

10 Downtown Strategic Plan: Implementation

Introduction

Once the planning process with input by the community is complete, the critical component of any plan is its implementation. This section discusses the strategy to finance and construct the vision of the *Village of Glen Ellyn Downtown Strategic Plan*. The projects contained within this section are essentially "master site development plans" that include phasing, partnerships, and funding sources and allocations. The intent of the *Downtown Strategic Plan* is to be visionary, financeable, and practical, and be a daily resource for future public and private investments. The plan calls for a renewed organizational structure, suggests changes to public policy, and identifies reinvestment projects. The Village will need to proactively acquire select strategically targeted properties when they become available, instead of waiting until a project is ready for construction.

This plan was prepared during 2008 and early 2009. During this timeframe, Glen Ellyn and the rest of the Nation has suffered through a worldwide economic recession that is unparalleled since the Great Depression of 1929. One fundamental cause of the recession is a meltdown in the Nation's banking and financial industry – particularly associated with the residential real estate market. Unregulated lending, combined with construction of unchecked housing, has created a frozen financial environment and a surplus of residential products throughout the Nation. The Chicagoland real estate market – including Glen Ellyn – has not escaped this reality. Mortgage foreclosures for an abundance of



homeowners are so substantial that the Federal Government has allocated almost a trillion dollars for relief, including tax abatement and investment in infrastructure. A Presidential election and inauguration also took place during this plan's preparation. The new administration's initiatives will result in new Federal programs that could benefit the Downtown. A noteworthy policy is the Federal stimulus funding package that has a goal to create jobs and jump-start the economy. The funding will be largely allocated to infrastructure improvements that are ready for construction. Projects that will be of particular interest to the Federal government will include "shovel-ready" reconstruction of roads, bridges, and projects that are environmentally-sustainable, promoting energy efficient designs and green technology.

The current worldwide economic recession and the new Federal policies are important because of the context that they provide to this plan. While these issues cannot be ignored for short-term implementation initiatives, this plan is long-term, promoting a vision that looks 20 years in the future. This plan assumes that the current recession will be overcome and the economy will ultimately recover. This plan identifies initiatives that must be implemented immediately in order to assist the existing merchants and business community to survive the recession. Other projects contained herein are more applicable once the economy improves. During the recession, this plan recommends that the Village undertake the foundational work necessary to ensure the economic viability of the Downtown. The plan does call for initiatives to renovate, remodel, and construct buildings, and begin other initiatives that establish relationships between the Village and its citizens, business owners, Downtown organizations, schools, and the development community. Additionally, the plan recommendations include capitalizing on the national investment in transit infrastructure, including the Glen Ellyn Train Station and associated public transportation infrastructure.

Recommended “Rules of Thumb”

When considering future Downtown reinvestment options, utilize the following “rules of thumb” when determining the appropriateness of an idea for the Downtown:

- Consider cultural and entertainment opportunities with every public and private reinvestment effort, and business plan proposal.
- Ensure that first floor commercial uses are contiguous.
- Ensure a “no net loss” of retail square footage.
- Build upon the existing restaurant environment.
- Build upon the existing historic character of the Downtown.
- Increase the number of Downtown residential units.
- Increase the parking supply for shoppers, merchants, employees, and commuters.
- Encourage the use of shared parking between shoppers, merchants, employees, and commuters.
- Do not allow buildings to “turn their backs” onto the Downtown Greenway or Downtown streets.
- Design for the safety and needs of the pedestrian first, bicyclist second.
- Begin plan implementation with low-cost, and easy-to-implement projects and initiatives, such as:
 - Create the recommended Downtown organizational structure.
 - Enhance the partnership with the College of DuPage.
 - Enhance the partnership with Metra.
 - Increase the number of merchant parking spaces in the Downtown through restriping.
 - Evaluate the Main Street and Crescent Boulevard parking timelines.
 - Consider fee-based convenient parking and free inconvenient parking, and implement accordingly.
- When a developer approaches the Village with a mixed-use or commercial development proposal, ask questions such as: Who are the anticipated tenants? What are the rent aspirations?
- If first floor commercial space in a parking structure will sit vacant for awhile, dress-up the façade with artwork while maintaining the ready-to-go retail space behind.
- Remember that the Downtown is located approximately one mile from both Roosevelt Road and St. Charles/Geneva Roads, and access is along two-lane roads with low traffic counts, through residential neighborhoods.

Initiatives and Projects Overview

There are many projects and initiatives that will implement the vision, goal, objectives, and strategies, of the *Downtown Strategic Plan*. Some projects and initiatives are short-term (0 to 5 years), mid-term (6-10 years), and long-term (11-20 years). In addition, these same projects may be initiated privately, publicly, or via a public-private partnership. Regardless of the project or initiative, partnerships and relationships should be established as soon as possible, since many construction projects can take months or years to develop prior to entering the Village review and approval process.

Initiatives

Administration

1. Create a Permanent Downtown Organization – Short-Term and Ongoing
2. Establish a Historic Downtown District – Short-Term and Ongoing
3. Review and Make Improvements to the Zoning Code and the Development/Administrative Review Process – Short-Term and Ongoing

Public-Private Partnerships

4. Strengthen the Village of Glen Ellyn/College of DuPage Partnership – Short-Term

Projects

Infrastructure

5. Analyze the Downtown Traffic Circulation System – Short-Term
6. Design and Install New Public Signage, Wayfinding, and Streetscaping – Short-Term
7. Design and Consider Constructing the Main Street and Crescent Boulevard Streetscapes, and the North Downtown Greenway – Short-Term
8. Maintain and Enhance the Recreational and Multiple-Use Path System – Short-Term
9. Design and Construct the Mixed-Use Forest Avenue North Parking Structure – Short-Term
10. Design and Construct New Train Station Facilities and a Pedestrian Underpass – Mid-Term
11. Design and Construct the Mixed-Use Forest Avenue South Parking Structure – Long-Term
12. Design and Consider Constructing the South Downtown Greenway – Long-Term¹

Development

13. Encourage and Facilitate Private Downtown Building Maintenance and Modernization – Short-Term
14. Facilitate a Private South Main Mixed-Use Development – Mid-Term
15. Facilitate a Private Residential Development on Existing Church Parking Lot and Village-Owned Parking Lot – Mid-Term
16. Facilitate a Potential Fire Department Relocation and the Redevelopment of the Existing Fire Station Site – Long-Term
17. Facilitate a Potential Police Department Relocation and the Creation of the Civic, Leadership, and Learning Center – Long-Term
18. Facilitate a Private Residential and Mixed-Use Neighborhood Development in the Crescent Boulevard and Glenwood Avenue Area – Long-Term

The projects and initiatives are listed in the order of anticipated implementation over the course of the next 20 years. In general, short-term projects and initiatives are low-cost and easy to implement, while long-term projects and initiatives are higher-cost and more complicated to implement.

By adopting the *Downtown Strategic Plan*, a commitment has been made by the community to begin immediately on the implementation process.

Initiatives

1. Create a Permanent Downtown Organization

Administration

Establish a new permanent Downtown organization.

The Village should be proactive in the establishment of a new permanent Downtown Organization (“Downtown Organization”). Several successful models for Downtown business organizations should be analyzed. For example, select members of Glen Ellyn’s Downtown Advisory Committee assisting with the *Downtown Strategic Plan* preparation visited the City of Elmhurst to learn about Downtown Elmhurst’s organizational structure. The DAC members were impressed and were attracted to a model whereby a downtown organization separate from the city government is formed. The new Downtown Organization’s mission and purpose should include the entire responsibility for events, promotions, marketing, branding, and ombudsman services; and shared responsibility for extended maintenance and physical/aesthetic appearance. Accompanying the formation of the Downtown Organization must be a commitment to communication and cooperation between all of the existing entities including the Village, the Chamber of Commerce, and the Economic Development Corporation. Regardless of the final distribution of responsibilities, the new Downtown Organization should clearly be the “go-to” entity for all Downtown Glen Ellyn activities. The naming of the entity should be carefully considered during the process of its formation. The name should be bold, fresh, and fun, versus a name that is authoritative in nature. This approach will be an initial step signaling that Glen Ellyn’s Downtown culture is evolving to a dynamic and inviting place to live, shop, work, and play.

Business recruitment and retention activities, as well as exterior façade and interior renovation grant programs, would continue to be the responsibility of the EDC. At the Village’s discretion, these activities and programs could be absorbed into the Village of Glen Ellyn’s scope of municipal services.

