

A TECHNICAL ASSISTANCE PANEL REPORT

Irving Park Road Corridor TAP

Hanover Park, IL

August 1-2, 2012



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Institute**

Chicago



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In October 2010, CMAP was awarded a Sustainable Communities Regional Planning grant by the U.S. Department of Housing and Urban Development (HUD) to assist with the implementation of GO TO 2040. With funding from this grant, CMAP has launched the Local Technical Assistance (LTA) program, which provides assistance to communities across the Chicago metropolitan region to undertake planning projects that advance the principles of GO TO 2040.

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CONTENTS

- 2 Charge to the Panel
- 3 Community Engagement
- 4 Background
- 5 Retail Analysis and Findings
- 9 Recommendations
- 17 Next Steps and Long-Term Strategies

Irving Park Road: Right-Sizing Retail for Revitalization

Charge to the Panel

In 2010, the Village of Hanover Park updated its Comprehensive Plan with an objective of making the Village a desirable place to live, work, and play. Since that time, the Village has successfully improved the quality of life for its residents on multiple fronts by investing in a new police station, plans for the Village Center transit-oriented development near its Metra station, streetscaping and an entryway sign along Barrington Road, and a Village-wide arterial fence program.

With these successful projects underway, the Village is ready to turn its focus to the next chapter of the Comprehensive Plan, which highlights the need for improvements along the Irving Park Road Corridor, a two-mile stretch of Irving Park Road between Astor Avenue on the west and Wise Road on the east. Though the western portion of the Corridor contains relatively stable locally-based retail, high vacancy rates in the shopping centers on Barrington Road and an overabundance of available space contribute to the Village's overall retail vacancy rate of about 30 percent.

Seeking ways to strengthen the Village, bolster existing retail, and create additional community assets, Village leaders were awarded a grant from the Chicago Metropolitan Agency for Planning (CMAP) to envision the future of the Irving Park Road Corridor.

To better understand the redevelopment possibilities for the Irving Park Road Corridor in today's challenging economic climate, Mayor Rodney Craig invited the Urban Land Institute (ULI Chicago) to convene a Technical Assistance Panel (TAP) of experts to review the various sites along Irving Park Road and offer informed recommendations for strategic improvements and redevelopment.

The Irving Park Road TAP met in August 2012 to analyze the Irving Park Road Corridor for its redevelopment and revitalization possibilities. Many of the businesses along the Corridor are small independent retailers that lack national brand identity and visibility along this fast-moving automotive artery. The panel's recommendations centered on a common theme: that connecting these businesses more closely to each other and to the surrounding neighborhoods will strengthen Hanover Park's economic base and quality of life. Strategically positioning retail and co-locating land uses to create synergies between retail and community activities such as recreation, education, library, medical and fitness centers will increase the Corridor's sense of place and commercial vitality. Bike and pedestrian improvements along the Corridor will create better connections between retail centers and adjacent neighborhoods, increase road safety and encourage residents to spur revitalization by shopping locally.

The panel was chaired by James Matanky, President of Matanky Realty Group and Illinois Director for the International Council of Shopping Centers. An additional 10 land use professionals with experience in acquisition and financing, market analysis and plan-



Examples of the recent investments in the Village include community assets like public safety facilities and a library.

ning brought their expertise to the panel. The panel also benefitted from a working lunch with Mike Reed, Director of Real Estate at SuperValu, Inc., who offered his analysis of the Irving Park Road Corridor from the perspective of a national grocery retailer.

Together the panelists toured the Irving Park Road Corridor, interviewed stakeholders and reviewed relevant market data to offer objective, viable recommendations on potential uses of the Corridor in line with stakeholder input, market realities and best practices in the development field. As requested by Village officials, TAP panelists also developed short-term action steps Hanover Park can take quickly to improve the Corridor and enhance the retail environment.

Scope of Work

The questions posed to the Hanover Park TAP were:

1. What are the current market dynamics and opportunities along this strip of the Irving Park Road Corridor?
2. How can the Village connect and position adjacent land use, including parks and green space, to collectively benefit and add value to the retail along the Corridor?
3. What are the opportunities for entrepreneurial or community-based retail or restaurants? How can the Village support their development?
4. How should the Village approach redevelopment of the intersection at Irving Park Road and Barrington Road, including revitalization of the Westview Shopping Center?
5. What policies and economic resources should the Village consider to support redevelopment?



CMAP outreach meetings collected information and ideas from community stakeholders in advance of the TAP.

Community Engagement

The Village of Hanover Park, CMAP and ULI Chicago incorporated significant community and stakeholder input into the panel process.

To prepare for the TAP, CMAP conducted three meetings with local stakeholders: community residents, businesses involved with Hanover Park's Committee on Networking Education and Community Teamwork (CONNECT) and local business owners along the Corridor - with emphasis on populations typically under-represented in community planning. These meetings provided a forum for residents and business owners to voice what they like about the Corridor now, which existing businesses are successful, the extent to which locals currently shop along the Corridor and their ideas for future improvements.

During the TAP, panelists conducted additional interviews with a diverse group of area stakeholders (including community residents, school and social service agency representatives, religious leaders, business owners and representatives of neighboring governing bodies) to gain their insights on the Corridor. ULI Chicago and the Village of Hanover Park co-hosted an open reception for the panel to connect informally with the entire community as well.

Clear themes and concepts emerged from these engagements. The panel gained insight into successful businesses along the Corridor, such as the ice cream shop, the bakery and the bike shop, and what residents enjoyed about the experience along Irving Park Road, such as the new library and the ball fields. In interactions with local business leaders, panelists heard concerns about the retail sales tax, property tax, communication with the Village and code enforcement. In discussions of the physical challenges of the Corridor, the panel uncovered perception issues around safety. The community felt making the area more pedestrian-friendly, reducing curb cuts and improving crosswalks, lighting and signage would address these concerns. Residents and business owners agreed that the area was in need of investment, and were excited about revitalization.

