

# Pulaski Road

## ACTION PLAN

September 2013



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# Acknowledgements

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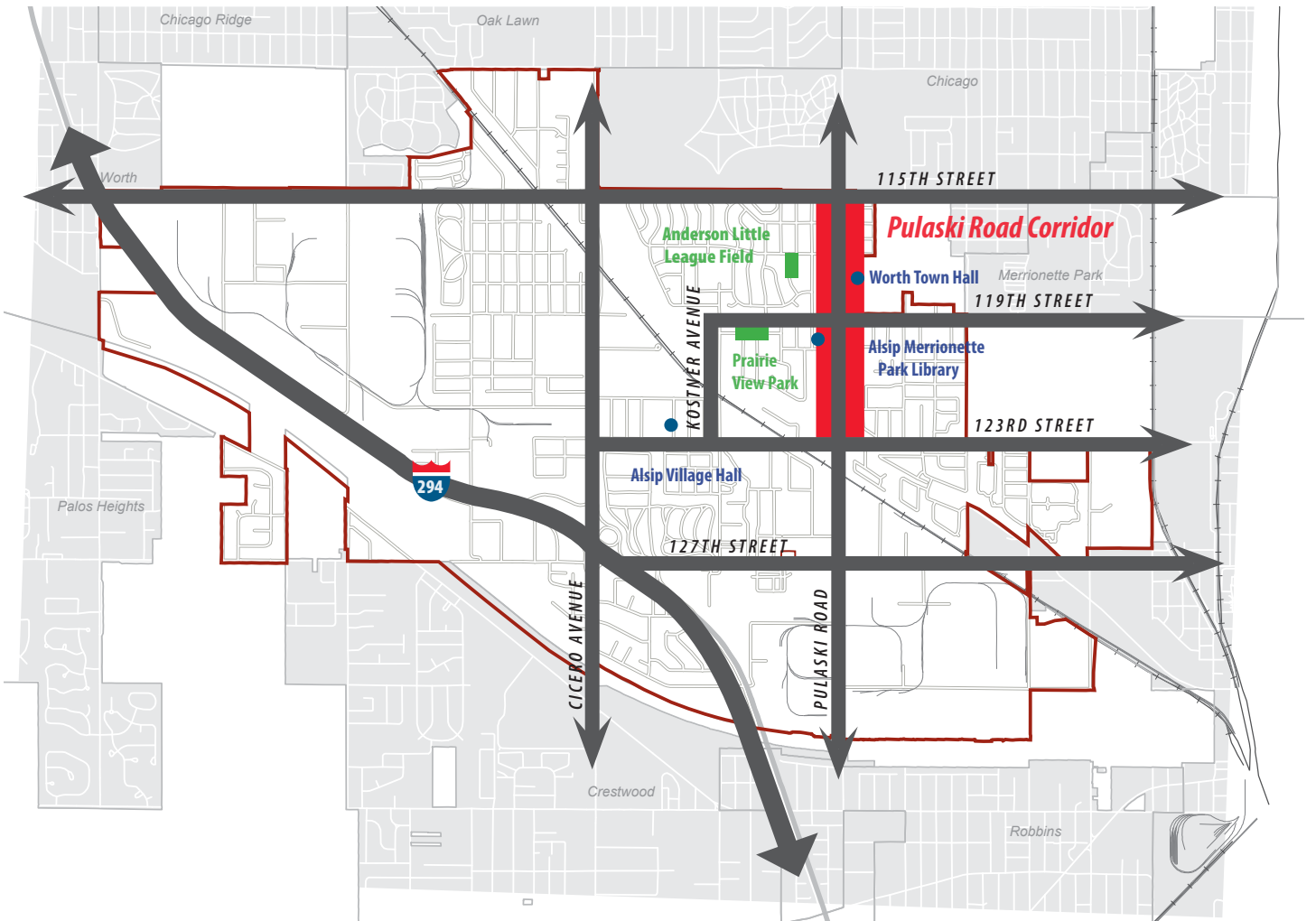
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## **On the Cover**

Pulaski Road Streetscape Concept

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# Introduction

## Executive Summary

In the spring of 2013, the Village of Alsip commissioned Hitchcock Design Group, in partnership with Business Districts, Inc. (BDI), and Nicholas Associates, to update the 2007 Pulaski Road Corridor Plan, with an emphasis on priority items that would be accomplished over the next three years. This document presents our recommendations for the Pulaski Road Business Development Strategy, Brand Strategy, Streetscape Concept, and Property Improvement Guidelines, along with a clearly defined, step-by-step implementation process.

The long term goal for the Corridor remains as it was originally articulated in the 2007 Plan: to make Pulaski Road the “Main Street” of Alsip. But while the focus of the 2007 Plan was on establishing the vision and principles, this update is oriented towards short term actions for business, marketing, and public and private investment. Over the next three years, the short term goal for the Corridor is **to firmly establish an improving mix of market-supported retail and services in a branded, attractive, and walkable environment.** Given the challenges facing the Corridor including vacant and under-utilized properties, lack of identity, and poor appearance, we remain convinced that it will be extremely challenging for the existing property owners to accomplish this goal without municipal intervention. To succeed, the Village will need to partner with existing or new business, property owners and developers.

The essence of our economic development strategy is to **recruit and retain the best businesses that fit with the market characteristics, size limitations, and community aspirations for the corridor.** Grocers, because of their dominant market share and destination status, are the most important sector for the Village to monitor in order to maintain existing businesses, and to facilitate quick replacements should certain grocers decide to relocate. Restaurants are the most highly desired for tenant recruitment in order to diversify the current offerings, followed by other community oriented, family friendly businesses.

The business strategy is supported by the following initiatives:

- Business development which includes outreach to property owners and creating branded collateral;
- Streetscape improvements to improve the overall image and create a branded place.
- Financing programs to incentivize property improvements and business recruitment.
- Guidelines for private property improvement

Transforming Pulaski Road will be challenging. It has taken decades for the Corridor to evolve into its current state, and will require a continued commitment and incremental investment for years to come if it is to reach its full potential. Although change will not come all at once, we believe that the TIF funding presents an extraordinary opportunity to kick-start the process. With hard work, and the continued support of Village leaders, Pulaski Road can become much more inviting and attractive place to shop and do business. To get there, we need to start now. It's on Pulaski!

**We anticipate that this initiative will be funded by the 4.5 million dollar surplus of the TIF #1 District, and invested within the next three years, coincident with the expiration of the TIF in October 2016. Of the available funds, we recommend setting aside up to 300,000 dollars for business development, 3 million dollars for infrastructure and maintenance, and up to 1.2 million dollars for incentives.**



## Background

Pulaski Road is a major north-south arterial within the Village of Alsip. It is the second busiest commercial corridors in the Village, after Cicero Road, and carries an average annual daily traffic count of approximately 20,000. The Corridor is generally oriented toward locally serving convenience retail and features grocery stores, restaurants, and a variety of other retail and service uses. Though historically business has been good, in recent years portions of the Corridor were declining, evidenced by vacant and deteriorating properties.

In 2007, the Village engaged the Hitchcock Design Group and BDI to create a plan for the Corridor that would transform Pulaski Road into the Main Street of Alsip. The goal was motivated by the fact that Alsip had grown up without a traditional downtown, so Pulaski Road, which had traditionally served as the central place for community oriented shopping, seemed like the best candidate. The idea was to transform the Pulaski Road Corridor into a place that was desirable to be in, instead of a place you simply pass through. The plan recommended higher development standards that promoted pedestrian oriented, mixed-use development, as well as an evaluation of potential redevelopment sites, zoning revision recommendations, and a proposed streetscape plan. The goal and long term vision of the 2007 Plan created the foundation for the 2013 Comprehensive Plan recommendations for the Pulaski Road Corridor, and were again examined and validated through the process of creating this Action Plan.