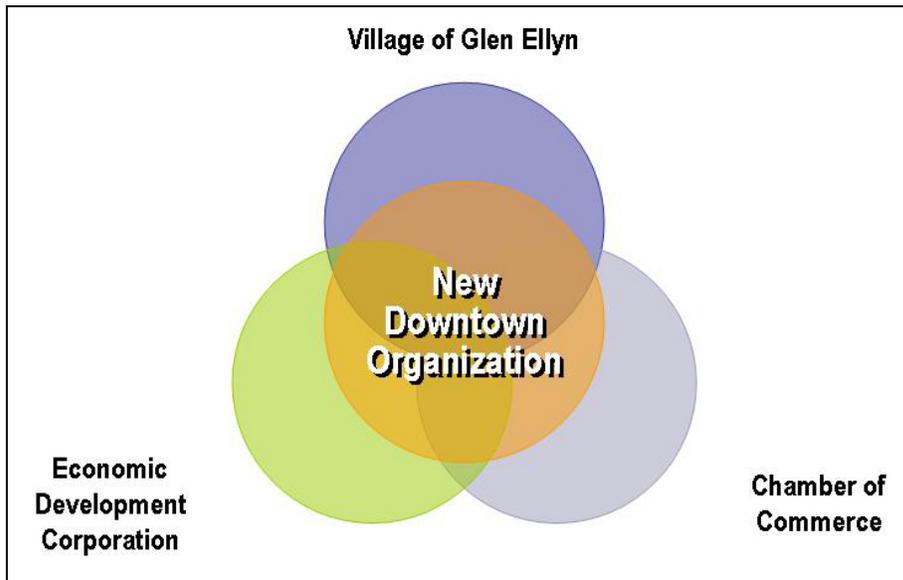


Figure 42: New Downtown Organization – Structure
Source: Town Builder Studios

The Village could consider modeling the Downtown Organization's format after the National Trust for Historic Preservation's National Main Street Program, or loosely modeling the format after the program without the Village officially enrolling in the program. The Main Street program is a methodology of combining "historic preservation with economic development to restore prosperity and vitality to downtowns and neighborhood business districts"¹.

The new Downtown Organization must be well-funded and staffed with full-time professionals. While it is premature to establish an annual budget, it is recommended that a range of \$300,000 to \$500,000 be targeted at the outset. In the future, the budget can be increased as the Downtown Organization becomes more successful. The City of Elmhurst's budget, for example, has grown to \$800,000 to \$900,000 and is funded primarily by two special service areas. It services the retail, commercial, and residential components of the Downtown Elmhurst.

It should be recognized that the Village of Glen Ellyn, as the governmental taxing, planning, and regulatory body, is ultimately responsible for permits and land use approvals, long-range planning, capital improvements, development approvals, and code enforcements for the Downtown and the implementation of this *Downtown Strategic Plan*. The Downtown Organization will be a primary resource to assist the Village to accomplish its goal to improve the economic viability of the Downtown through marketing, promotions, branding, etc.

The new Downtown Organization should be a free-standing not-for-profit entity administered by a Board of Directors, consisting of Downtown merchants, property owners, residents, and business owners – among others. The Board of Directors should be comprised of a maximum of nine individuals (see Figure 43) and be staffed by a full-time Executive Director. In addition, it is recommended that this organization hold regular monthly public business meetings. Offices could be located in the "Civic, Leadership, and Learning Center", and be located in a very public, inviting, and interactive civic space within the center; alternatively, the offices should be conveniently-located to the Civic Center, Main Street, and the Downtown Greenway.

Figure 43:
Potential Composition of the New Downtown Organization

1. Downtown Merchant
2. Downtown Restaurateur
3. Downtown Office-Based Business Owner
4. Downtown Resident
5. Downtown Property Owner
6. Downtown Business Representative – Anchor Tenant
7. Downtown Business Representative – Owner of a New Business (less than five years old)
8. Downtown Business Representative – Owner of a Tenured Business (more than five years old)
9. At-Large Representative
10. Village Representative (ex-officio)
11. Chamber of Commerce Representative (ex-officio)
12. Economic Development Corporation (EDC) Representative (ex-officio)

Individuals representing the Village, Chamber, and EDC could be appointed from within each respective organization. The remaining positions could be elected to two-year terms via ballot by the Downtown Organization's "membership".

Individuals appointed to the At-Large Representative position could be selected from the other community organizations such as Go Downtown!, Citizens for Glen Ellyn Preservation, the Historical Society, etc.

¹ Excerpt from the National Trust Main Street Center mission statement. Source: www.mainstreet.org.

While it is recognized that anyone within the Downtown is by right a member, a structure is required, which would entice students, merchants, residents, and seniors to participate. Committees must be established as teams to work on various Downtown initiatives. Funding for the full-time Executive Director and a sufficient operating budget is crucial to the Downtown Organization's success. Routine communications with the Village Manager, Director of Planning and Development, Director of Public Works, Director of Finance, EDC, and Chamber of Commerce, by the Executive Director is a must. In addition, the Executive Director must ensure that the business and development community receives efficient, effective, professional, and friendly customer service from the Downtown Organization.

It is envisioned that a business plan will be formulated over the next six to 12 months by a "transitional" DAC, to officially delineate the initial operational structure and budget of the Downtown Organization. The plan must acknowledge that the Organization will need to evolve as the conditions of the Downtown change. The following outline delineates the general responsibilities initially envisioned for the Downtown Organization:

- Business recruitment and retention – the Organization should be involved regardless if the Village determines that the primary responsibility for recruitment should continue to reside in the EDC or be handled by the Village. At a minimum, the Organization should be regularly informed as to the recruitment efforts and be allowed to provide input regarding desired targeted businesses; therefore, the Organization will be able to answer questions or field suggestions from the public and pass information onto the responsible entity. The Organization should play an active role regarding retention of existing Downtown businesses because the merchants will use it as a full-time resource engaged in increasing the consumer base and being available to field suggestions or solve problems.
- Marketing and promotions – the Downtown Organization should be the central clearinghouse for all Downtown marketing and promotions. As suggested by the Main Street program, the Downtown Organization should establish a committee that implements a very aggressive marketing program that could include efforts such as newspaper and radio advertisements, a new website, branding, banners, etc. This *Downtown Strategic Plan* offers a vision that can be branded including multiple projects that must be promoted and advertised. It is not suggested that the Chamber of Commerce, the EDC, or others are excluded from promoting the Downtown; however, the Downtown Organization should be the unifying team that is aware and informed.
- Events – the Strategic Plan has documented the many activities and events in the Downtown and recommends their continuation and expansion. The Downtown Organization should be the Village's primary resource for Downtown events; however, entities such as the Chamber of Commerce should be welcomed to continue the many legacy events that are successful. The Downtown Organization should be the clearinghouse for all events, and offer event sponsoring ideas for improving these programs assuring they are fresh and profitable for Downtown. For example, the Glen Ellyn Alliance has successfully sponsored many new events with the primary goal of increasing the number of consumers inside the stores. These should continue as part of the Downtown Organization. It has also been suggested that larger events such as the Taste of Glen Ellyn evolve to include more local businesses and students from the College of DuPage. The Downtown Organization should be a part of the team that assists the Chamber of Commerce as the sponsor of this coveted event.
- Communications – it is important that the Downtown Organization establish a formal multi-tier communication system where merchants and residents are able to post information and learn about current issues. This system is intended to be a Downtown "intranet" that is dynamic and constructive where current opinions and ideas are located. For example, the "Go Downtown" organization's recent grass roots effort to establish a database of residents and merchants has expanded the awareness of

Downtown issues. The communication system could tackle issues such as unifying and expanding store hours, and allowing merchants to communicate their participation. Additionally, as construction occurs in the Downtown, the Downtown Organization's communication program could be used to inform local merchants and residents about potential impacts of such projects.

- Administration of business and infrastructure grants – the EDC has programs that have recently been expanded to include interior grant programs, in addition to exterior façade grant programs. Similar to the way the City of Elmhurst handles its programs, these functions should be the responsibility of the EDC (or the Village). The Organization could assist the EDC (or the Village) by serving as a conduit where current and or interested businesses could retrieve information about and applications for the grants. Also, members of the Downtown Organization could assist the Village in the tracking of infrastructure grant projects many of which are identified in this Downtown Strategic Plan.
- Neighborhood services – a key objective of the Strategic Plan calls for a substantial increase in Downtown living. As more residential units come online, the Downtown's transformation into an urban neighborhood will be accompanied by an increase in the demand for social services. The Downtown Organization should be a resource to the Village, the area Churches, and not-for-profit entities. The Village should anticipate more Downtown activity during evening and weekend hours. Shared parking, store hours, and security will place increasing demands on the Villages' Police Department and volunteer Fire Company. The Downtown Organization should be a resource to the Village to communicate these issues and solve problems. Larger issues addressed by the Village, including vagrancy and homelessness as well as maintenance of buildings and public infrastructure must be continually supported.