Background

Located about 30 miles northwest of downtown Chicago, the Village of Hanover Park straddles Cook and DuPage counties, four townships and multiple school districts. Surrounding municipalities include Streamwood, Roselle, Bartlett and Schaumburg.

Residents say they like Hanover Park's affordable home prices, school quality and convenient access to transit. With a Metra station and convenient access to major highways, Hanover Park residents can easily reach O'Hare Airport, downtown Chicago and other northwest suburbs. Recently, Hanover Park partnered with neighboring suburbs to increase Pace bus service near the Irving Park Road Corridor. The advantages of Hanover Park's easy access to transit are coupled with the retail challenges of a "bedroom community," where most adults commute elsewhere to shop and work.

The Irving Park Road Corridor is a five-lane suburban arterial that runs west-east through the northern (Cook County) portion of Hanover Park. Irving Park Road is heavily traveled, serving over 33,000 cars daily. Retail property here consists primarily of commercial strips on shallow lots, with individual curb cuts for each building. The study area of less than two miles includes many small businesses in aging, disconnected buildings, and vacancies in the shopping centers from Barrington Road, eastward.



Affordable housing stock and access to transit are amenities that attract residents to Hanover Park, but also solidify its identity as a "bedroom community."



The heavily-traveled Corridor is car oriented, with little continuity between adjacent strip-centers – triggering access challenges.



Left: Recent TIF-funded improvements along the corridor have created landscaped and walkable environments, positively impacting the experience for pedestrians and making retail in Hanover Park more attractive. This streetscape provides a strong contrast to much of the existing sidewalk grid along the corridor, as demonstrated in the photo on the right. Extending these improvements throughout the corridor and connecting these segments into the neighborhoods is a strong next step for the Village.

The panel observed that the Corridor's strengths, such as its population density and young families, offer retail opportunities. The area also enjoys an established entrepreneurial base, potential connections to walkable neighborhoods, public transit, a library and other community assets. The governmental cooperation established between Hanover Park and its neighbors is also an asset in planning for redevelopment. However, the Corridor is challenged by large vacancy rates in existing retail spaces and physical barriers between people and retail. Lack of street lighting and wayfinding signage are other important challenges.

Retail Analysis and Findings

Hanover Park is a diverse community of young families, with lower income and larger household size than the surrounding suburbs. Between 2000 and 2010, Hanover Park's Latinos, Asians and African Americans all saw their numbers grow, to 38 percent, 15 percent and 7 percent, respectively. Census data indicate a median income of \$63,649, higher than Cook County's median income of \$53,942, and lower than the DuPage County median income of \$76,581.

Because of Hanover Park's socioeconomic diversity and proximity to regional retailers, the Village is subject to a consumer tendency that major retailers call "shopping up." This describes the behavior of leaving one's community to shop in a neighboring community with higher-quality retail. The implication for Hanover Park is that its higher-income residents will leave the

Village to shop and only lower-income consumers from neighboring communities will come to Hanover Park. Left unchecked, this dynamic is likely to spawn a vicious cycle where fewer and fewer national retailers would view the Village as a desirable location, exacerbating the trend and ultimately hindering the Village's efforts to attract more people to the community.

If Hanover Park wishes to attract its neighbors to shop the Irving Park Road Corridor, it will have to make the area feel comfortable for those in neighboring communities. Lighting and streetscape improvements are only the first steps toward this ambitious goal.

The retail categories currently present on the Irving Park Road Corridor, especially the large number of pawn and tire shops, appear to undersell the pub-

lished demographics of Hanover Park and are likely to discourage higher-end shoppers. Thoughtful management of the special-use permitting process could reshape the retail mix along the Corridor and make it more attractive and friendly to shoppers from neighboring communities.

At the same time, conversations with school staff and social service providers indicate that U.S. Census data may not provide the whole story of Hanover Park's demographics. Immigrant families doubling up on housing may indicate even more people at lower incomes in Hanover Park than 2010 Census statistics show. This may explain the success of some lower-market retailers, like the Dots clothing store in the Westview Shopping Center. To get at the real numbers and true retail needs of consumers who live near the Corridor, Hanover Park may wish to work with an innovative market research firm (see Innovative Market Research box, right).

In multiple conversations with local business owners, the issue of Hanover Park property taxes arose as an obstacle to retail development. Analysis by CMAP validated this concern, finding an 8.6 percent effective rate for commercial properties in the Cook County section of Hanover Park, slightly higher than the effective rates of neighboring Schaumburg and Streamwood (7.6 and 7.8 percent, respectively) and drastically higher than DuPage County, where effective rates are all below 4%, and mostly below 3%. The Village will need to consider the impact of this tax burden as it works to attract and sustain businesses along the corridor (see Property Taxes box, page 8).

While demographic and perceptual challenges exist, the fundamental task Hanover Park faces is right-sizing the amount of available land zoned for retail. Hanover Park cannot out-compete nearby communities like Schaumburg and Hoffman Estates for major retailers because of its smaller population and lower income levels. Large tracts of vacant retail space, like the Old Menards site, could better be repurposed, reducing the Village's high retail vacancy rate.