## Project Goals and Objectives

With a commitment to its future potential, and through systematic and incremental public and private investments, Pulaski Road remains Alsip's "main street-in-progress," as envisioned in the 2007 Pulaski Road Corridor study. Over the next three years, the community's short-term goal for the corridor is to firmly establish an improving mix of market-supported retail, entertainment, service and institutional destinations in a branded, walkable and attractive environment.

The following project objectives support the goals for the Corridor:

*Recruit targeted businesses and retain existing tenants that fit with the community serving character of the corridor.*

- Encourage infill redevelopment through the promotion of targeted business supported by the creation of an exceptional consumer environment.

*Create a memorable image*

- Establish a viable brand strategy and tools to communicate the brand
- Establish a consistent, timeless, handsome, and stimulating Corridor character that reinforces Corridor goals, strategies, and brand

*Increase visitor hospitality*

- Improve linkage between the corridor and surrounding neighborhoods
- Clearly identify Corridor location
- Confidently sequence visitors to destinations
- Improve appearance of public space
- Improve pedestrian and cyclist accommodations

## **Business Development Program Summary**

The Pulaski Road Business Development Program, completed in May 2013, is a companion document to this report. It summarizes the first phase of this study, which included establishing the goal statement and objectives for the Corridor, assessing the current market and physical conditions, and identifying comparable market, branding, and streetscape examples from similar communities. Stakeholder interviews with existing property and business owners, along with an on-line survey, formed the basis for identifying current spending and consumer preferences for the Corridor, which in turn formed the basis for the business development strategy.

Our analysis revealed that the Pulaski Road corridor:

- Has always served nearby residents as a community shopping area, and this role will continue
- Has an auto oriented nature that will likely continue at least for the short term, but that can be dramatically improved in terms of business vitality, brand identity, appearance, and pedestrian comfort
- Is challenged by non-community serving/ family oriented uses such as video gambling
- Has several areas that are in disrepair including some tired looking strip centers which lead to concerns about the overall appearance and safety of the corridor
- Has fragmented ownership patterns and narrow parcel depths, especially north of 120th Street, that limit redevelopment opportunities
- Has few available sites for redevelopment, though several underutilized sites could be assembled in the future
- Can capitalize on the available TIF funding to support tenant recruitment, incentives for property improvements, branding and streetscape, and other capital improvements
- Can improve its tenant mix, retail adjacencies, and attract new national and independent businesses to better serve Alsip and surrounding communities

# Chapter 1

## BUSINESS DEVELOPMENT ACTION PLAN

# Market Share Analysis

In order to recruit and retain the best businesses for the Corridor, we need to understand the fit in terms of market character, physical requirements, and community aspiration, and the process begins with understanding the market.

In any community, residents generally associate their local business districts with those uses that cater to consumer (or their) needs. While evolving retail development formats and changes in consumer behaviors have altered what constitutes successful uses in these commercial areas over time, neighborhood commercial corridors remain a local priority for communities like Alsip. These districts, or corridors, are important because of their power to either enhance or impair that community's image in the broader area marketplace. For the Village of Alsip, the corridor's strong grocer tenancies serve the needs of Alsip residents and nearby consumers, but Pulaski Road's resurgence as a community serving retail center will need to be addressed in partnership with the corridor's multiple stakeholders to enable overall redevelopment and re-tenanting that reflects Alsip's markets and responds to Alsip area consumers.

This market share analysis applies information about Pulaski Road's current mix of uses and examines the market shares for the corridor's major business categories. These same categories of businesses were identified in the Consumer Survey results. Pulaski Road's existing conditions indicate what is working and where opportunities exist to affect the corridor's business mix over the long-term. Understanding these existing conditions and combining that information with current retail sales performance indicate ways to improve the function of Pulaski Road's businesses--through increased sales in existing businesses, or broader business categories, and by attracting new businesses that fulfill evolving consumer needs. This combination of existing conditions and markets establishes the context for those strategies needed to enhance future redevelopment opportunities.

Calculating market share, or the portion of total available sales earned by an individual business or a group of similar businesses, reveals how much potential exists to grow Pulaski Road's businesses by capturing more sales. Understanding market share by business reveals the relative competitiveness of the local offering within any business category and allows a comparison of offerings in different business categories. Retail sales leakage is an economic calculation of supply and demand, or spending power, versus retail sales. A leakage

represents the amounts that any community, or specific trade area, spends outside of that community in multiple broad categories of retail goods or stores. It does not estimate what is actually being captured in that same area or indicate whether that broader leakage category represents a strategic business development opportunity. A market share calculation is strategic. It examines the percentage of the total market being served by the existing retailers or restaurants in any commercial district. Fundamentally, it reveals potential growth opportunities and strategies. This market share analysis serves as the basis for the Pulaski Road's Business Opportunity Profile, provided in a subsequent section.

## *Methodology*

Estimating market and store sales and category spending power are the basis for creating an accurate template for an understanding of market share and for developing strategies to improve or sustain capture rates within those retail or restaurant categories. Using the list of existing ground floor businesses described in the Business Mix section, estimates of Pulaski Road's sales on a per square foot basis by business and business category were developed. These sales per square foot (PSF) estimates employed several data sources: information from project interviews, real estate data specific to Pulaski Road from published resources, such as LoopNet and Co-Star, the Urban Land Institute's (ULI's) retail sales per square foot for the actual or most appropriate business category (as published in ULI's Dollars and Cents of Shopping Centers, 2008), and published retail and restaurant standards for occupancy costs. These Pulaski Road sales per square foot estimates were next multiplied by the square footage occupied by each Pulaski Road business. (The Village of Alsip had provided a list of Pulaski Road businesses and the square footage occupied for this analysis.) The result represented an annual sales estimate for each Pulaski Road business.

These individual business sales estimates were totaled by business category, and subsequently, compared with the sales potential for each market. The retail sales available to any business are limited by the category-related purchasing power for residents in each market. (This can sometimes be modified by purchasing power from a nearby attraction or employment center.) This retail sales data originates from Alteryx (BDI's data source.) This Alteryx data relies on two primary sources: Consumer Expenditure Survey data from the U. S. Department of Labor's Bureau of Labor Statistics, and Alteryx's credit

division to project total consumer spending by anonymously consolidating purchasing information for specific geographies and areas with similar demographics to estimate any market's spending power. It should be noted that these consumer purchases are typically made in multiple communities, as residents make selections based upon satisfaction with products and services offered by varied businesses.

Consequently, the final calculation of market share is straightforward. For example, if any community's sales of apparel are \$430,000 and the residents of that community spend \$1,000,000 on apparel; then, the resulting market share for apparel is  $\$430,000/\$1,000,000$ , or 43%. The sales projections developed above were tallied and compared with the Village's consumer spending power in certain business categories to calculate specific capture rates.

#### *Logical Markets*

For the purposes of analyzing market share, two Pulaski Road markets were considered:

- **Affiliated Market:** This includes the Village of Alsip. This market includes community residents who seek to support businesses located nearby and who identify strongly with the Village.
- **Expanded Convenience Market:** The population living within 10 minutes who can easily travel to Pulaski Road for convenience needs and routine shopping and accessible to nearby employees.