The mission and responsibilities outlined above will be a daunting task and the Village will need assistance to establish the Downtown Organization over the next six to 12 months. It is recommended that the Strategic Plan's Downtown Advisory Committee continue to function during this period to assist the Village in preparing the organizational business plan, bylaws, and budget. The "transitional" DAC could assist in the recruitment of the Board of Directors for the Downtown Organization and advise on the hiring of the Downtown Organization's Executive Director. In addition, the "transitional" DAC could serve as a sounding board to the Village Board to help resolve any issues that could arise between the EDC, the Chamber of Commerce, and other successful teams in the creation of this new Organization.

Source of Funds and Resources

Village of Glen Ellyn

Village Special Service Areas

Tax Increment Financing (TIF)

U.S. Small Business Administration (SBA) – Basic 7(a) Loan Guaranty

U.S. Small Business Administration (SBA) – CDC/504 Program

U.S. Small Business Administration (SBA) – Microloan Program

Employ Illinois: Business Owners Loan

Employ Illinois: Small Business Owners Loan

Employ Illinois: Opportunity Knocks – Free Workshop

Opportunity Illinois: Non-Profit Development Loan

DuPage Regional Development Alliance

Illinois Home Rule Sales Tax

2. Establish a Historic Downtown District

Administration

Consider establishing a historic Downtown district to preserve exceptional historic buildings and provide incentives to reduce the financial burden of restoration on the building owner.

A historic inventory revealed a concentration of historic buildings along Main Street, Crescent Boulevard, Pennsylvania Avenue, and Duane Street. A historic district could help preserve the buildings from aesthetic and financial standpoints. *The boundaries of the district could be reviewed by the Historic Preservation Commission. The Commission should carefully review the pros and cons of establishing such a district to ensure that it would not place additional unnecessary regulations on property owners without providing compensating benefits.*



Figure 44: Historic Downtown District. The boundaries of a potential historic preservation district include the north side of Pennsylvania Avenue to the north, Hillside Avenue to the south, Glenwood Avenue to the west, and Forest Avenue to the east. Source: BauerLatoza Studio

The “Federal Historic Preservation Tax Incentives Program”² offers a federal tax credit for qualifying rehabilitation costs to commercial and multiple family income-producing properties. This program allows the building owner to reduce his/her taxes dollar-for-dollar in the amount of taxes owed, up to 20% of qualified expenses. The project must involve a historic structure certified by the National Park Service, must meet the rehabilitation standards of the Secretary of the Interior, and must be a “substantial” project (greater than \$5,000 or the adjusted basis of the building).

The three-part application includes the verification that the building is a “certified historic structure”, a description and documentation of the building’s existing conditions and the proposed rehabilitation work, and a post-project completion “certified rehabilitation.” Building owners are highly encouraged to complete Parts 1 and 2 prior to the commencement of work to ensure the project qualifies for the tax credit; if the project doesn’t qualify, the building owner may adjust the work scope accordingly.

Source of Funds

Village of Glen Ellyn

Opportunity Illinois: Historic Preservation Loan

The National Trust Preservation Fund

² Additional information regarding the “Federal Historic Preservation Tax Incentives Program” is available at www.nps.gov/history/hps/tps/tax. The “Illinois Heritage Grants Program” is available for public and non-profit organization projects, and the “Property Tax Assessment Freeze Program” is available for homeowner projects. Additional information for these programs is available at www.illinoishistory.gov/PS/financial.htm

3. Review and Make Improvements to the Zoning Code and the Development/Administrative Review Process

Administration

Continue to streamline the development review and approval process and adjust the Zoning Code.

The Zoning Code language should be amended to reduce the number of Special Use Permit requests, (including but not limited to, transferring multiple family residential above first floor commercial to the “permitted uses” sections in the “C5” districts, and allowing staff approval of temporary entertainment-based requests and annual events – amendments that would be compatible with the Market Study recommendations), and to ensure new Downtown reinvestment is appropriately designed to complement the historic Downtown buildings. Several Downtown areas should be rezoned to ensure proper implementation of the *Downtown Strategic Plan*.

As part of this effort, the Village should evaluate opportunities to expand the authority for administrative review. In addition, the Village could also consider hiring an independent consultant to review the building permit and commission review processes.

The Village of Glen Ellyn must be open to innovative business concepts, in order to make the Downtown unique and to complement the Downtown’s existing charm.

The use of a form-based code in the Downtown could help ensure that new mid- and long-term redevelopment projects are designed appropriately. Other communities are experimenting with this approach, and the success of the use of this type of zoning code will be better understood in the future; therefore, the Village should re-evaluate its application in Downtown Glen Ellyn five years after the adoption of the *Downtown Strategic Plan*.

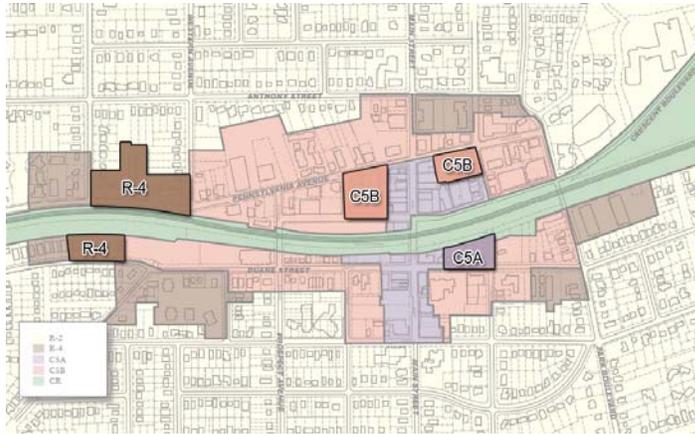
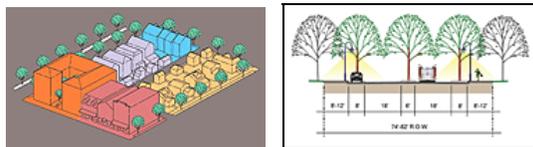


Figure 45: Areas Recommended for Rezoning. Source: Town Builder Studios.



Form-Based Code illustration examples.

Source: www.formbasedcodes.com.

Source of Funds and Resources

Village of Glen Ellyn
Consulting Firm(s)

4. Strengthen the Village of Glen Ellyn/College of DuPage Partnership

Public-Private Partnerships

Establish a College presence in the Downtown, including at the Civic, Leadership, and Learning Center.

The College of DuPage (COD) and the Village should continue the dialogue that has been established between the new administrations, and work toward strengthening this relationship. The parties could establish a strong partnership that involves various departments, faculty, and students in Downtown events and training opportunities such as:

- **Business** – internships and student employment opportunities for COD students; business plan creation, maintenance, development services for Downtown business owners.
- **Hospitality** – internships and special events opportunities for COD students, including the Taste of Glen Ellyn.
- **Foodservice and Culinary Arts** – internships, special events, and student and post-graduation employment opportunities for COD students.
- **Theater, Arts, and Film** – film festivals and performance venues for COD students; low-cost and creative event hosting opportunities for Downtown business owners.
- **Facility Management** – internships and case study opportunities for COD students; low-cost and up-to-date facility maintenance services for building owners.
- **Marketing** – internships for COD students; low-cost and state-of-the-art marketing and graphics services for Downtown business owners and organization(s).

Source of Funds and Resources

Village of Glen Ellyn

College of DuPage (COD)

Small Business Development Center – Training, Counseling, and Consulting Services

McAninch Arts Center – Theater, Arts, and Film

Graphic Design Program

Hospitality Administration Program

Foodservice Administration Program

Facility Management Program

Marketing Program

Motion Picture/Television Program



2008 Jazz Fest

Source: www.jazzfestglenellyn.org

Projects

5. Analyze the Downtown Circulation System

Infrastructure

Consider the issues associated with converting Downtown one-way streets to two-way streets, including hiring a consultant to review potential opportunities for a vehicular overpass or underpass in the vicinity of the Downtown.

The purpose of a two-way traffic conversion is not to increase traffic counts, but to eliminate the one-way Crescent/Forest/Pennsylvania/Main route, and make it easier to find parking and navigate through the Downtown. During the traffic analysis, keep the safety of the pedestrian, bicyclist, driver, and emergency vehicle access in mind when determining the final traffic circulation system solution.

The purpose of constructing a vehicular overpass or underpass would be to provide motorists and emergency vehicles an additional route through the downtown that could be used to avoid the frequent train backups. Construction of a vehicular overpass or underpass would likely require the acquisition of land by the Village or other public entity, and the aesthetic impact of the project on the character of the Downtown should be considered carefully – especially if an overpass is contemplated.

The study and analysis of a potential two-way traffic conversion and a new vehicular overpass or underpass could be undertaken simultaneously or as two separate projects. Likewise, these projects would not need to be constructed at the same time.