Innovative Market Research

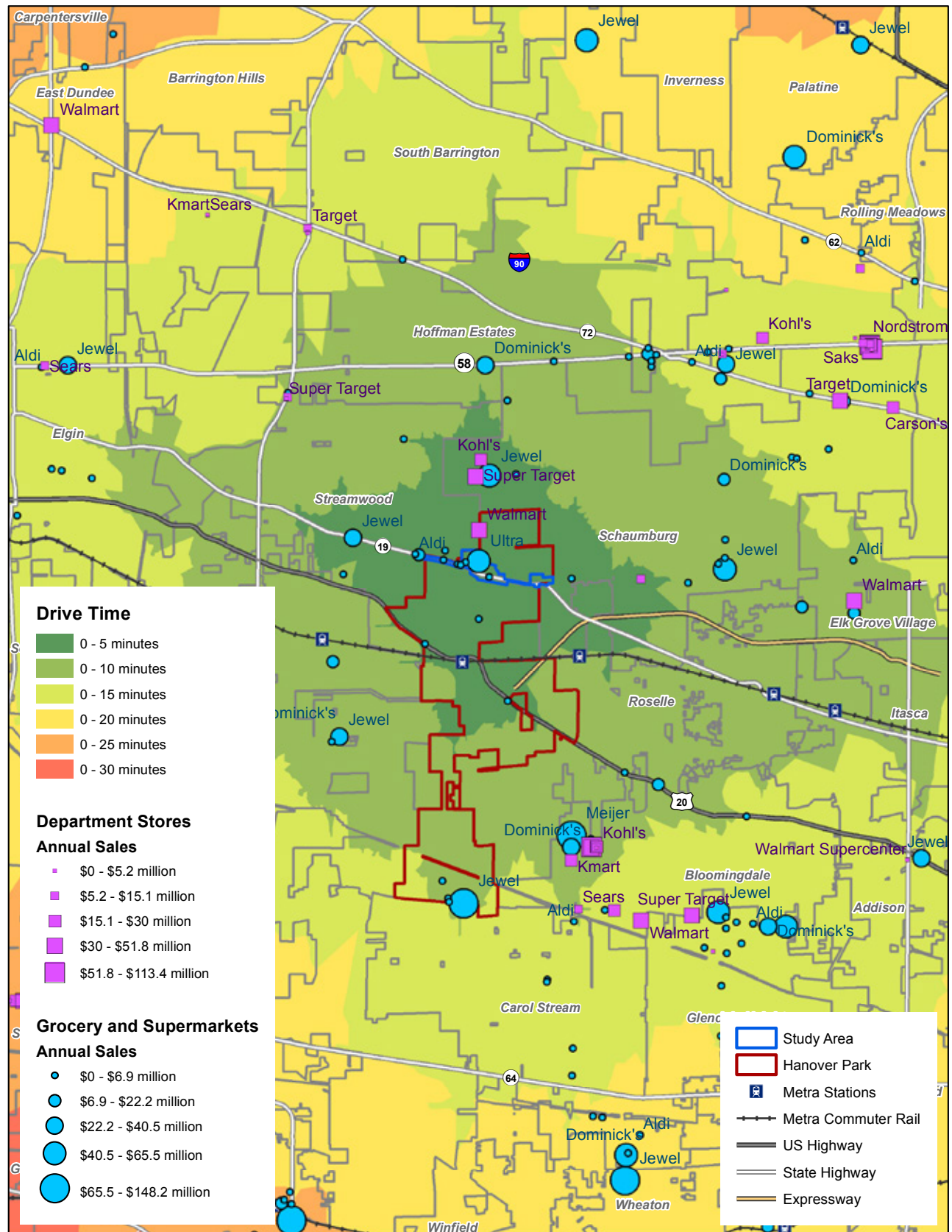
In the Chicago metropolitan area, a key source for innovative market research and analysis is LISC MetroEdge, the market research program of the Local Initiatives Support Corporation, the nation's largest community development intermediary.

LISC MetroEdge uses retailer-approved data sources such as Claritas, plus on-the-ground assessments of a community to correct misperceptions of a market and identify its hidden assets. From there, LISC MetroEdge works with local leaders to create comprehensive retail attraction strategies.

One consequence of high vacancy rates in Hanover Park is "shuffling" retail. Businesses are moving from one storefront to another within nearby retail strips but the overall number of retailers is not increasing. Reducing the amount of space available could concentrate retailers in better-managed properties and stop the shuffle.

Another retail challenge Hanover Park faces is distinguishing between complementary and "cannibalizing" retail within the same strip. As Hanover Park officials work with businesses, it is important to consider how to concentrate retail that creates synergy and increases business for everyone in a strip or center. For example, large grocery stores like to be in centers with other tenants that are not direct competitors and don't threaten the anchor's parking requirements. Menards is a good example of a tenant that synergizes well with a grocery store. However, putting two grocery stores within the same retail area, as may happen soon if a new grocer takes over the old Ultra Foods space, near Carniceria Jimenez, creates competition, not synergy. Such close proximity between two grocers is likely to force one out of business.

Sub-Regional Retail Around Hanover Park



Most national retailers are locating around, but not within, Hanover Park.

Property Taxes

The vast majority of local governments, including school districts, municipalities, and special districts impose a property tax. The property tax rate is derived by dividing the revenue a local government needs by the total equalized assessed value of properties within the taxing district. The State of Illinois requires smaller counties to assess all property at the same percentage of market value. More-populous counties like Cook may choose to apply ratios that vary depending on the class of property. In Cook, residential property is assessed at a lower percentage of market value than commercial and industrial property. As a result, businesses in Cook shoulder more of the property tax burden than residents do.

In the Cook portion of Hanover Park, after accounting for the differing assessment ratios, residential taxpayers pay an effective rate of 3.3% of the market value of the property, while commercial and industrial property taxpayers paid effective rates of 8.6% and 7.9% respectively. These rates are similar to neighboring municipalities in Cook. However, in most communities in DuPage County, effective property tax rates for all classes of property are typically less than 4% of market value.



The amount of land zoned for retail, combined with the 30% vacancy rate of retail in the community, is hindering the ability to attract healthy, quality retail for residents.



A tax rate that's relatively high compared to the DuPage County portion of Hanover Park and rates of neighboring communities' compounds retail viability.