Both markets emphasize the community serving nature of corridor businesses. For reference purposes, the demographics for these two markets is shown in Table 1 on the following page. A map of the 10-minute drive time is shown below as Figure 1.

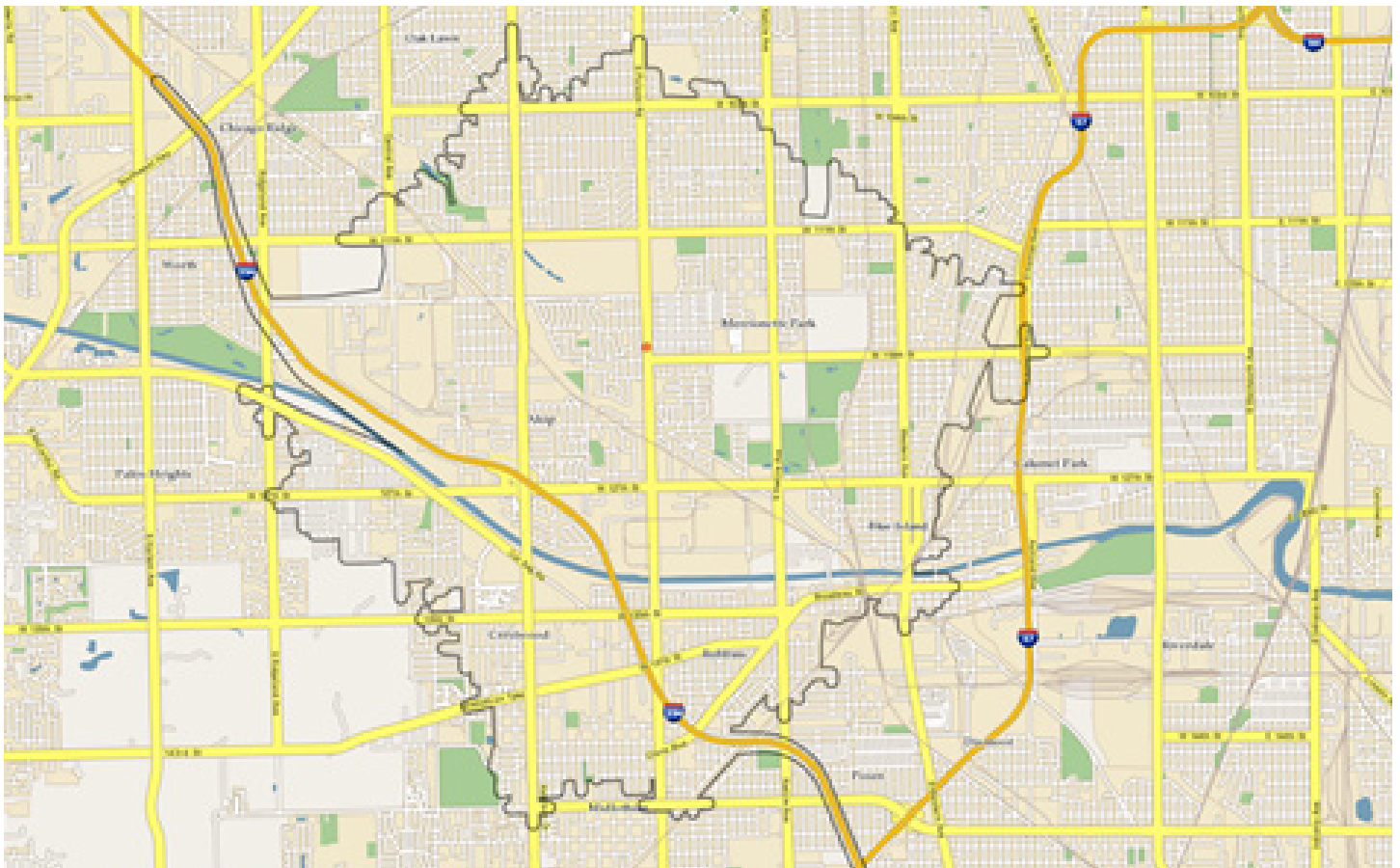


Figure 1: 10-Minute Drive Time Map



Table 1: Key Markets

	Village of Alsip	10-Minute Drive Time
Total Population	19,398	120,096
Total Households (HHs)	7,572	45,852
HH Size	2.56	2.62
Population Density (per Sq. Mi.)	2,956.07	4,032.51
Median Age	37	38
# Employees	12,945	44,500
Jobs per HH	1.7	1.0
% Bachelors Degree or Higher	16.5%	22.1%
Average Income	\$66,920	\$70,073
Median Income	\$57,194	\$57,966
% HHs with Incomes \$75,000+	34.8%	35.5%
% Owner Occupied Housing	66.8%	72.2%
Total Consumer Expenditures	\$374,229,247	\$1,919,477,708
Consumer Expenditures: Eating and Drinking Places	\$18,998,511	\$97,100,625
Consumer Expenditures: Grocery	\$34,053,420	\$174,713,094
Consumer Expenditures: Apparel	\$12,634,336	\$64,640,259
Race and Ethnicity		
Asian	2.20%	1.30%
Black	16.80%	19.50%
White	69.30%	68.60%
Other	8.80%	8.20%
Multi-Race	2.50%	2.10%
Hispanic Ethnicity	20.00%	18.60%
Not of Hispanic Ethnicity	79.90%	81.30%

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### *Market Share Analysis by Business Category*

Using the current Pulaski Road Business Mix, Table 2 displays the estimated total sales for each business category identified in the Mix analysis.

Overall, corridor estimated sales exceed \$84,000,000. Pulaski Road's grocers generate over 2/3 of that corridor estimated sales figure. The remaining retail and consumer service categories generate 18.2% of sales followed by restaurants at about 14%. The importance of these grocers to Pulaski Road's existing businesses and to future redevelopment represents a key strategic element in successful tenanting.

Market Share estimates are shown in Table 3 for three business categories: grocery, eating and drinking, and apparel. The apparel category was included based upon this project's Consumer Survey results. Each of these categories represents a future strategic opportunity for the Village and for a successful Pulaski Road. The strength of current grocery spending represents an ongoing success, and how to sustain this current success into the future presents some important strategic opportunities for the corridor. Eating and drinking, or restaurants and bars, presents two opportunities: capturing additional sales, or market share, and adding types and formats to the current mix of restaurants and bars. Certain apparel

retailers will require adjacencies on Pulaski Road to ensure successful operations and consumer support. As a longer-term opportunity, the growth of this category will require an improved corridor appearance with quality locations and lease space capable of supporting that apparel retailer's brand and internal site requirements, or metrics.

Pulaski Road's business success is highly concentrated in one retail use. The categories noted represent three sets of strategies to improve the quality of corridor tenants, improve corridor properties, and serve the broader Alsip community. Overall, the Pulaski Road corridor is part of a competitive regional market, and given the Consumer Survey results, Alsip area consumers will drive to Crestwood, Orland Park, or Frankfort to make their purchases. Using the grocery category as an example, competition from new market entrants will affect sales at Pulaski Road's grocers, and local consumers will patronize those new competitors. Certain retailers and restaurants located in nearby clusters will not select Pulaski Road locations, due to lease restrictions or their unique site or operating requirements. Consequently, each set of strategies recognizes Pulaski Road's unique opportunities and provides the framework to develop a well-positioned, auto-oriented corridor that serves Alsip and neighbors well.