Source of Funds and Resources

Village of Glen Ellyn

Illinois Transportation Enhancement Program

Tax Increment Financing (TIF)



Figure 46: Existing One-Way Streets. Source: Town Builder Studios

6. Design and Install Public Signage, Wayfinding, and Streetscaping

Infrastructure

Install new signage and streetscape features along the 2.0-mile Main Street corridor, including gateways at select intersections.

Downtown Glen Ellyn is surrounded by single family neighborhoods, and is traversed by railroad tracks, a recreational path, and local streets. The approach to the Downtown from major arterials is critical to the success of the Downtown. At their respective intersections with Main Street, Roosevelt Road carries an Average Annual Daily Traffic (AADT) of 40,550 vehicles, and Geneva/St. Charles Roads carry an AADT of 18,850 vehicles. Gateways, special intersection pavement, and a unique lighting and landscaping design for the two-mile corridor is a critical element to help visitors find their way Downtown.

Once the visitors are in the Downtown, informational signage to guide people to stores, restaurants, the train station, public parking, and public spaces is necessary. All signs must have a uniform theme; however, some adjustments for detail are necessary, such as large fonts and graphics for auto-oriented signage and small fonts and graphics for bicycle and pedestrian-oriented signage.

Limited parkway space (the area between the sidewalk and the street) contributes to the less-than-ideal streetscaping that includes overhead wires and poorly-pruned street trees. Streetscaping with buried overhead wires, brick pavers and special landscaping at select intersections, infill of new street trees, and a consistent wayfinding, lighting, and landscaping scheme along the two-mile corridor, will enhance the experience to and from the Downtown.

Source of Funds and Resources

Village of Glen Ellyn

Illinois Transportation Enhancement Program

Tax Increment Financing (TIF)



Figure 47: Main Street Corridor and a Uniform Wayfinding Sign Package. Source: Town Builder Studios

7. Design and Consider Constructing Main Street and Crescent Boulevard Streetscape, and the North Downtown Greenway

Infrastructure

Convert existing one-way traffic patterns to two-way traffic patterns, maintain and upgrade the streetscaping, and install the North Downtown Greenway landscape features.

The Village should create the north half of the greenway by reconfiguring the curb lines along Crescent Boulevard. This project would include changing the one-way streets on Main Street and Crescent Boulevard, to accommodate two-way traffic, providing parallel parking adjacent to the Crescent and Main storefronts, and installing angled parking along the railroad tracks. This project would result in no net loss of public parking, yet allow the conversion of two public parking lots to greenspace.

The North Downtown Greenway is intended to be a unique feature in the heart of Downtown Glen Ellyn that sets it apart from other communities along Metra's Union Pacific – West Line and other western suburbs. The anticipated programming is intended to include beautification (e.g. a new train station in a garden setting, lush landscaping, a small street-side plaza, etc.) and "passive" recreation (e.g. art sculpture, train watching, picnics, etc.), and not "active" recreation (e.g. play fields for team sports).

The greenway should be programmed with passive – not active – recreational uses, with the exception of the looped path connection to Lake Ellyn.

Source of Funds and Resources

Village of Glen Ellyn

Open Space Lands Acquisition and Development (OSLAD) Program

Illinois Transportation Enhancement Program

Congestion Mitigation and Air Quality (CMAQ)

Tax Increment Financing (TIF)

Nonpoint Source Management Grant



*Figure 48: Main Street and Crescent Boulevard Streetscape Area
Source: maps.live.com with edits by Town Builder Studios.*

8. Maintain and Enhance Recreational and Multiple-Use Path System

Infrastructure

Build a 1.5-mile looped path around Lake Ellyn and designate on-road bicycle routes on neighborhood streets. The Illinois Prairie Path should continue to be maintained on a regular basis.

Source of Funds and Resources

Village of Glen Ellyn

Open Space Lands Acquisition and Development (OSLAD) Program

Illinois Transportation Enhancement Program

Congestion Mitigation and Air Quality (CMAQ)

Recreational Trails Program (RTP)

Tax Increment Financing (TIF)



Figure 49: Regional Circulation and Access Plan

Source: Town Builder Studios and ClipArt.

9. Design and Construct the Mixed-Use Forest Avenue North Parking Structure

Infrastructure

Construct a new parking structure across from the Glen Ellyn Train Station at the southwest corner of Forest Avenue and Pennsylvania Avenue. The facility should be designed to accommodate new retail and office uses, and commuter, tenant, and public parking demand.

In order to assist with land acquisition and assemblage, and accommodate a potential plaza south of the parking structure, the Village could take advantage of the Forest Avenue right-of-way and locate the garage partially on this right-of-way.

This project is a priority and is accomplishable if a private public partnership is developed between the private property owners and the Village. All the properties must be assembled for the project.

The proposed Forest Avenue mixed-use parking structure (Structure) is proposed for a most prominent and visible location in the Downtown within several hundred feet of the train station. The location is ideal for shared uses including parking for commuters during normal business hours, and for Downtown uses during the day, evenings, and weekends. The shared Downtown uses are envisioned to include general commercial public parking including the commercial space in the Structure, the Glen Art Theatre, Grace Lutheran Church and more. Metra has acknowledged and endorsed the location in their Environmental Assessment Study, which is their official guide to locating future parking in Downtown Glen Ellyn and other area stations. This report will also serve as their guide for future funding allocations.

The design of the Structure is most important both from a functional and aesthetic standpoint. Functionally, the Structure is envisioned to maximize the number of parking spaces. The final design should be four levels or a possible fifth level with open rooftop parking and a parapet wall to screen the automobiles. In addition, the feasibility of one or more levels of underground parking should be considered. This approach can be done in an unobtrusive manner given the topography of the area and with appropriate design. This height needs to be studied in context with the six-story building at the northeast corner of Pennsylvania Avenue and Forest Avenue. The grade rises from south to north along the centerline of Forest Avenue, resulting in the potential for an at-grade parking tier facing south toward the Glen Ellyn Train Station that is underground along Pennsylvania Avenue. The interior of the garage could include ramped drive aisles flanked with head-in parking, and the upper story could be designed with light-colored pavement and landscaping to minimize the “heat island effect”.³



Figure 50: Mixed-Use Forest Avenue North Parking Structure Area. Source: maps.live.com with edits by Town Builder Studios.

³ Heat Island Effect. Urban areas are hotter than nearby rural areas due to more buildings and pavement, and less vegetation and natural open space. “Heat islands can affect communities by increasing summertime peak energy demand, air conditioning costs, air pollution and greenhouse gas emissions, heat-related illness and mortality, and water quality.” Source: www.epa.gov.

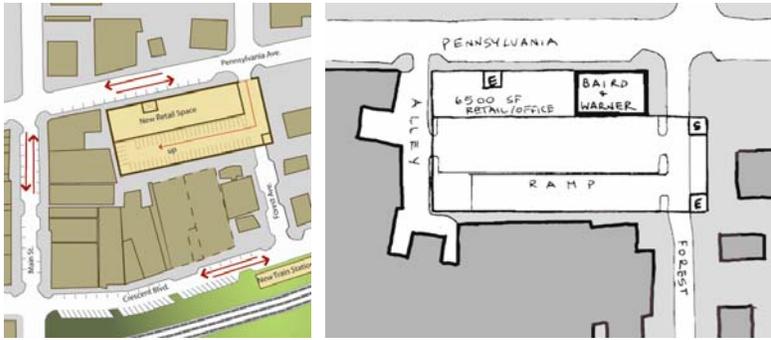


Figure 51: Structured Parking Concept Plans. Two structured parking concept alternatives for the southwest corner of Pennsylvania and Forest Avenues, with complete redevelopment (left) and constructing a structure behind the existing Baird and Warner building (right). Source: Town Builder Studios.

The façade should be carefully crafted and fenestrated to aesthetically blend into the architectural historical character of the area. All façades should be constructed of masonry materials. The south façade should include a grand entrance at the Forest Avenue entrance including a “Welcome to Glen Ellyn” engraving over the entry threshold. The east façade needs to be carefully coordinated with Grace Lutheran Church and the circulation of their surface parking lot. The relationship of the Structure to the existing alley needs to be carefully analyzed. The north façade could appear to be a traditional commercial façade at the street-level including awnings over the commercial storefronts. The north façade is envisioned to have two vehicular access points; one for entrance and one for exit each of which should incorporate elegant signage.



Figure 52: Perspective Sketch – Downtown Greenway Plaza
Conceptual rendering of a parking structure and public plaza at Crescent Boulevard and Forest Avenue.
Source: Town Builder Studios.

