidelines

As redevelopment begins to occur, to encourage economic vitality and a pedestrian-friendly station area, the Village should also require conformance with the Design Guidelines included in this Station Area Plan. The Guidelines should be administered as part of the development review process for new construction and significant renovation. As the Village works to implement the "vision" the built environment will change for the better over time if the Village consistently enforces the basic principles contained in the Design Guidelines.

The Village should provide the Design Guidelines to all designers and developers proposing development within the station area and amend the development review process to require a preliminary sketch plan submission and design review meeting. This review process will enable the Village to review a developer's application and convey the basic principles of the Design Guidelines. This process should be administered by the Plan Commission or the Village Board.

Implement Capital Improvements

The Village should implement key public improvement projects to improve the overall environment in the Station Area. As a catalyst for attracting private investment, the Village should proactively pursue additional upgrades to Station Area roadways, implement a streetscape program and make other infrastructure improvements as recommended. By adding streetscape trees, benches, decorative streetlights, banners, wayfinding signage and gateway features, the Village is signifying to developers that they are intent on attracting high quality redevelopment to Glenwood. Once ridership projections are known, engineering studies to determine the appropriate upgrades to capacity along Young Street and at the Young/Main intersection can be undertaken. In addition, more detailed planning for extension of the existing trail system into the Station Area to provide improved access can then be completed.

Establish a Village Marketing Strategy

As a critical component of efforts to encourage redevelopment interest and build a potential customer base for Station Area businesses, a coordinated effort to "market" the area to potential shoppers and diners should be undertaken, in conjunction with the gateway and wayfinding signage programs described above. Creating a more visible presence and recognizable "image" for Glenwood will benefit all businesses.

Final Design (approximately Years 6 to 7 after Plan adoption)

At the completion of final design, several strategies previously put into place (i.e. non-federal funding, land acquisition) will lead to a firm timeline for station construction and the commencement of commuter rail service. When service is confirmed but not yet in place, the Village should pursue the following strategy:

Focus on Key Redevelopment Projects

Although this could occur at any time during the implementation period, the Village should spearhead development by assisting in the initiation of at least one catalyst project. After a financing plan is in place, the Village should focus on acquired parcels or those parcels where the owners are most willing to sell or redevelop, and issue requests for proposals (RFPs) to interested developers. As redevelopment takes place, the Village should offer assistance to existing business owners by helping

them to relocate within the Downtown if their existing location is impacted. Coordinating the provision of interim and permanent shared parking facilities, acquiring needed right-of-way for roadway upgrades as redevelopment agreements are negotiated, coordinating relocation of the U.S Post Office and other such initiatives will need to be undertaken by the Village during this critical period.

Construction (approximately Year 8 and beyond after Plan adoption)

Upon execution of a Full Funding Grant Agreement with the FTA, Metra will commence with track and signal upgrades and platform construction, and will work with participating communities to coordinate construction of station and parking facilities. When construction of facilities is complete and service commences, the Village should continue to focus its development efforts on residential infill development and securing additional transit connections.

Facilitate Additional Residential Development

The Village should encourage mixed use development with upper story residential, as well as other infill multi-family development within the Downtown area. Residential development will provide a population base for the station area, supporting both transit service and business activity in the Downtown.

Promote Regional Transit Service

The Village should explore options to connect the proposed Metra station with other regional transit services, such as Pace bus service within the community and connecting to nearby communities and economic activity centers.

B. Preliminary Station-Related Public Improvement Costs

In order to facilitate a discussion of funding alternatives, the consulting team was asked to prepare a very preliminary "order-of-magnitude" cost estimate for station-related public improvements, based on what is generally depicted in the Concept Plans. This preliminary cost estimate is summarized in **Table 6** below.