Table 2: Estimated Sales for Current Business Mix

Category	Pulaski Road Corridor	% of Estimated Total Sales
Restaurant/Bar	\$11,848,994	14.1%
Grocery	\$55,700,830	66.1%
Service	\$1,360,859	1.6%
Service-Consumer	\$2,056,683	2.4%
Retail	\$13,340,998	15.8%
Estimated Total Sales	<b>\$84,308,364</b>	

Sources: BDI, Village of Alsip, HDG.

# Business Opportunity Profile

For the Pulaski Road corridor, establishing the framework for future success and enabling increased sales in existing businesses during the next three years will be important initial steps for the Village of Alsip. The following opportunities translate the Market Share Analysis into sales-related goals to incrementally improve the corridor's key business categories and to enhance Pulaski Road's options for future commercial activity. The specific emphasis within these profiles is the categories of tenants, assuming suitable lease space and locations, which could affect Pulaski Road's business mix.

Overall, the most vital commercial areas in any community attract and command a significant share of consumer spending because local residents identify with those areas. Throughout this study process, one of the Village's inherent strengths has been the affinity of local residents, employers, and employees for Alsip and their desire to see an improved Pulaski Road in both appearance and potential businesses. In considering Pulaski Road's logical markets (noted in the Market Share Analysis section), their market capture rates can be measured using the following classifications. BDI has developed these categories based upon twenty plus years of working with commercial districts of all sizes and types.

- Regional Draw: A 150% or greater market share indicating that this category draws from a larger geography than the local community.

- Community Serving: A 75% to 149% market share that includes the 100% level, illustrating balance between sales and spending power. The range recognizes that the match will be perceived before the balance occurs and continue as regional shoppers begin to access the category.
- Competitive Alternative: A 25% to 74% market share that recognizes that there is a strong regional attraction nearby, but that area can be a shopping choice because it is convenient and/or unique.
- Minor Alternative: Less than a 25% market share occurs when the overall category is declining, or there is a weak location or fit between the use and certain aspects of its location(s).

Pulaski Road's Market Share classifications are presented below in Table 3.

Table 3: Classifications and Current Market Share

Category	Pulaski Road Estimated Sales	Village of Alsip	Market Share	Market Share Classification	10-Minute Drive Time	Market Share	Market Share Classification
Eating and Drinking	\$11,848,994	\$18,998,511	62.4%	Competitive Alternative	\$97,100,625	12.2%	Minor Alternative
Grocery	\$55,700,830	\$34,053,420	163.6%	Regional Draw	\$174,713,094	31.9%	Competitive Alternative
Apparel	\$0	\$12,634,336	0	Potential Minor Alternative	\$64,640,259	0	Potential Minor Alternative
Total Consumer Expenditures	\$84,308,364	\$374,229,247	22.5%	Minor Alternative	\$1,919,477,708	4.4%	Minor Alternative

Sources: BDI, Village of Alsip, HDG, Illinois Department of Revenue, ©2013 Experian/Alteryx, Inc.

These market share classifications reflect both the Consumer Survey results and the corridor's auto-oriented character. The corridor's grocers and other retailers and restaurants attract residents and visitors. Area shoppers come to Pulaski Road for convenience purchases but rarely make multiple stops for multiple purchases. For the Village and the 10-minute drive time market, Pulaski Road can be classified as a Minor Alternative for area consumers. Both logical markets represent important community based markets. From a strategic perspective, a focus on quality in overall business development and in sustaining or increasing market share capture rates suggests certain goals for capturing more consumer dollars. Assuming an improved Pulaski Road captures an additional 1% of Alsip's total consumer expenditures, an additional \$3.7 million in sales would be generated by corridor businesses.

For Pulaski Road, market share goals indicate the opportunities presented by an increase in the sales capture rate of Village consumer spending both overall and in the three business categories. (This assumes a static consumer spending for the Village of the \$374,000,000 shown.) The timeframes for the implementation of both goals vary. Sustaining the levels of grocery spending represent a short-term and an ongoing objective to maintain and slightly increase the Village's current market share position as a Regional Draw. For Eating and Drinking (restaurants/bars), the mid-long term goal is to increase the market share of the Village's market to the Competitive Alternative, or 75%, level. During the plan's first

three years, an interim goal is the addition of 2-3 additional restaurants and bars with quality operations and different formats to begin to expand Pulaski Road's overall food and beverage options. Finally, as a longer-term category goal, the introduction of apparel stores through recruitment to Pulaski Road's improved strip shopping centers or suitable redevelopment sites will complement both the corridor's improved economic strength and better appearance.

Key to the successful implementation of these market share goals will be the pro-active retention and attraction of tenants that are economically viable and emphasize quality in their operations and business appearance. This pro-active orientation begins with the Village's work with corridor property owners and managers and with Village efforts specific to Pulaski Road's priority redevelopment sites. In addition to market share growth goals, the Village's ongoing work to expand Alsip's employment base will remain important. This includes additional employment uses, such as medical offices, on and near Pulaski Road. These businesses generate additional traffic for the corridor and provide exposure to potential new customers for Pulaski Road's businesses. The Village, as part of its commitment to Pulaski Road's success, needs to emphasize quality in all tenants and lease space as it starts action plan implementation. Part of this commitment includes identifying the kinds of uses that should not be part of a community-oriented Pulaski Road business mix.

Table 4: Market Share Goals

Category	Pulaski Road Estimated Sales	Village of Alsip	Market Share	Market Share Classification	Market Share Estimated Sales Goal	Estimated Market Share	Market Share Classification
Eating and Drinking	\$11,848,994	\$18,998,511	62.4%	Competitive Alternative	\$14,248,884	75.0%	Community Serving
Grocery	\$55,700,830	\$34,053,420	163.6%	Regional Draw	\$56,188,142	165.0%	Regional Draw
Apparel	\$0	\$12,634,336	0	Potential Minor Alternative	\$1,895,150	15.0%	Minor Alternative
Total Consumer Expenditures	\$84,308,364	\$374,229,247	22.5%	Minor Alternative	\$89,090,717	23.8%	Minor Alternative

Sources: BDI, Village of Alsip, HDG, Illinois Department of Revenue, ©2013 Experian/Alteryx, Inc.

# Business Development Strategies

Capitalizing on Pulaski Road's market-supported opportunities requires a strategic framework for overall business development that will ground the Village's efforts in effectively investing TIF increment and in attracting quality tenants and new development to the corridor. The following five core development values are the basis for the strategies outlined below. Pulaski Road's market data, market share analysis, and business opportunities suggest each of these values. Most important, these values provide guidance for ongoing business growth and for future site-specific redevelopment.

- The Village of Alsip's focus and work to improve the Pulaski Road Corridor will overcome local appearance concerns and perception of safety issues to strengthen current resident, employer, and employee affinity with the corridor.
- The corridor's property owners can improve returns on their real estate investments by improving their properties and by recruiting and retaining strong, market-supported tenants that support Alsip's community serving objectives for Pulaski Road.
- The Village will review and continuously improve local regulatory processes and the quality of information available to Pulaski Road's business and property owners accessing Village processes.
- The Village of Alsip will continue to capitalize on strengths within the current business mix—investments by major national retailers, destination independent retailers and service businesses, and medical employment growth—and seek out market-supported retailers and restaurants that mirror community needs.
- Village officials will identify and apply local business resources and develop key partnerships to promote Pulaski Road's long-term success.