The area between the structure’s south façade and the train station creates a unique opportunity to create a civic space and a pedestrian connector between the two. A range of plaza designs are available depending on land assembly. If the existing properties and businesses along Forest Avenue remain, the connection will be narrow. On the other hand, if the properties along Forest Avenue are assembled for redevelopment, the connection and plaza will be grand and spacious. Either way the connection will be an elegant landscaped pedestrian walkway for commuters to comfortably move from their car to the commuter train. Depending on final plaza programming, potential short-term parking could be provided in this space as well.

Source of Funds and Resources

- Private
- Village of Glen Ellyn
- Metra (may be available for new parking spaces)
- Congestion Mitigation and Air Quality (CMAQ)
- Tax Increment Financing (TIF)

10. Design and Construct New Glen Ellyn Train Station Facilities, Platforms, Shelters and Pedestrian Underpass

Infrastructure

Construct a new Glen Ellyn Train Station, platforms, shelters, and the train station-area pedestrian underpass.

The Village should construct a new train station with new platforms and shelters, along with a possible pedestrian underpass. The costs associated with this project are based upon recent train station redevelopments that have occurred in the Chicago region. Metra believes that a standard train station without any special architectural elements or vendor space will cost between \$5.5 and \$6.0 million. Since a “landmark quality” station is envisioned, additional funding will be necessary.

The Village should evaluate the possibility of leasing the station, allowing the Village to have control over the use of the facility and providing a revenue source for the maintenance of the building and grounds. In any case, construction of a new station will require coordination with – and approval by – Metra.

Source of Funds and Resources

Village of Glen Ellyn

Illinois Transportation Enhancement Program

Congestion Mitigation and Air Quality (CMAQ)

U.S. Environmental Protection Agency (EPA) – Brownfields Assessment Grants⁴

U.S. Environmental Protection Agency (EPA) – Brownfields Revolving Loan Funding (RLF) Grants

U.S. Environmental Protection Agency (EPA) – Brownfields Cleanup Grants

U.S. Department of Transportation – 20.507 Federal Transit Formula Grants

Tax Increment Financing (TIF)

Illinois Municipal Brownfields Redevelopment Grant

Illinois Brownfields Redevelopment Loan Program

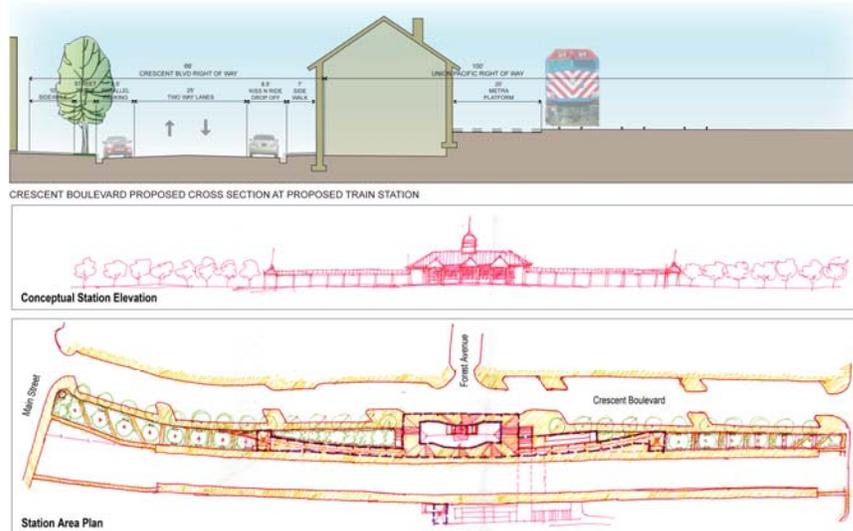


Figure 53: New Glen Ellyn Train Station Cross-Section, Concept Elevation, and Concept Plan

Source: Town Builder Studios.

⁴ The U.S. EPA brownfields grant programs would potentially be used for the Glen Ellyn Train Station facilities – especially the pedestrian underpass, where the cleanup of the diesel fuel and other pollutants dropped from passing trains over the years would be necessary in order to proceed with the construction of the underpass.

11. Design and Construct the Mixed-Use Forest Avenue South Parking Structure

Infrastructure

Construct a new parking structure south of the Glen Ellyn Train Station and northeast of the Civic, Leadership, and Learning Center in the vicinity of Duane Street and Forest Avenue. The facility should be designed to accommodate commuter, merchant, and public parking demand.

To accommodate the construction of the parking structure, the Village should work and/or partner with existing business and property owners to relocate them elsewhere in the Downtown, and/or incorporate interested parties in post-construction building occupancy and maintenance. Two commercial properties would be replaced with a parking structure that would include first floor retail, up to 350 new commuter parking stalls (or 200 new and 150 replacement stalls to allow for the construction of the south greenway). The structure would appear to be 2.5 stories from Duane Street and 3.5 stories from the greenway and the railroad tracks. The feasibility of one or more levels of underground parking should be considered as well. Like the north parking structure, the garage should be carefully designed to blend in with the historic character of the Downtown.

Source of Funds and Resources

Village of Glen Ellyn

Metra (may be available for new parking spaces)

Congestion Mitigation and Air Quality (CMAQ)

Tax Increment Financing (TIF)



Figure 54: Mixed-Use Forest Avenue South Parking Structure Area and Concept Plan
Source: maps.live.com with edits by Town Builder Studios, and Town Builder Studios.

12. Design and Consider Constructing the South Downtown Greenway

Infrastructure

Bury 1,100 linear feet of overhead wires and Install the South Downtown Greenway landscape features.

The new Forest Avenue South parking structure can make land available for the construction of the southern portion of the Downtown Greenway. Improvements to the area include landscaping, overhead wire burial, lighting, benches, and a small urban plaza that could be located along the Main Street streetscape, or across from the “Civic, Leadership, and Learning Center”.

The South Downtown Greenway is intended to be a unique feature in the heart of Downtown Glen Ellyn that sets it apart from other communities along Metra’s Union Pacific – West Line and other western suburbs. The anticipated programming is intended to include beautification (e.g. a new train station in a garden setting, lush landscaping, a small street-side plaza, etc.) and “passive” recreation (e.g. art sculpture, train watching, picnics, etc.), and not “active” recreation (e.g. play fields for team sports).

The greenway should be programmed with passive – not active – recreational uses, with the exception of the Illinois Prairie Path.

The Village Board (“Board”) held a special workshop on October 5, 2009, and discussed this element only as a suggestion for reasons stated in the ordinance found in Appendix A. Specific to this item, the South Downtown Greenway, below is an outline of the Village President’s perception of the Board’s decision to remove the south greenway as designed:

- The North Downtown Greenway is approved.
- A gathering place/town square is favored (for which the South Downtown greenway does not provide).
- The Board respected the need for an east-west connection.
- The area south of the tracks can become more aesthetically-pleasing without moving the parking off-site.
- Parking, safety, access, economics, and maintenance issues are concerns for any future endeavor in this area.

The preference of the majority of the Board with respect to open space in our Downtown is not unlike an enhanced version of the 2001 Village Comprehensive Plan, which, like the Downtown Strategic Plan, many caring residents worked on passionately. The majority of the Board believed that the Prairie Path and parking lots could be enhanced with year-round landscaping, and the area could be made more aesthetically-pleasing, while allowing for a beautiful, permanent place for town gatherings such as the Farmer’s Market.

Source of Funds and Resources

Village of Glen Ellyn

Open Space Lands Acquisition and Development (OSLAD) Program

Tax Increment Financing (TIF)

Nonpoint Source Management Grant



Figure 55: South Downtown Greenway Area

Source: maps.live.com with edits by Town Builder Studios.

13. Encourage and Facilitate Downtown Building Maintenance and Modernization

Development

Downtown Building Restoration, Remodeling, and Modernization - Restore and remodel existing historic buildings, and construct new infill buildings with designs that are sensitive to the historic nature of the Downtown.

Reinvesting in existing Downtown buildings includes maintenance, upgrades, and restoration. All replacement and remodeling efforts should be sustainable, energy-efficient, and historically-sensitive. Educate Downtown property owners about improvement programs, and ensure improvement funding opportunities remain available.

Source of Funds and Resources

Private Funding

Glen Ellyn Economic Development Corporation – Façade Grant Program

Glen Ellyn Economic Development Corporation – Grant Program for Interior Building Renovations

U.S. Small Business Administration (SBA) – Basic 7(a) Loan Guaranty

U.S. Small Business Administration (SBA) – CDC/504 Program

U.S. Small Business Administration (SBA) – Microloan Program

Opportunity Illinois: Historic Preservation Loan

The National Trust Preservation Fund



Source: Town Builder Studios.

Figure 56: Glen Art Theatre Renovation – A Priority Building

Restore and remodel the Glen Art Theatre, including streetscape enhancements to improve access to the theatre.