Recommendations

The most important step Hanover Park can take to improve the Irving Park Road Corridor is to right-size the amount of available retail property. This concept provides the foundation for the panel's three overall strategies for improving retail success:

- Support current successful businesses
- Attract new businesses
- Attract more people to shop the Corridor

First and foremost, right-sizing the retail by assembling and converting some acreage to a mixed-use development will increase the customer base for existing businesses. To further support these businesses, the panel recommended the Village designate a staff person to spearhead a business retention initiative. The staffer could challenge CONECT, the Chamber of Commerce and other existing groups to organize a business retention team that would regularly check in with community businesses and proactively determine what supports would help them thrive and grow, as well as respond to potential crises such as rumors of a business departure.

Other recommended steps include expanding the strong, existing partnerships the Village has formed with local community colleges to include entrepreneurial training, partnering local industries with small businesses to serve as mentors and creating TIF-funded supports like a Small Business Improvement Fund (SBIF), revolving loan funds and rebate programs to help with signage, building facade improvements and renovations. Finally the business retention initiative should address real and perceived barriers to business development in Hanover Park: code enforcement, taxes, security, etc.

Though at first glance it may seem paradoxical, reducing the oversupply of retail space is also key to attracting new businesses. More concentrated retail is likely to draw higher-quality tenants and create synergy among clustered businesses. To more accurately understand community demographics, the panel recommended working with an innovative market research firm (see Innovative Market Research box, page 6) to assess the area's buying power and the kinds of retail most likely to draw nearby customers.

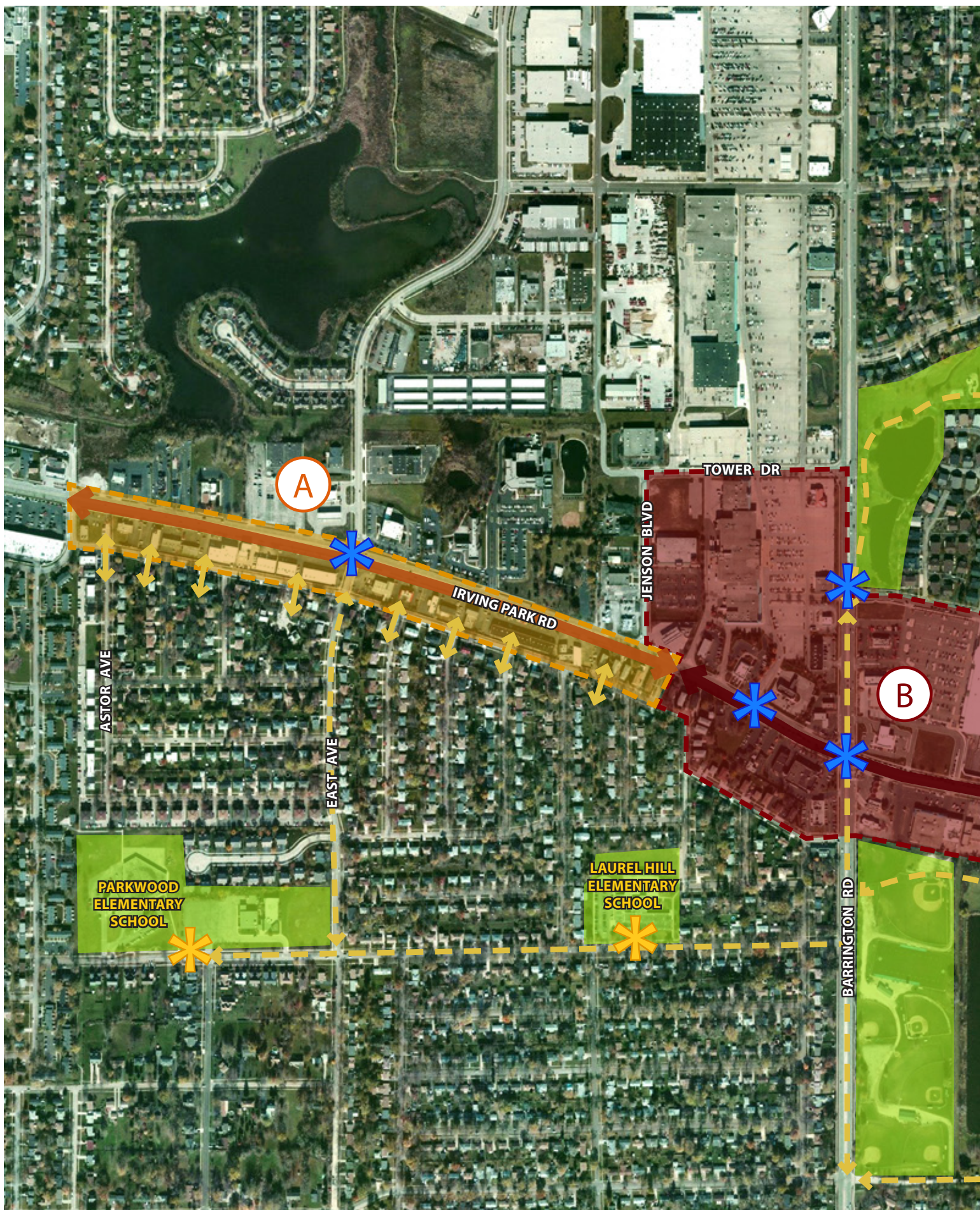
To accommodate its growing population and attract more people to the Corridor, the panel recommended repurposing long-vacant, disconnected retail property for a different land use: new housing. The panel also recommended creating green links between the Corridor and neighboring residential areas to increase foot and bike traffic; and developing a marketing program to introduce local residents to existing community retailers.