Table 6: Preliminary Cost Estimate

Improvement Type	Quantity	Unit Cost	Total Cost
Commuter Parking	1,250 spaces	$10,000 per space	$12,500,000
Street Upgrades	1,600 linear feet (LF)	$150 per LF	$240,000
	Sub-Total (construction)		$12,740,000
	Contingency @ 20%		$2,548,000
	Sub-Total (const + contingency)		$15,288,000
	Soft Costs (design, pm, cm, finance, ins) @ 30%		$4,586,400
	TOTAL		**$19,874,400**

It is important to note the preliminary nature of the estimate above, and to also clarify the following:

- The cost estimate above does not include the cost of any additional land acquisition potentially required to accommodate the commuter rail station and parking facilities.
- The estimate above includes the full complement of 1,250 parking spaces being required by Metra at this time. This requirement may be reduced overall as Metra's New Starts Project Development process moves forward, and will be refined to identify how many spaces will be required at commencement of service and how many additional spaces will be needed in subsequent years. In any event, provision of commuter parking capacity will occur in phases over time.
- Parking lot costs above include standard asphalt paving, striping, lighting, signage and landscaping.
- Street upgrades above include complete reconstruction to widen and modify curblines and lane configuration, in order to facilitate access from Young Street to commuter parking areas east of the railroad tracks. The cost estimate does not include street upgrades west of the railroad tracks, or intersection upgrades at the Young and Main Street intersection that cannot be defined at this time.
- Cost estimates for the station facility itself are not included in the estimate,as the final determination as to the necessary size of the station has not yet been made by Metra. The station facility would ultimately include (but not be limited to): inbound and outbound boarding platforms; a heated inbound platform shelter; inter-track fencing; at-grade pedestrian crossing upgrades; a public address system and message signs; nearby "kiss & ride" drop-off areas; and station amenities including a parking fee collection box, standard station and platform signage, bicycle parking, trash receptacles, benches and newspaper boxes.
- The station facility could also potentially include additional features including (but not limited to): a grade-separated pedestrian crossing; curbside shelters (heated or unheated) for Pace and local shuttle service connections; pervious paving treatments; and upgraded amenities including additional shelters, benches, decorative fencing and/or landscaping.
- Other exclusions from the cost estimate include the following:
    - Grading and/or fill requirements at platform and parking lot areas
    - Compensatory water storage and stormwater management costs
    - Additional land acquisition (to potentially accommodate station improvements, roadway widening, or compensatory water storage needs)
    - Ongoing operational and maintenance costs for parking lot and station facilities

C. Potential Financing Alternatives

The outlook for potential federal and state funding for transit-oriented initatives is in a constant state of flux, and even more so in recent months as the Obama administration initiates a federal focus on expansion of public transportation and non-motorized mobility options. In all likelihood, the outlook for external funding support for Station Area improvement initiatives is positive.

Given the extended time frame for implementation of the SES, there will almost certainly be new funding vehicles put in place that will be potentially applicable to Station Area Plan initiatives that cannot be defined at this time. Given the potential regional impact of the SES, it is also likely that some funding can be secured by SSMMA or another regional entity to support community-level efforts to

implement transit-supportive development related to the SES. Glenwood stands to benefit from such funding along with its neighbors, working cooperatively.

At the present time, avenues for both funding public infrastructure and enhancements and leveraging private investment include the following:

Tax Increment Financing (TIF) or Other Local Sources
The Village has designated one TIF district within the Station Area that offers significant opportunities for redevelopment of aging structures and underutilized sites. The Village should either expend this TIF district or designate a new, contiguous TIF district to encompass the Village-owned 17-acre parcel and other potential redevelopment sites north of Young Street. In addition, a TIF district to encompass the shopping center property east of Brookwood Junior High School should be considered.

Although not used as commonly as TIFs, other financing programs that the Village could pursue for the station area if eligibility for additional TIF districts cannot be established would be creation of a Business Improvement District (BID), creation of a Special Service Area (SSA), use of motor fuel tax revenues, issuing municipal bonds, offering project-specific tax abatements, and forms of creative financing including state infrastructure banks that would provide assistance such as letters of credit, construction loans and capital reserves for bond financing.

Real Estate and Economic Development Resources
The Illinois Development Finance Authority (IDFA) and the Illinois Housing Development Authority (IHDA) administer a variety of funding programs for real estate development projects such as grants, loans, bonds and tax credits. These funding programs can be used to lower development costs for a municipality directly involved in a project, or for a developer who can demonstrate community support for a project.

Additionally, the Illinois Department of Commerce and Economic Opportunity (DCEO) administers programs to support new businesses through low-interest financing and technical training assistance. This type of funding may also be available through the U.S. Small Business Administration (SBA).