The Glen Art Theatre is a major attraction in the Downtown. It has been remodeled multiple times over the years, including the division of the one theatre into four screens. According to the current theatre owner, there is a push from the film industry to upgrade theatre equipment to all digital. The Glen Art Theatre possesses reel-to-reel equipment at this time, which is outdated. Equipment upgrades, historically-sensitive modernization of the building's interior, and restoration of the exterior, are necessary to continue a successful and unique business. Source of Funds and Resources: Private, with potential aid from the Village or the EDC.

Source: maps.live.com with edits by Town Builder Studios.

14. Facilitate a Private South Main Mixed-Use Development

Development

Construct a new mixed-use building on the Village-owned existing South Main public parking lot property that also accommodates tenant and public parking needs.

The Village should partner with a private entity to coordinate the construction of a mixed-use development. The building could contain approximately 18,000 square feet of retail and office space and approximately 30 dwelling units over structured parking (partially below grade). The residential dwelling units should be stepped back at least 20 feet from the storefront so the building would appear to be two stories in height. The existing public parking should be replaced in the parking structure.

Careful attention should be made to ensure that any public parking displaced to accommodate the project is replaced nearby or included in the design of the new development. In addition, the Village may wish to consider constructing the south parking structure prior to redeveloping this site to ensure that ample parking continues to be available on the south side of the railroad tracks.

Source of Funds and Resources

Village of Glen Ellyn – Potential Land Donation or Lease

Private Funding

Tax Increment Financing (TIF)



*Figure 57: South Main Mixed-Use Development Area, Concept Plan, and Perspective Sketch
Source: maps.live.com with edits by Town Builder Studios, and Town Builder Studios.*

15. Facilitate a Private Residential Development on Existing Church Parking Lot and Village-Owned Parking Lot

Development

Construct a new residential development at the northeast corner of Hillside Avenue and Glenwood Avenue that also accommodates tenant and Church parking needs.

The Village should work with existing business and property owners to relocate them elsewhere in the Downtown. In addition, the Church is anticipated to be a partner in this development. The multiple family residential components could include two buildings, both of which could accommodate three levels of residential living. The lowest level of parking in the north building could replace the existing Church parking stalls, and the balance of the lower level parking could accommodate the parking needs of the residential buildings. The north and south buildings could be constructed in separate phases.

Source of Funds and Resources

Village of Glen Ellyn – Potential Land Donation or Lease

St. Petronille Church

Private Funding

Tax Increment Financing (TIF)



Figure 58: Private Residential Area and Concept Plan

Source: maps.live.com with edits by Town Builder Studios, and Town Builder Studios.

16. Facilitate a Potential Fire Department Relocation and the Redevelopment of the Existing Fire Station Site

Development

Construct a new mixed-use building on the existing Fire Station property, if the Fire Company determines that it needs a new facility or it is determined to be in the best interest of the Village to relocate the facility.

The Village should work with existing business and property owners to coordinate the redevelopment of a portion of the existing Fire Station property. The southeastern portion of the Village-owned property could be redeveloped to accommodate a 12,000 square-foot commercial building at the corner of Main Street and Pennsylvania Avenue. This development could be a one- or two-story mixed-use building, with off-street parking to the north of the building site.

The new location of the station should be carefully studied and selected to ensure that it meets the public safety needs of the Village.

Source of Funds and Resources

Village of Glen Ellyn – Potential Land Donation or Lease

Private Funding

Tax Increment Financing (TIF)



Figure 59: Existing Fire Station Area

Source: maps.live.com with edits by Town Builder Studios.

17. Facilitate a Potential Police Department Relocation and the Creation of the Civic, Leadership, and Learning Center

Development

Create a Civic, Leadership, and Learning Center in the existing Civic Center, if it is determined that the Police Department needs new facilities.

If it is determined that the Police Department should re-locate, the existing Police Department space could be converted into a public use. Perhaps it could be used for the new permanent Downtown Organization. The current Civic Center building currently accommodates leadership functions and this plan recommends maximizing this aspect and promoting the entire complex as the “Civic, Leadership, and Learning Center”. It is also possible that this facility could be a location for select College of DuPage activities.

The location of any new station should be carefully studied and selected to ensure that the public safety needs of the Village are met. In addition, the Village may choose to maintain a small satellite station in the “Civic, Leadership, and Learning Center”, if a Downtown police presence is deemed desirable.

Source of Funds and Resources

Village of Glen Ellyn

College of DuPage

Private Funding

Tax Increment Financing (TIF)



Source: Town Builder Studios.

18. Facilitate a Private Residential and Mixed-Use Neighborhood Development in the Crescent Boulevard and Glenwood Avenue Area

Development

Transform retail and service areas into a cohesive, mixed-use residential neighborhood.

The Village will work with existing business and property owners to determine which ones would benefit from relocating to a more visible and high traffic address. Assuming that there are collective groups of property owners who desire to relocate elsewhere in the Downtown, this area could accommodate a three-phase redevelopment at the intersection of Crescent Boulevard and Glenwood Avenue.

- **Phase I.** A multiple family residential redevelopment at the northeast corner can introduce 60 new dwelling units into the Downtown, with four levels of residential living above one level of at-grade parking.
- **Phase II.** A multiple family residential development at the southeast corner can introduce 24 new dwelling units into the Downtown, with two levels of residential living above one level of at-grade parking.
- **Phase III.** A primarily residential, mixed-use development at the northwest corner can introduce 18,000 square feet of new retail development and 168 new dwelling units into the Downtown, with four levels of living space above one or two floors of lower level parking.

All phases should provide parking for the residential dwelling units and Phase III could provide approximately 124 stalls for displaced public and/or commuter parking. An estimated overall height of 55 feet for Phase I would require a zoning adjustment from C5A Central Retail Core Sub-District to C5B Central Service Sub-District with a Special Use Permit, an amendment to the C5A height requirements, or the adoption and application of a new zoning district.

Source of Funds and Resources

Village of Glen Ellyn

Private Funding

Tax Increment Financing (TIF)



Phase I



Phase II



Phase III

*Figure 60: Private Residential and Mixed-Use Neighborhood Development Area – Phases I, II, and III
Source: maps.live.com with edits by Town Builder Studios.*

Costs and Revenues

Uses of Funds

Many of the aforementioned projects are identified in the Public/Private Redevelopment Projects matrix. This matrix identifies estimated costs, revenues, and potential gaps between the two to identify which projects may be achieved on their own and which ones may need financial assistance from the Village.

Assumptions

The following factors are the assumptions used to create a tangible and balanced Downtown project proforma and implementation strategy. The factors in 2009 dollars are as follows:

Acquisition - Private Property	\$40	per square foot of land
Acquisition - Public Property	\$15	per square foot of land
Acquisition - Public/Private Partnership	\$0	per square foot of land
Demolition	\$250,000	per acre of land
Hard Construction Costs - Condominium	\$130	per square foot of building area
Hard Construction Costs - Townhome	\$160	per square foot of building area
Hard Construction Costs - Retail	\$125	per square foot of building area
Soft Construction Costs	18%	of hard construction costs
Mid-Rise Condominium Sales	\$275	per square foot of building area
Townhome Condominium Sales	\$285	per square foot of building area
Mixed-Use Residential Sales	\$150	per square foot of building area
Retail Sales	\$275	per square foot of building area
Parking Garage Costs	\$20,000	per stall
Parking Garage Sales	\$25,000	per stall
Contingency	10%	of development and soft costs
Equity	35%	of development, soft costs, and contingency
Interest	7%	of equity
Burial - Overhead Utilities	\$75,000	per pole
Building Maintenance and Modernization	\$30	per square foot of building area

While each factor above could be debated, it is certain that a return on investment (ROI) of 8% to 20% for a specific project is required to be privately financed. A public project with a negative ROI will require financial assistance or incentive.

Table 3:

Public/Private Redevelopment Projects and Initiatives – Matrix

The following matrix outlines estimated costs and revenues for select redevelopment projects in Downtown Glen Ellyn.