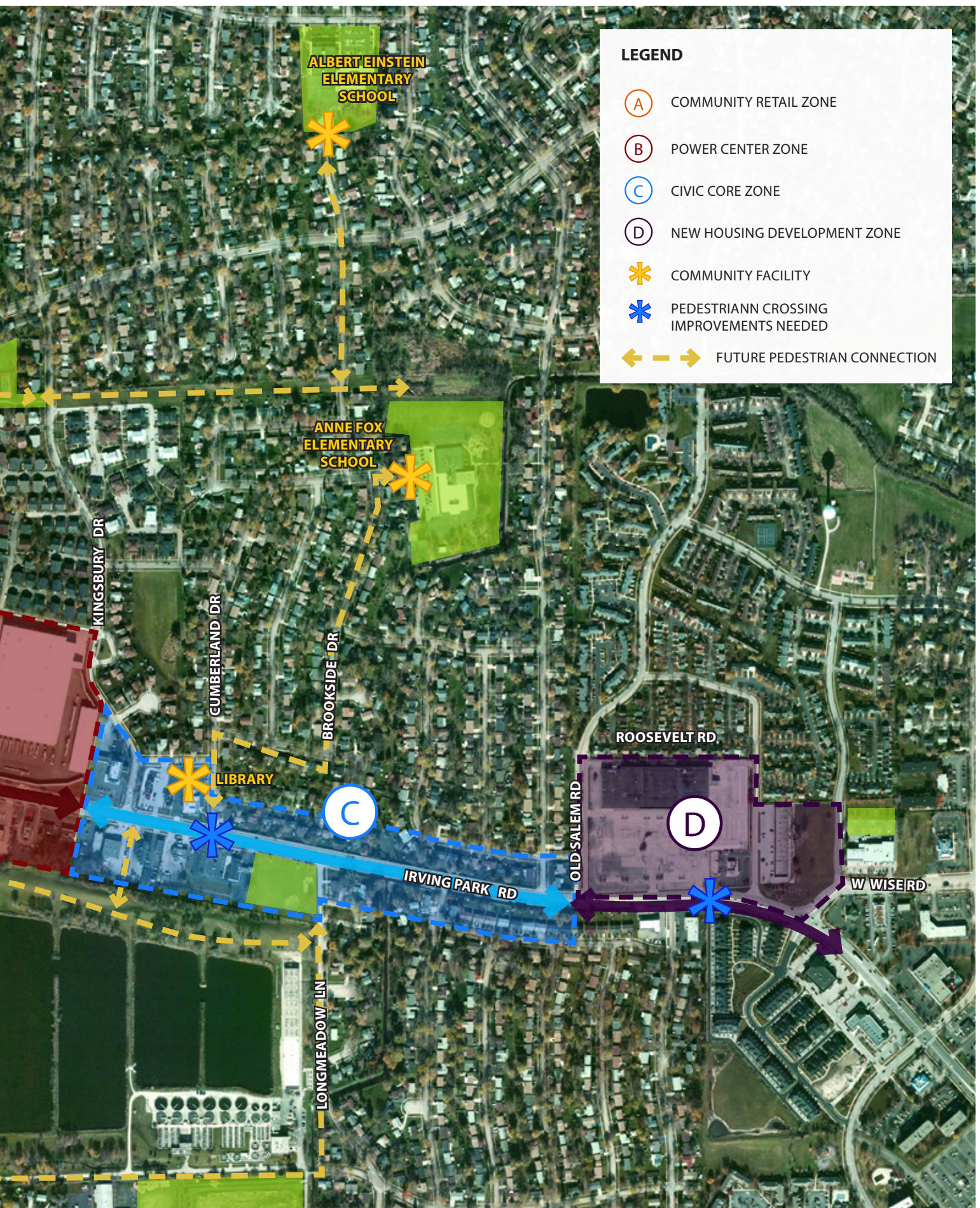
Irving Park Road Corridor: A New Vision

The panel offered redevelopment recommendations for land use and market opportunities along 4 distinct segments of the Corridor:

- A Locally-based and ethnic retail between McKool Avenue and Jensen Boulevard
- B Power-center retail at the corner of Irving Park Road and Barrington Road
- C Civic amenities from Cumberland Drive to Olde Salem Road
- D The long-vacant, former Menards site and adjacent retail property between Olde Salem and Wise Roads

Next Page: The maps on pages 10/11 and 14/15 have been provided by Solomon Cordwell Buenz (SCB), commissioned by CMAP in support of the panel recommendations. The first map highlights access and greenway opportunities to better integrate the 4 distinct segments of the Corridor into the neighborhoods and surrounding greenspace amenities. The second map provides a vision of the reconfigured Corridor, including redesigned lots with consolidated retail space and curb-cuts and new land uses on the eastern-end of the Corridor.