The actions and activities necessary to complete this plan will require that the Village proactively address the following strategies to begin and enable the development of Pulaski Road's business growth. The actions supporting each business development strategy are detailed in this plan's implementation recommendations.

- Continually emphasize the need for quality tenants and lease space, whether new development or existing centers.
- Gradually increase the Eating and Drinking category

(restaurants/bars) to a 75% capture rate to become community serving from the category's current position as a competitive alternative, as noted above. This will require the addition of 2-3 restaurants providing a quality product in varied formats to diversify the mix as an initial goal.

- Collaborate with the corridor's grocers to maintain the Corridor's position as a regional draw. This will require three sets of activities:
  - Working with district management to understand their plans for each store and the surrounding real estate (if owned) and to share survey results;
  - Ongoing monitoring the area's competitive environment, such as the development of the two Mariano's stores in Oak Lawn and Chicago Ridge;
  - Sharing the plan results with corridor stakeholders, including business owners, property owners, and major employers.
- As investor interest in corridor locations increases and appearance improves, identify potential retailers from the broad apparel categories, noted in the Consumer Survey results, interested in and suitable for Pulaski Road locations.
- Specific to the above point, apply the Consumer Survey results in tenant identification, using the tenant categories and potential tenants, (including the Potential Tenant profiles provided separately to Village staff) for this project.
- Share this plan's market assessment with area commercial brokers. The Village can obtain their input regarding any current investor interest or impediments in selecting potential Pulaski Road locations and determine what is needed to ensure future investor interest in available space and potential redevelopment sites. Subsequent communications should be ongoing.
- Use the Consumer Survey results, specifically the retailers and restaurants noted as patronized, to provide property owner guidance in qualifying tenants for available vacancies. This includes:
  - Work with willing property owners to position their properties to successfully compete for tenants.



- o Work with willing property owners or developers to assemble sites that ‘match to market’ and promote site improvements that contribute to the Village’s goals for a better Pulaski Road.
  - o Emphasize the importance of quality, avoiding problematic tenants and uses.
- Capitalize on strengths within Pulaski Road’s current business mix—investments by major national retailers, destination independents, and medical employment growth. Build upon these current services and retailers by attracting successful businesses that can complement these existing businesses and by working with property owners to ensure nearby quality lease space. Examples include meeting with the destination skate shop owner to identify regional businesses, or recruitment targets, that could help grow his business and identifying nearby locations through property owner outreach. Another example is working with the McDonald’s franchisee and corporate franchise management to improve their store.
- Work to overcome appearance and perception of safety issues noted in the Consumer Survey results. In addition to these Consumer Survey observations, any observations about Pulaski Road’s appearance obtained in Village conversations with the commercial and retail broker community should be considered in the Village’s efforts to improve Pulaski Road’s physical environment. These conversations with brokers should be ongoing.
- Improve the quality of information available to business and property owners and to potential applicants for regulatory approvals.
  - o Identify what the Village doesn’t want. This may be as important as identifying what kinds of businesses will succeed in the corridor. In examining each proposed business or use for Pulaski Road, the Village needs to determine that these businesses are economically viable and will support and serve Alsip consumers and employees.
  - o Educate the real estate community about local processes, and promote their consistent application to achieve corridor appearance and business mix objectives.
  - o Assist in educating corridor businesses about improving business appearance and merchandising. These efforts represent one type of partnership effort, as noted in the next strategy.
- Identify expansion options for existing, successful tenants, and develop partnerships to strengthen Pulaski Road’s current businesses. Potential partners include:
  - o Alsip’s Chamber of Commerce
  - o Moraine Valley College and other area colleges
  - o Other local/regional resources, including those available through the Southwest Suburban Conference of Mayors.
- Use these strategies to establish a structure for economically viable new development that promotes Pulaski Road’s ongoing appeal as a community corridor, as the broader economy improves and investor interest in Pulaski Road increases.
  - o Apply this same framework to potential sites identified in this plan.
  - o Emphasize future community serving tenancies on Pulaski Road.

# Incentive Programs

For Alsip, applying TIF increment financing to achieving the Village's objectives for Pulaski Road through targeted and well-conceived incentives will facilitate Pulaski Road's improvements. The result will be an economically vital corridor that serves the needs of Alsip's residents and employment base and becomes a place that is a source of pride for the entire community.

Formal financial incentive programs are as diverse as the communities that offer them. Aside from major state, regional, or county programs to facilitate major job growth and large economic development projects, local incentive programs are structured to facilitate improvements to multiple individual properties within a target area that meets high occupancy standards, support local development objectives, and reflect fiscally sound decisions in approving any proposed projects. The Potential Development Opportunities section of this report addresses an overall approach to development incentives, such as sales or property tax rebates, and specific site development. These formal incentive programs consist of three basic types: Loans, Grants, or Hybrid Programs, generally combining loans and grants with technical assistance. Each incentive type is described below with relevant examples for the Village of Alsip.

- **Loan Programs:** These programs can be categorized into three types: forgivable loans, loan pools operated by one or more local banks with some level of local government support, and term loans requiring repayment, but with more favorable lending terms. Loan programs generally require that borrowers have a 20-50% equity position in any transaction. Forgivable loans may be either low interest or no interest. Terms are typically two to five years, with the loan balance forgiven over that term. Owners or occupants are required to maintain the property, business or ownership during that timeframe. Loan pools are developed with multiple local banks in partnership with local government. Loans approved through loan pools require repayment in full. Loan terms vary, according to the participant banks, and credit decisions conform to bank requirements. Local government will guarantee reduced rates through tools such as TIF or permit fee waivers. The term loan option often operates as a more traditional lending product. One local bank works in partnership with local government to provide the loan incentive. This bank agrees to provide extended terms and reduced rates for potential borrowers in the target area.

The lender may also require access to certain technical assistance, such as architectural advice, as part of this arrangement. Often, these term loan programs are offered for a limited time period, and interested borrowers must apply and begin their project during this timeframe.

- **Grant Programs:** Grants are most often used for physical improvements in projects for amounts under \$50,000, and often, much less than \$20,000. The purpose of any grant is to facilitate small but highly visible improvements to buildings or businesses. Successful grant programs usually require at least a 50% contribution by the grantee. Grants are often reimbursed to the applicant, once all work is completed to local government and grant standards. Grants programs emphasize façade improvements, paint, and physical repairs but can be structured to incentivize property owners to make certain repairs or upgrades. As a current example, many communities are structuring grant programs to improve fire suppression in their historic commercial buildings.
- **Hybrid Programs:** These incentive programs provide a structured set of incentives that an applicant can use in tandem to improve their property and lease space. As a baseline, these programs include loans, grants, and access to technical assistance supporting target area growth. Combined available incentives usually exceed \$75,000, depending upon the programs and available local resources. These combinations of incentives are typically offered in urban and suburban areas to support re-tenanting of existing buildings.

To promote that proper use of incentives by all applicants, most well managed incentive programs specifically address these issues:

1. **Use of Incentives:** These programs clearly state what activities or improvements are eligible for their incentives and what activities or improvements are not. Refinancing of any existing applicant debt is uniformly prohibited. Also, most programs explicitly state that work completed in advance of any current incentive application or work costing more than anticipated for an approved project is ineligible for funding.
2. **Application Materials and Approval Process:** The approval process is detailed in all published information about the incentive programs, including web-based information. This

includes any application forms, a list of required applicant financial statements, and all project information (such as contractor bids, specs, costs, contingencies, and timeframe). These same publications include a description or diagram of the application process, the timeline, and complete detail about all programs, reiterating what is acceptable and what is not.