Type of Effort	Project Number	Description	Status	Land Building		Land Assemblage (1)		Estimated Construction, Installation, or Operating Costs (1)		Total Development Costs (1)	Sources of Financing (1)		Lead/Participants
				(acres)	(square feet)	acquisition	demolition and clearance	hard	soft		Sales	Gap	
Initiatives													
<i>Administration</i>													
	1	Permanent Downtown Organization	not started	0.0	0	\$0	\$0	\$0	\$200,000	\$200,000	\$0	-\$200,000	Village
	2	Historic Downtown District	not started	0.0	0	\$0	\$0	\$0	\$20,000	\$20,000	\$0	-\$20,000	Village
	3	Zoning Code and Development/Administrative Review Process Improvements	not started	0.0	0	\$0	\$0	\$0	\$20,000	\$20,000	\$0	-\$20,000	Village
	Total			0.0	0	\$0	\$0	\$0	\$240,000	\$240,000	\$0	-\$240,000	
<i>Public-Private Partnerships</i>													
	4	College of DuPage Partnership	not started	0.0	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Village/College of DuPage
	Total			0.0	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Projects													
<i>Infrastructure</i>													
	5	Analyze the Downtown Traffic Circulation System (for two-way traffic analysis only)	not started	0.0	0	\$0	\$0	\$35,000	\$0	\$35,000	\$0	-\$35,000	Village/Federal/State
	6a	Public Signage, Wayfinding, and Streetscaping - Five Corners and Roosevelt Road	not started	0.0	13,500	\$0	\$0	\$900,000	\$100,000	\$1,000,000	\$0	-\$1,000,000	Village/Federal/State
	6b	Public Signage, Wayfinding, and Streetscaping - Oak, Hawthorne, Anthony, Hillside, Hill, Fairview	not started	0.0	14,000	\$0	\$0	\$900,000	\$100,000	\$1,000,000	\$0	-\$1,000,000	Village/Federal/State
	6c	Public Signage, Wayfinding, and Streetscaping - Main Street Parkway Improvements	not started	0.0	25,000	\$0	\$0	\$1,300,000	\$200,000	\$1,500,000	\$0	-\$1,500,000	Village/Federal/State
	6d	Public Signage, Wayfinding, and Streetscaping - Burial of Overhead Utilities - Main Street (3)	not started	0.0	0	\$0	\$0	\$8,250,000	\$200,000	\$8,450,000	\$0	-\$8,450,000	Private/Fed/State/Village
	7	Main Street and Crescent Boulevard Streetscape, and the North Downtown Greenway Construction	not started	0.0	0	\$0	\$0	\$2,800,000	\$650,000	\$3,450,000	\$0	-\$3,450,000	Village/Federal/State
	8	Recreational and Multiple-Use Paths (7)	some segments exist	0.0	0	\$0	\$0	\$1,600,000	\$288,000	\$1,888,000	\$0	-\$1,888,000	Private/Fed/State/County/Village
	9	Mixed-Use Forest Avenue North Parking Structure	conversation with Metra, two property owners	1.0	26,000	\$1,600,000	\$115,000	\$10,000,000	\$3,600,000	\$15,315,000	\$10,825,000	-\$4,490,000	Private/Fed/State/Village
	10	New Train Station Facilities and Pedestrian Underpass	conversation with Metra	0.0	0	\$0	\$50,000	\$17,000,000	\$4,200,000	\$21,250,000	\$0	-\$21,250,000	Village/Federal/State
	11	Mixed-Use Forest Avenue South Parking Structure	conversation with Metra, two property owners	1.2	14,000	\$4,175,000	\$300,000	\$9,950,000	\$3,850,000	\$18,275,000	\$5,350,000	-\$12,925,000	Private/Fed/State/Village
	12a	South Downtown Glen Construction	not started	0.0	0	\$0	\$0	\$2,000,000	\$500,000	\$2,500,000	\$0	-\$2,500,000	Village/Federal/State
	12b	Burial of Overhead Utilities - South Downtown Greenway Construction (4)	not started	0.0	0	\$0	\$0	\$1,350,000	\$243,000	\$1,593,000	\$0	-\$1,593,000	Private/Fed/State/Village
	Total			2.2	92,500	\$5,775,000	\$465,000	\$56,085,000	\$13,931,000	\$76,256,000	\$16,175,000	-\$60,081,000	
<i>Development</i>													
	13	Downtown Building Maintenance and Modernization (5)	not started	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	Private/Village
	14	Main Street South Mixed-Use Development	not started	0.8	48,000	\$0	\$0	\$9,450,000	\$3,375,000	\$12,825,000	\$15,100,000	\$2,275,000	Private
	15	Residential Redevelopment on Existing Church and Village Parking Lots	not started	1.5	84,000	\$1,692,000	\$360,000	\$17,020,000	\$6,280,000	\$25,352,000	\$27,300,000	\$1,948,000	Private
	16	Potential Fire Department Relocation and Redevelopment of the Existing Fire Station Site (2)	not started	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	Private/Fed/State/Village
	17	Potential Police Department Relocation and Civic, Leadership, and Learning Center Creation (6)	not started	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	Private/Fed/State/Village
	18a	Glenwood-Crescent Residential and Mixed Use Redevelopment - Phase 1	not started	0.8	60,000	\$1,400,000	\$200,000	\$10,000,000	\$3,720,000	\$15,320,000	\$18,950,000	\$3,630,000	Private
	18b	Glenwood-Crescent Residential and Mixed Use Redevelopment - Phase 2	not started	0.4	24,000	\$285,000	\$0	\$4,420,000	\$1,590,000	\$6,295,000	\$7,600,000	\$1,305,000	Private
	18c	Glenwood-Crescent Residential and Mixed Use Redevelopment - Phase 3	not started	2.6	186,000	\$3,000,000	\$431,000	\$33,090,000	\$12,105,000	\$48,626,000	\$58,050,000	\$9,424,000	Private
	Total			6.1	402,000	\$6,377,000	\$991,000	\$73,980,000	\$27,070,000	\$108,418,000	\$127,000,000	\$18,582,000	
Total Project Area				8.3	494,500	\$12,152,000	\$1,456,000	\$130,065,000	\$41,241,000	\$184,914,000	\$143,175,000	-\$41,739,000	

(1) Assumes 2009 Dollars
 (2) Estimates are for the redevelopment of the existing Fire Station site only. Fire Department relocation cost estimates to be determined by the Village during the programming phase.
 (3) Assumes the removal of a rough estimate of 110 poles at 1 pole per 100 linear feet over a 2-mile distance.
 (4) Assumes the removal of 18 poles.
 (5) Assumes building area is the same as the Downtown retail square footage from the Market Analysis.
 (6) Cost estimates to be determined by the Village during the programming phase.
 (7) Assumes an 8-foot wide 1.5-mile Lake Ellyn looped path, and 4.2 miles of on-street bicycle route directional signage.

Acquisition - Private Property	\$40	per square foot of land
Acquisition - Public Property	\$15	per square foot of land
Acquisition - Public/Private Partnership	\$0	per square foot of land
Demolition	\$250,000	per acre of land
Hard Construction Costs - Condominium	\$130	per square foot of building area
Hard Construction Costs - Townhome	\$160	per square foot of building area
Hard Construction Costs - Retail	\$125	per square foot of building area
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Contingency	10%	of development and soft costs
Equity	35%	of development, soft costs, and contingency
Interest	7%	of equity
Burial - Overhead Utilities	\$75,000	per pole
Building Maintenance and Modernization	\$30	per square foot of building area