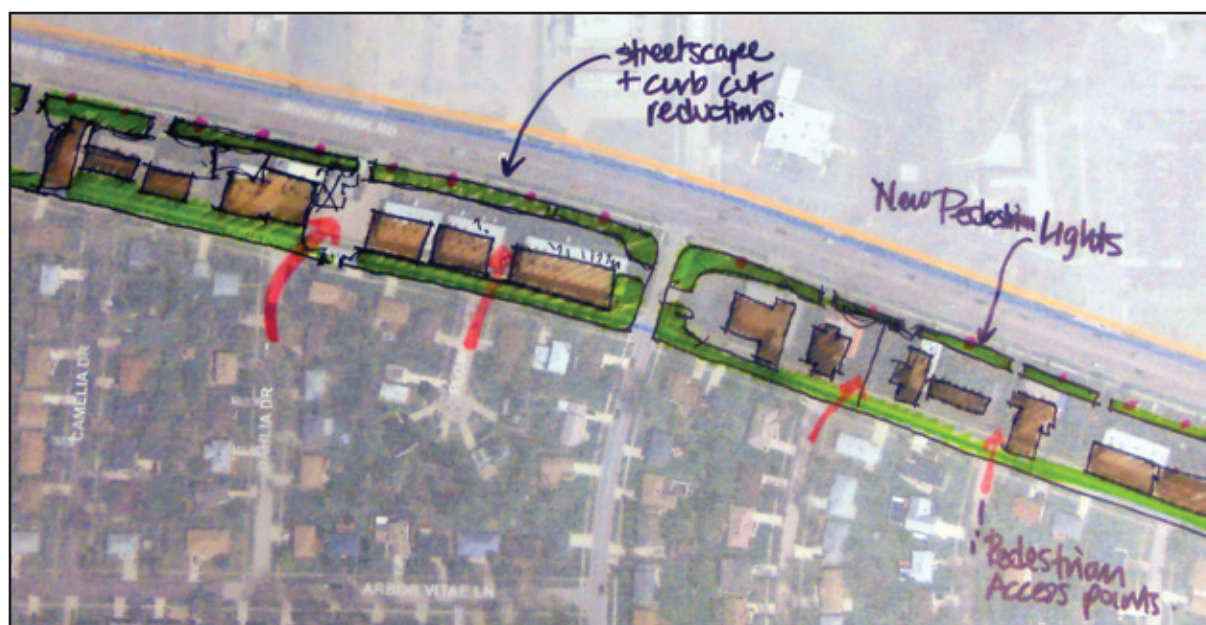




Area A. Western Strip (McKool to Jensen): Supporting Community Retail

Although the area has surprisingly vibrant retail, including a bakery, bike shop, ice cream shop and Laundromat, shoppers face significant obstacles to access the stores. Lack of street lighting, fences between stores and the residential neighborhoods behind them, excessive curb cuts, especially to the south, and limited shared parking all create barriers that neighbors must overcome to walk to their favorite stores. Addressing the issues around access, safety and community would catalyze revitalization in this section. Improving street lighting is a fast, achievable first step to support the locally-based entrepreneurs.

Some curb cuts are as much as 45 feet wide; the panel recommends 24 feet as sufficient to improve pedestrian and bike access, linkages, and safety. Reducing the number and size of curb cuts, working with businesses to assign parking in shared lots, enhancing the streetscape and offering matching funds for facade improvements are further steps that can be taken quickly and affordably to beautify the area and draw more shoppers.



Panel rendering: the western end of the study area, positioned as a community retail district.

Area B. Irving Park/Barrington Intersection: Building Identity

The intersection of Irving Park and Barrington roads possesses key assets: high traffic, deep lots and a destination retailer in Menards. It is a prime location for Hanover Park to project its identity and create an image that complements neighboring communities.

To maximize the retail and branding potential of this space, Hanover Park will again need to reduce curb cuts, and improve pedestrian access and safety. In addition, work with inattentive landlords to improve their properties, and take steps to improve the quality of the retail mix by reducing vacancies and encouraging complementary retail uses, such as dress shops, shoe stores or bridal/formal wear within centers anchored by grocery, home improvement or other large retailers.

It will be important to negotiate with the owners regarding their site-use restrictions on the nearby outlot—formerly a Krispy-Kreme—in hopes of bringing in a sit-down, family-style restaurant. The former Baker's Square in the Westview Shopping Center is another possible location for such a restaurant.

Area C. Library/Community District: Drawing People to Retail

The new Hanover Park Branch of the Schaumburg District Library, located at Irving Park Road west of Cumberland Drive, has quickly proved itself to be a thriving community asset, drawing a beyond-capacity crowd. The area already has a signalized crosswalk and Hanover Park owns land on the opposite side of Irving Park Road, creating optimal conditions for a planned development including a community center for youth and teens. Though the library and community center themselves would not generate tax revenues, they could serve as draws to increase traffic to enhanced retail along Irving Park Road. In the long-term, there is potential to connect this area to Liberty Park, soccer fields and a bike trail system. To achieve this vision, Hanover Park should partner with the Metropolitan Water Reclamation District (MWRD) to utilize their land for additional recreational connections. The Village must also address safety concerns in the area behind the library and improve pedestrian access from the residential neighborhoods south of Irving Park Road.



Panel rendering: strengthening the Barrington Rd./Irving Park Rd. intersection as a key regional retail and activity destination.

Area D. Mixed-Use Development (Old Menards): Adding People to Support Retail

Of all the sub-sites within the Irving Park Road Corridor, the former Menards property at the corner of Irving Park Road and Olde Salem Road offers the greatest opportunity for reuse of land and new development. Its long-vacant structures, water retention issues and inconsistency with the surrounding residential neighborhoods indicate that major retail here is unlikely. Repositioning this parcel as a mixed-use development will remove the current safety and environmental hazards on the property and build the customer base for existing and new neighborhood retail along the Corridor.

The panel recommended removing the deteriorating big-box structure and assembling adjacent property to create a 15-acre parcel rezoned for a mixed-use development. Such a development could serve as a branding statement to welcome travelers entering the Village of Hanover Park from the east, creating a dramatic transformation from vacant and obsolete big box to a showcase new development in the community. The new development would incorporate



Panel rendering: traveling east from the main intersection-building on existing community amenities and smoothing the transition away from retail.

AREA A

COMMUNITY RETAIL ZONE: SUPPORT AND ENCOURAGE LOCALLY-BASED AND ETHNIC RETAIL BETWEEN MCKOOL AVENUE AND JENSEN BOULEVARD

1. IMPROVE STREETScape AND PROVIDE PEDESTRIAN LIGHTING.
2. MINIMIZE AND NARROW THE OVER ABUNDANCE OF CURB CUTS TO CONSOLIDATE VEHICULAR ACCESS AND IMPROVE PARKING ZONES.
3. CREATE BETTER NEIGHBORHOOD AND PEDESTRIAN CONNECTIONS TO RETAIL.