For real estate projects with specific environmental issues, the U.S. Environmental Protection Agency (EPA) administers programs to alleviate costs for environmental remediation. In addition, it can be expected that funds will continue to be available to support increased energy efficiency in construction.

Transportation and Infrastructure Resources
Grants and loans may be secured through various federal and state programs to both aid in public infrastructure programs and reduce certain private sector development costs. Annual funding cycles are typically used to allocate federal funds to state and regional agencies, who then review applications for funding from local municipalities. However, some funding may only be available by direct application to federal, state and regional agencies. Although not an exhaustive inventory of potential funding, the following government funding resources should be explored to aid in Station Area Plan implementation.

- **Transportation Enhancement Program (ITEP):** This program is administered by IDOT and used for projects such as train station improvements, landscaping and beautification, streetscape improvements and pedestrian and bicycle enhancements. Funding reimbursement is available

for up to 50 percent of the cost of right-of-way and easement acquisition and 80 percent of the cost for preliminary and final engineering, utility relocations and construction costs.

- **Illinois Green Streets Initiative:** The Green Streets Initiative is funded through the ITEP program, however there is a separate and unique application process. The program provides 80 percent funding and requires a 20 percent local match. Funds for this program can only be used for the planting of trees or prairie grasses.

- **Safe Routes to Schools (SRTS):** The Safe Routes to Schools (SRTS) Program is a Federal-Aid program of the U.S. Department of Transportation's Federal Highway Administration (FHWA) and is administered by IDOT. The SRTS Program provides funds to substantially improve the ability of primary and middle school students to walk and bicycle to school safely, including building safer street crossings. In an area such as the Glenwood Station Area, such improvements could benefit the community at large, in addition to the school age population.

- **Congestion Mitigation and Air Quality Improvement Program (CMAQ):** This program is administered by the Chicago Metropolitan Agency for Planning (CMAP) and used for projects that can benefit regional air quality and reduce auto emissions. Eligible projects include transit improvements, commuter parking, traffic flow improvements and bicycle/pedestrian projects. These projects are federally funded at 80 percent of project costs.

- **Surface Transportation Program (STP):** This program is also administered by CMAP, to improve the regional transportation network. Projects in this funding category must have a local sponsor and are selected based on a ranking scale that takes into account the regional benefits provided.

Private Resources

Private sources of funding can often be secured for specific community improvement projects. These resources can include grants or loans from philanthropic organizations, the local Chamber of Commerce or local banks. Some projects may meet the standards for these funding sources, including specific urban design elements, streetscape enhancements, station facility enhancements, open space improvements or public art installations. Since banks have to meet federal requirements for local community investment, the Village should discuss its goals with local banks to determine if certain projects could receive grant or loan funding. The Village may also be able to establish a low-interest loan program through a local bank for purposes of encouraging new development and the renovation of existing structures in the Station Area.

D. Implementation Strategy Matrix

The summary matrix of actions provided as **Table 7** on the next page clarifies the appropriate partners to engage in each implementation step discussed above, to both highlight the coordination efforts that will be necessary, and to serve as a checklist against which to measure progress as implementation begins.

Table 7: Implementation Strategy Matrix

Project or Action	Timeframe (approx. years) 1-2	3-5	6-7	8+	Participants	Comments
Execute Intergovernmental Agreement (IGA)					Village, other SES communities, SSMMA/SCRDB	During AA phase of Metra study (ongoing)
Establish Glenwood Station Area Task Force					Village	
Amend Development Regulations					Village	
Identify Financing Opportunities and Incentives					Village, SSMMA/SCRDB	
Acquire and Prepare Key Redevelopment Sites					Village	
Commuter Facility Development Agreement					Village, other SES communities, SSMMA/SCRDB, Metra	During Preliminary Engineering phase of Metra study
Refine Station Facility Design					Village, Metra	
Enforce Design Guidelines					Village	
Implement Capital Improvements					Village	
Establish a Village Marketing Strategy					Village, Chicago Southland CVB	
Focus on Key Redevelopment Projects					Village	During Final Design phase of Metra study
Construct Commuter Rail Station, Platforms and Parking Facilities					Village (station and parking), Metra (platforms)	During Construction phase of Metra study
Facilitate Additional Residential Development					Village	
Promote Regional Transit Service					Village, Pace, Metra, RTA	

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