3. **Monitoring and Compliance:** The work completed to receive any incentives should be monitored to ensure that the project is being completed on time and appropriately and remains eligible to receive the incentive.
4. **Incentive Payment:** Most programs funding larger projects use tools, such as escrow accounts, to ensure proper payment of any incentives as project work is completed. For loans programs, lenders facilitate this payment part of the process. As noted, grants are generally reimbursed at project completion.

Two current program examples present incentive programs addressing issues similar to those of the Village of Alsip. The first program is West Palm Beach, Florida's Larger Project Initiative. This program is offered through the City's Community Redevelopment Agency and the Downtown Development Authority; it combines separate loans and grants offered by both entities. Low interest loans are available up to \$350,000 promote ground floor lease space suitable for modern retail or restaurant tenants (to a 'vanilla box'). Applicants can apply for up to \$150,000, or 30% of any improvements for code compliance. The applicant criteria and processes are very specific to promote the objectives of both programs. For its neighborhood commercial corridors, the City of Boston presents a second example--its Neighborhood Restaurant Initiative. This program employs a combination of loans, grants, and technical assistance to attract local restaurateurs to Boston's neighborhood commercial corridors. The primary program is a low interest loan up to \$100,000, requiring minimum owner equity of 20% of the total build-out project and the creation of a minimum of ten jobs. Through its technical assistance programs, the City also links qualified borrowers with other funding sources, such as Small Business Administration (SBA) Direct lenders, and other design resources to assist with build-out and opening. Overall, both programs represent incentives that are specifically focused on the needs of their commercial districts or corridors.

# Potential Development Opportunities

The previous sections of the Market Analysis outlined various strategies and implementation action plans aimed at:

- Assisting existing successful tenants to remain successful in their existing site.
- When expansion by existing tenants is desired, providing assistance in site expansion or potential relocation.
- Assisting property owners in re-tenanting existing sites including the required physical improvements necessary to attract new tenants.

This section outlines the priorities and action steps in developing new sites along the Pulaski Road corridor. The consultant team identified ten sites on the corridor that have the potential for development (sites A-J). The sites are ranked as High Potential (Red) or Moderate to Low Potential (Blue). It is very important to note that the quality of a site in this ranking is simply based upon the ease of acquiring the site or the ease of assembling multiple parcels into one developable site. These rankings are based upon the observations of consultant team members and what the team learned in the multiple stakeholder interviews. They are not the result of detailed interviews with individual parcel or site owners. This is particularly important because:

- No site can be ranked as High Potential without a willing owner.
- A site that is priced above any reasonable market rate cannot be High Potential.
- Regardless of location, a site that requires assembly of multiple parcels among property owners with little or no history of being reasonable cannot be ranked as High Potential.
- Sites that have major infrastructure requirements or potential environmental issues cannot be ranked as High Potential until the magnitude of these issues has been determined.
- A site that has factors affecting the ability to get clear title to the property cannot be ranked as High Potential.

Accordingly, the rankings relate to site assembly and site availability at reasonable market rates. Subsequently, if a site has High Potential it does not mean that the potential tenants expressed in the Consumer Survey are interested in the site. There can be multiple reasons:

- The site is not large enough for the proposed use.
- The spending demographic profile for Alsip does not match the requirements (site selection metrics) of the proposed tenant.
- The desired tenant is not expanding locations at this time.
- The desired tenant already has a location close to this site.
- The desired tenant is looking at multiple locations, and while the Alsip site is good, it is not as good as others.
- While the site owner appeared to be reasonable, upon further investigation the tenant determined they were not.
- The tenant determined that the operating costs (i.e. taxes) were too high.
- Village incentives for development could not overcome other competitive sites.

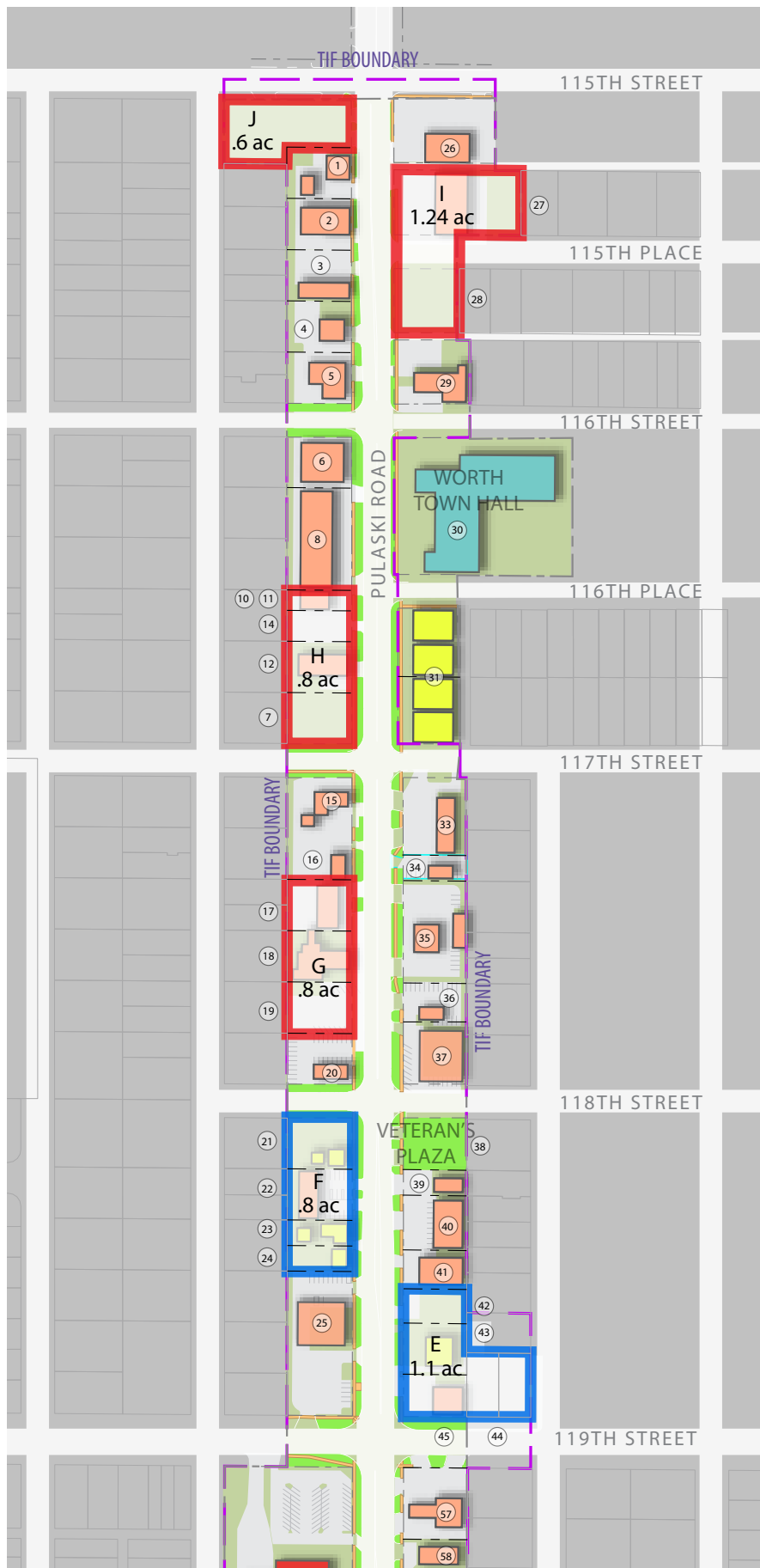
Moderate to Low Potential (blue) were observed to generally have either less than desirable access (or visibility) or probable complicated assembly. It is also important to note that some High Potential sites (G and H) are not particularly deep and they will require a unique type of development/tenant to be successful). Note that site J required additional depth in order for the automotive parts tenant to develop.