A

AREA B

IRVING PARK ROAD & BARRINGTON ROAD COMMERCIAL ZONE: REVITALIZE POWER-CENTER RETAIL

1. STRENGTHEN MIX OF LAND USES, QUALITY OF TENANTS AND OVERALL DESIGN CONSISTENCY TO CREATE DESTINATION RETAIL AND SYNERGIES WITH OTHER USES.
2. IMPROVE VEHICULAR ACCESS INTO THE WESTVIEW SHOPPING CENTER TO CREATE BETTER STORE VISIBILITY AND SENSE OF ARRIVAL.
3. DEVELOP STRATEGIC OUTLOT STRATEGIES TO CREATE ATTRACTIVE LANDSCAPED ZONES FOR NEW RESTAURANTS AND OTHER COMMUNITY AMENITIES.
4. MINIMIZE CURB CUTS, CONSOLIDATE VEHICULAR ACCESS AND CREATE BETTER STREETScape, PEDESTRIAN / BIKE ACCESS AND SAFE CROSSWALKS.
5. CONSOLIDATE GAS STATION PARCEL WITH GROCERY PARCEL BEHIND TO IMPROVE ACCESS, VISIBILITY AND REPOSITION PROPERTY.
6. PROVIDE BETTER PEDESTRIAN AND BIKE LINKAGES BETWEEN RECREATION ZONES AND ADJACENT RETAIL AREA.
7. PROVIDE SITE ENHANCEMENTS WITH BUILDING, LANDSCAPE, SIGNAGE AND LIGHTING IMPROVEMENTS AND CONSISTENCY.

B

AREA C

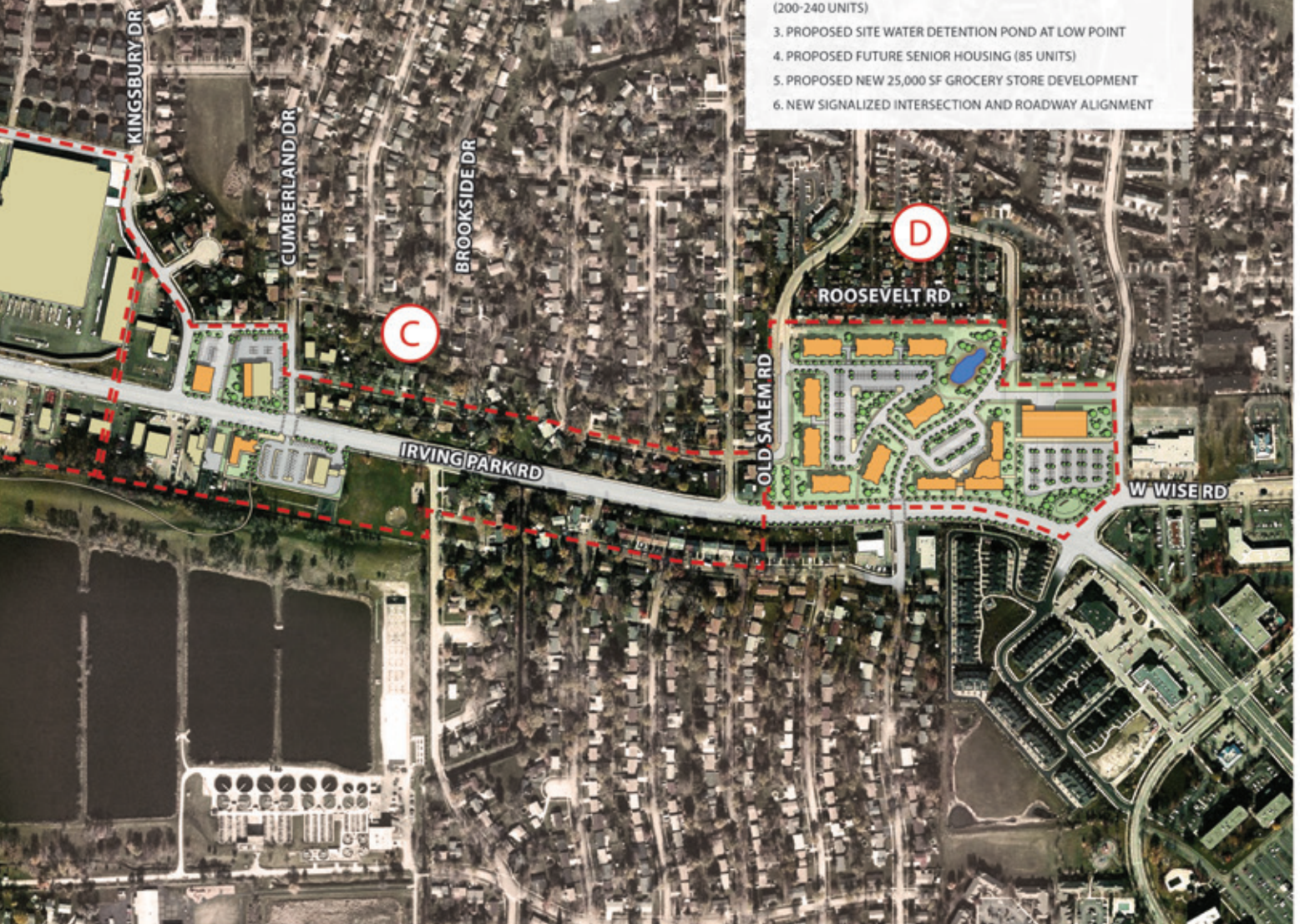
CULTURAL / RECREATIONAL ZONE: RESIDENTIAL AND COMMUNITY SERVICES FROM CUMBERLAND DRIVE TO OLDE SALEM ROAD

1. CREATE A NEIGHBORHOOD COMMUNITY CLUSTER OF LAND USES THAT SUPPORTS THE NEW LIBRARY.
2. WORK WITH THE COMMUNITY TO IDENTIFY A VALUABLE END USER FOR VILLAGE OWNED LAND.
3. IMPROVE PEDESTRIAN CROSSING ON IRVING ROAD TO CONNECT THE LIBRARY AND NEIGHBORHOODS WITH THE RECREATIONAL LAND ON THE SOUTH SIDE.
4. COORDINATE WITH THE MWRD TO UTILIZE AVAILABLE LAND FOR SOCCER FIELD AND TO ACCESS THE BALLFIELDS ALONG BARRINGTON ROAD.
5. PROVIDE BETTER PEDESTRIAN AND BIKE LINKAGES BETWEEN RECREATION ZONES AND ADJACENT RETAIL AREAS.