Figure 61:
Phase I: Public/Private Redevelopment Projects – Illustrative Plan



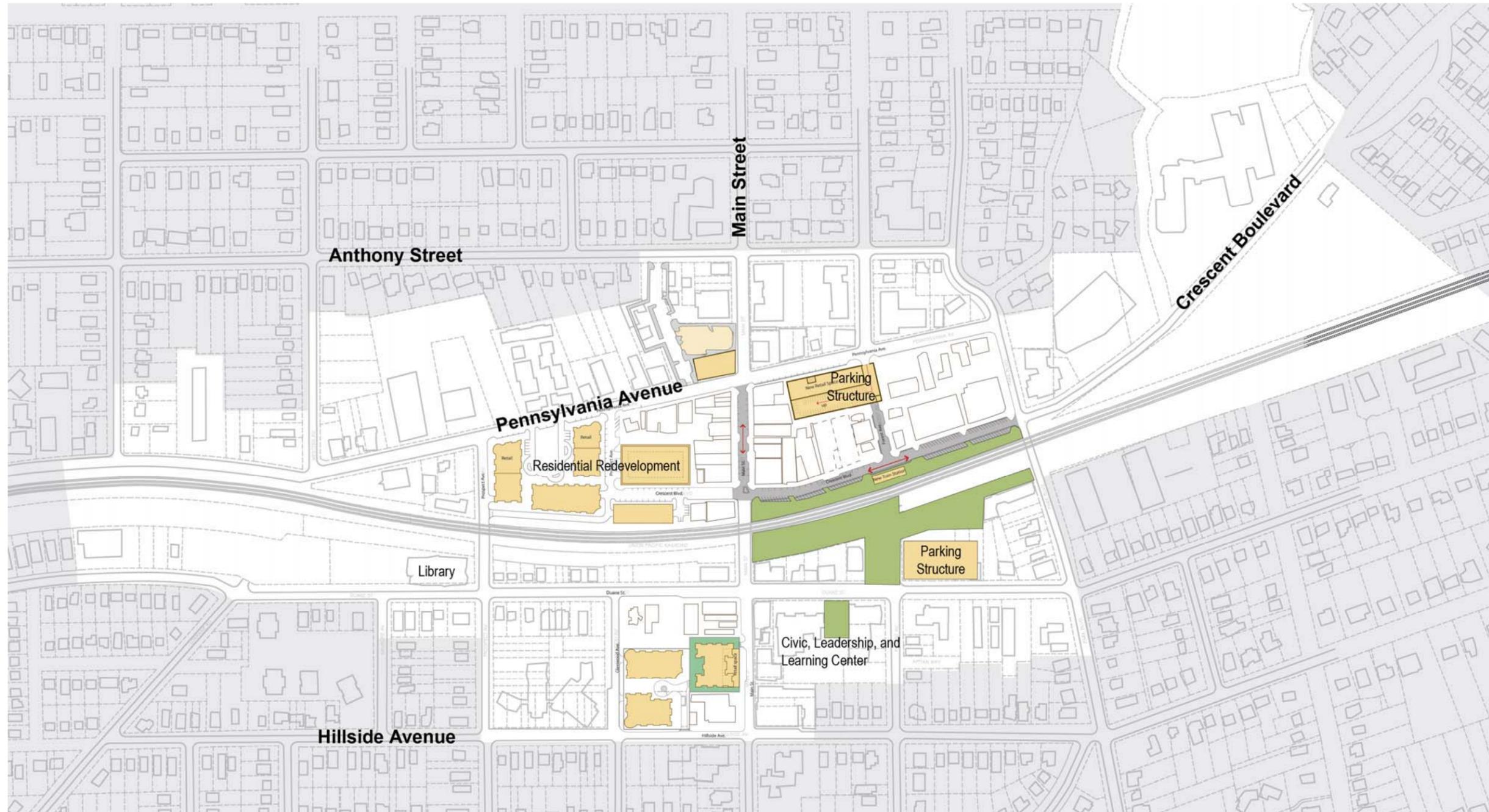
Figure 62:
Phase II: Public/Private Redevelopment Projects – Illustrative Plan



Figure 63:
Phase III: Public/Private Redevelopment Projects – Illustrative Plan



Figure 64:
Phase IV: Public/Private Redevelopment Projects – Illustrative Plan



Sources of Funds

Identifying funding sources for the reinvestment projects and initiatives in Downtown Glen Ellyn will be critical to realizing the vision. Organized partnerships and solid financial commitment levels are signals to the development community that the Village's elected and appointed officials are serious about reinvesting in Downtown Glen Ellyn. Although not exhaustive, this chapter identifies potential funding sources for various projects and initiatives.

Filling in the Gap (Incentives)

Larger-scale redevelopment projects may require funding tools from various sources to help make the project financially viable if there is a gap between private developer debt and equity, and the costs related to designing and constructing a redevelopment project. Glen Ellyn Train Station reconstruction, Downtown parking structures, and new developments on Village-owned property will likely involve multiple-party financing, including a cost share by the Village and potentially private developers.

Due to the complexity and diversity of issues typically involved in redevelopment projects, (environmental, transportation, infrastructure, land acquisition and assembly, building demolition and/or rehabilitation, and business recruitment), a municipality needs a number of resources to help address the varying aspects of a redevelopment project. Municipalities across the country have demonstrated that locally-controlled economic development tools are critical components to the redevelopment process. Local funding sources such as Tax Increment Financing (TIF), Special Service Areas (SSAs), property tax abatements, and land acquisitions and/or write-downs, empower municipalities to guide redevelopment and provide timely assistance, which is critical to making today's development projects a reality.

The Village must recognize that many of the infrastructure, parking, and transit improvements will not be realized without the support of the Village's business and residential community. It is highly recommended that the Village build upon the public participation efforts established during the Downtown Strategic Plan process, and communicate how the proposed projects and initiatives will be critical in maintaining and enhancing the character and vitality of the Downtown. In addition, approaching Downtown reinvestment with a set of short-, medium-, and long-term phasing strategies, and utilizing a combination of public and private sector funding sources, are the means necessary to make the Downtown Strategic Plan a reality.

Redevelopment Tools

Development incentives will play a critical role in helping the Village create a healthy and vibrant Downtown, and financing tools will be necessary to encourage private investment.

Local, State, and Federal tools are available to assist the Village of Glen Ellyn in implementing the plan over multiple phases of reinvestment. The Village is encouraged to begin the process of pursuing a commitment from these funding sources soon after the adoption of this plan.

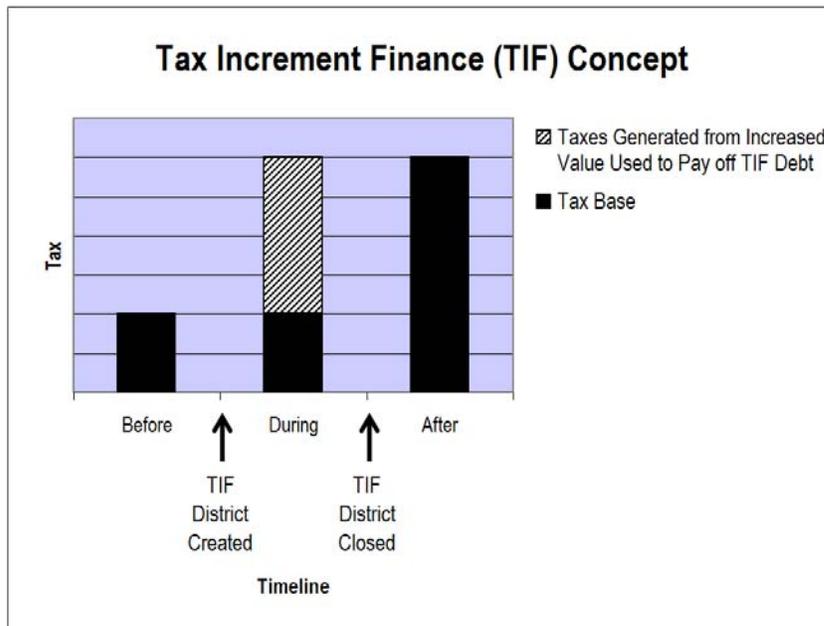
- Economic Development Tools. Incentive and loan programs that provide direct support for development projects or specific businesses.
- Technical Assistance Tools. Grant programs to cover costs for planning, economic analysis, and development advisory services.
- Transportation Tools. Funding for road, bridge, rail, mass transit, and other infrastructure programs.
- Park and Recreation Tools. Programs designed for open space and trail improvements.
- Brownfield Tools. Programs designed for environmental remediation and brownfield redevelopment.

Tax Increment Financing (TIF)

The use of TIF should be analyzed because it serves a number of purposes related to the Downtown Strategic Plan:

- **Commitment.** A TIF signals to the development community that the Village is committed to reinvesting in the Downtown.
- **Public Policy Funding.** A TIF provides a source of funding to conduct basic activities such as the drafting and adoption of public policies, the drafting and establishment of design guidelines, and the identification and marketing of reinvestment properties.
- **Infrastructure Funding.** A TIF provides a source of funding for the design and construction of parking, parkland, and streetscaping facilities, and utilities.
- **Project Funding.** A TIF provides a source of funding for property assembly and site preparation.

A TIF captures all new property tax revenues within a previously-specified area and reinvests the revenues back into the district for a period of up to 23 years. When a TIF is established, the total value of all property in the district is identified as the Base Equalized Assessed Value (Base EAV). The property taxes generated by the Base EAV within the district are distributed to all taxing entities on a prorated basis as it exists today. The property taxes generated by the new value above the Base EAV (Increment) are deposited into the municipality's TIF fund. The Increment occurs as a result of private investment new development, the rehabilitation of existing buildings, and growth in property values through property revaluation. When the TIF is closed, the property taxes generated by the Increment are distributed to all taxing entities on a prorated basis in accordance with TIF procedures.



When a TIF District is created, the governing body borrows money to pay for development-related improvements, such as new water and sanitary sewer mains, and private developers build new buildings. The value of the properties with new buildings increase in value. The increased taxes that result from the increased value will help pay off the TIF debt. Once the debt is paid off, the TIF District is closed and the tax that once was used to pay off the TIF debt is now distributed to the underlying taxing districts according to their tax rates.

Figure 65: Tax Increment Finance Concept
Source: Town Builder Studios.

¹ A majority of the Village Board was not in favor of the South Downtown Greenway project at the time of plan adoption; therefore, further discussion of this concept is recommended prior to commencing any studies or engineering analysis for this project.