Each of the selected sites has been tested for their general development capacity based on the Village of Alsip zoning requirements, typical retail building sizes, and a reasonably functional site design. The result shows that these potential redevelopment sites can accommodate new facilities ranging in size from approximately 5,000 to 20,000 square feet, depending on the parcel size, parcel configuration, and parking requirements associated with the specific building use.

The importance of the property owner in site development cannot be overstated. A successful partnership between the Village and the property owner is required to successfully develop sites.

ID	Property Owner	Business
1	John Czerwinski	Leo's Auto Repair
2	Yahia Jaber	Official Cuts Barber Shop Vacant Storefront
3	George Maneris	Nicky's The Real McCoy
4	Oscar Lavarez	El Coyote Restaurant
5	Roger Smigla	Alsip Lawnmower
6	Frank Elmatari	Precious One's Academy
7	Not Listed	Vacant
8	Roger Sabella	Ni Moes Budget Sign Service Jakes Music Service Dungeon Of Noise Recording
9	Roger Sabella	State Farm Insurance American Martial Arts American Martial Arts Cedeno Tailor Shop Johnson's Locksmith
10	Kerry Banahan	Studio K
11	Robert Matthews	Dr. Roberts DDS
12	Edward Scheiber	Ed's Lawnmower Service
13	Not Listed	Ed's Lawnmower Service
14	Kerry Banahan	Vacant
15	Edw Stoehr	Edca Inc.
16	Edw Stoehr	Alsip Car Wash
17	Robert Young	Vacant
18	Bridgeview Bank	Vacant
19	PB-SW Comm.	Vacant
20	George Gatsios	George's Diner
21	Miguel Sanchez	Residence
22	Pulaski Partners	Alsip Medical Center
23	George Pappas	Residence
24	Glen Pappas	Residence
25	McDonalds Corp	McDonalds
26	Jorge Albarran	Las Fuentes Restaurant
27	Howard Chernawsky	Nancys Pizzaria Help Desk USA Expert Carpet Cleaning Bedolla Skater Boys Alsip Currency Exchange Vacant
28	Union Federal Savings Bk	Vacant
29	ANSMA Development LLC	Vacant
30	Worth Township	Worth Town Hall
31	Paul Gelke	Apartment
33	Rafael Diaz	Cool Rite Corp
34	US Small Business Adm	Vacant
35	Khadija Ahmed	Alsip Food Mart
36	Michael Manning	Rib Brothers Inc
37	Gary Hanney	Carquest
38	Village of Alsip	Veteran's Plaza
39	Ryul Bae	Dunkin Donuts
40	Ryul Bae	American Family Ins Lupitas Hair Studio Iq Media 3 Vacant Honeys Grooming Parlor
41	First Personal Bank	Vacant
42	First Personal Bank	Vacant
43	Alsterda	Alsterda Construction Company
44	Alsterda	House
45	Charles Obecnay	Charleys Complete Auto Repair

- High Potential Development Site
- Mid to Low Potential Development Site
- Retail- Stable, Good Repair
- Retail- Potential Retenating/Renovation
- Residential
- Government/Public





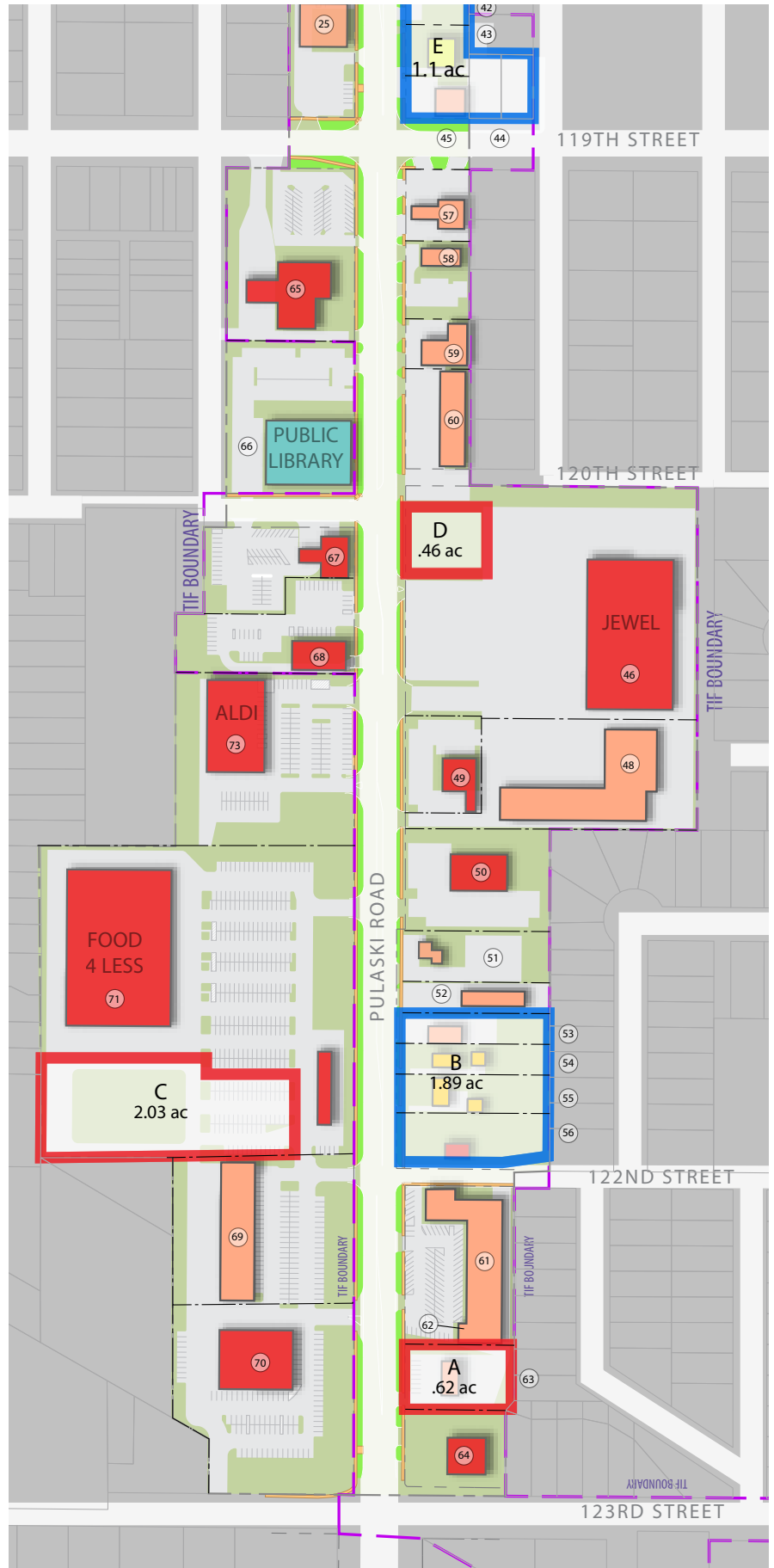
# Business Development Implementation Recommendations