AREA D

REDEVELOPED GATEWAY TO HANOVER PARK: THE LONG-VACANT, FORMER MENARDS SITE AND ADJACENT RETAIL PROPERTY BETWEEN OLDE SALEM AND WISE ROADS

1. DEMOLISH THE FORMER MENARDS BUILDING
2. PROPOSED FUTURE MULTI-FAMILY HOUSING DEVELOPMENT (200-240 UNITS)
3. PROPOSED SITE WATER DETENTION POND AT LOW POINT
4. PROPOSED FUTURE SENIOR HOUSING (85 UNITS)
5. PROPOSED NEW 25,000 SF GROCERY STORE DEVELOPMENT
6. NEW SIGNALIZED INTERSECTION AND ROADWAY ALIGNMENT



green features on the site, including a water detention pond to address drainage issues mentioned regularly by the community. A new signalized intersection and roadway alignment at Irving Park Road and Orchard Lane would address safety and access concerns for the residential development.

The panel envisioned a development of 200 to 240 units of market-rate, multifamily rental, 85 units of senior housing and a retail area of no more than 40,000 square feet to serve the immediate area and possibly draw shoppers from the area immediately to the east (see Senior Housing Box, page 17, for more information). This would substantially reduce the amount of vacant retail along the Corridor and increase the population density, allowing Hanover Park to attract higher-quality retailers. A development of 200 units or more would create the necessary scale to draw professional management to maintain the site. Currently the demand for quality new suburban residential rental property outstrips the supply (see box on page 17).



Panel rendering: removing the long-standing vacancy and repositioning the land use for a new, attractive, multifamily senior housing development - drawing visitors and residents to the community.



A new development replaces obsolete retail space on the Old Menards site, welcoming visitors and residents to the Irving Park Road Corridor of Hanover Park (image created by SCB, courtesy of CMAP).

Senior Housing

Although Hanover Park has a relatively young population, there are still many seniors in the area. An estimated 8,600 households ages 65+ live within 3 miles of the intersection of Barrington and Irving Park Roads, and their number is projected to increase by 559 households (6.5%) over the next 5 years.

Hanover Park has no independent living facilities for seniors at present. Of the nearby facilities, Friendship Village and Devonshire of Hoffman Estates are large and expensive market rate properties. Emerald Village of Schaumburg, Poplar Creek Village in Hoffman Estates and Victory Centre of Bartlett are properties that have both market rate and affordable senior housing. Cedar Village of Schaumburg is all affordable housing. There is demand for additional senior housing in Hanover Park. Based on the number of competing senior properties, a combination of affordable and market rate housing is most appropriate. There could be demand for 100 senior units, though the panel recommend a slightly smaller building with 85 units, 65 targeting seniors with incomes less than \$35,000 and 20 targeting higher incomes.

Next Steps and Long-Term Strategies

In addition to offering long-term, strategic recommendations for Hanover Park to consider in its approach to supporting and retaining retail, the panel recommended short-term actions Hanover Park can take now to draw more shoppers, support existing businesses and attract new businesses to the area. In priority order:

- Add lighting along Irving Park Road from McKool to Barrington. Use the lighting as the carrot to negotiate curb cut reduction and shared parking among businesses.
- Approach the Illinois Department of Transportation with a strategy to add pedestrian crosswalks and access points from Briarwood to Irving Park Road retail.
- Work with an innovative market research firm to assess the area's buying power and the type of retail to serve residents and attract nearby customers (see Innovative Market Research box, page 6).
- Appraise the vacant Marathon gas station, the Carniceria Jimenez property, Olde Salem Plaza and adjacent vacant parcels, and work with current owners on RFPs for the Old Menards site and Olde Salem Plaza.
- Open discussions with the owners of the vacant Marathon gas station and Carniceria Jimenez on future land use strategy, including potential consolidation of the two parcels to improve access, visibility and reposition property.
- If a new grocer moves into the former Ultra Foods site, work with Carniceria Jimenez on a business retention plan and potential relocation to the commercial portion of the Old Menards redevelopment.

For its long-term strategy, Hanover Park should work to maintain a balance of retail, in the right quantity and quality to serve its residents and possibly to draw neighbors, either through proximity or by offering specialty and ethnic retail like La Luz Bakery and Carniceria Jimenez. In its land use decisions, Hanover Park would be well served to investigate the possibility of assembling parcels of land for community redevelopment, especially near the former Menards site and the current library and to consider opportunities to remove extra properties zoned for retail. Continue to foster land use clusters that incorporate community uses such as restaurants, adult educational /training, fitness and medical, recreational and cultural centers as part of the retail shopping center.

Hanover Park can build on its existing partnerships to advance the redevelopment of the Irving Park Road Corridor. It can leverage IDOT grants and TIF funds to make the area safer and more welcoming to pedestrian and bike traffic. It can work with local community colleges to offer training for budding entrepreneurs who could then fill retail vacancies. Finally, it can work with CONECT and its growing Chamber of Commerce to retain and attract the quality mix of retailers that will best serve Hanover Park's residents.

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Draper and Kramer, Inc.

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