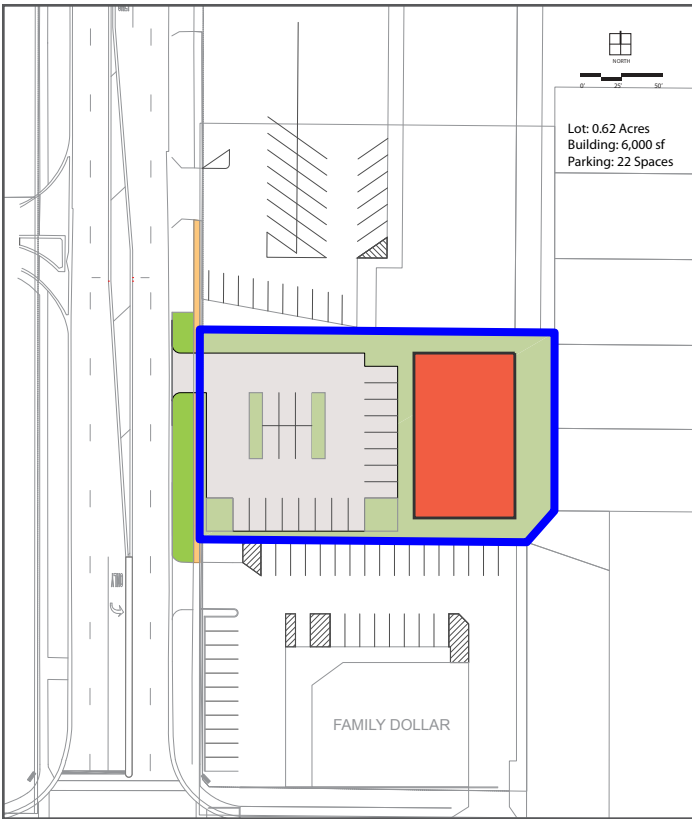
We recommend that the Village leaders complete the following actions over the next three years:

1. Conduct a detailed individual meeting with all property owners to communicate the three-year initiative and to determine the willingness and capabilities of each property owner. All information generated, including Consumer Survey results and Village incentive programs, should be communicated. Following the property owner meetings, adjust the development potential rankings if necessary.
  - Review and assess the potential development sites identified in this report for the purpose of creating an initial template. Add/subtract sites if necessary.
  - Work with property owners and their brokers in developing an individual marketing profile. The Consultant Team will provide corridor marketing information that will be of significant assistance.
  - Monitor the results of the marketing initiative and react accordingly when opportunities arise. It is very important for Village leaders to emphasize that the property owner and broker must drive this issue. The Village must advocate and support but not lead.
  - Use TIF funds to incentivize/support more significant development. This will be on a case by case basis whereby the Village will make a determination as to whether the development meets the Village's vision and whether the Village will get an adequate return on their investment.
2. Develop the portfolio of potential Village development incentives:
  - A capital improvement plan and budget has been developed for the corridor. This will be a significant step in making sites more attractive to tenants.
  - Determine and address any significant infrastructure issues (predominately sewer and water) which would preclude development in the future.
  - While the use of TIF should be on a case-by-case basis some general policies should be developed in order to maximize the remaining TIF dollars available. TIF should only be used as an incentive to "complete the deal." The proposed development should be market based and the financing should be predominately private sector.
- Determine a Village policy relative to sales tax rebate for a potential development.
- Determine a Village policy relative to seeking county property tax rebates for a proposed site development.
- Modify zoning where necessary to accommodate desired tenant uses.
- Determine a strategy (within Village authority) to limit or block undesirable uses.
- Refine the Village development site review process as required to assure that it is clear, well communicated, and timely relative to the timeframe related to approval or denial.
3. On a selective basis, utilize the incentive programs outlined in the Incentive Program section for existing buildings and for new site development.
4. Establish TIF supported position (staff or vendor) to assist with coordinating the Village, property owners, brokers and tenants in business recruitment and property improvements.

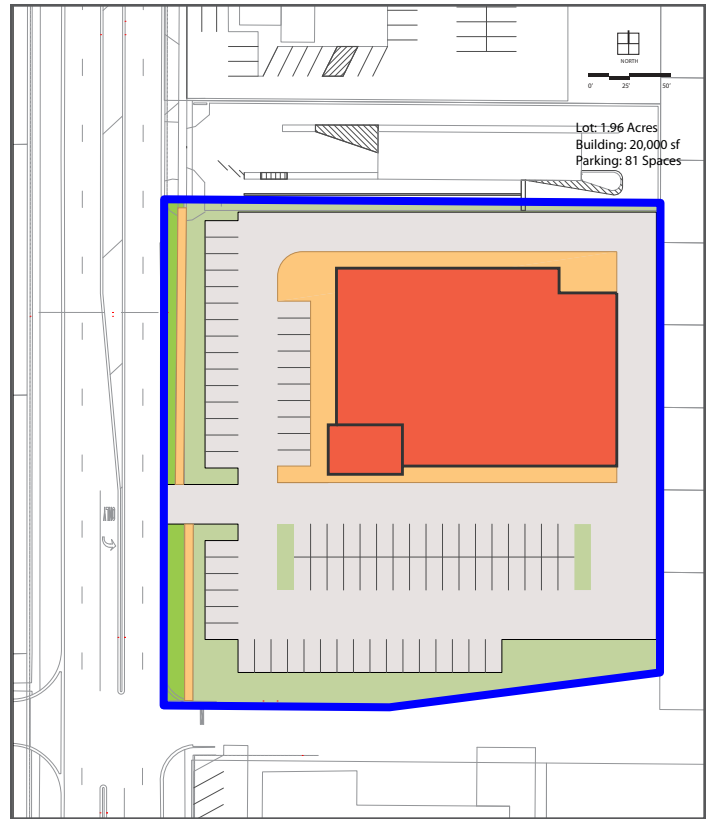
ID	Property Owner	Business
46	Albertsons Inc	Jewel Food Store 3098
47	Albertsons Inc	Vacant
48	New Fortune Enterprise LLC	
		Parcels Express Katie's Dollar Fantastic Sams Red Shoe Billiards Ht. Nails Animal Clinic Of Alsip Honeymoon Asian Express Dairy Queen Chase Bank
49	Pulaski And 121 Partners	
50	Autozone	Autozone
51	James Bradford	Dakota Inn
52	Not Listed	Instant Clean Car Wash
53	Aydan Oner	Red Line
54	Pulaski Partners	Residence
55	Richard Delgrosso	Residence
56	De Zieler	Chamber Of Commerce
57	Jibby Thomas	Alsip Big Mart
58	Il Title Loans	Il Title Loans
59	Almond Johnson	Vacant
60	Gus Tzoumas	
		Navarros Bakery Hair Threading Salon Corp Mr Submarine Cash Loans Today Titlemax II
61	Affiliated Realty	
		Taco Burrito King Magnum Insurance Agency Kr Family Laundromat Abc Pagers Celluar Pik Kwik Liquors Wings Chinese Food Jjs Minute Mart Pappas Alsip Restaurant
62	Bill Pappas	
63	First Midwest Bank	Vacant
64	Family Dollar	Family Dollar
65	Us Equities Asset Mgmt	First Midwest Bank
66	Village of Alsip	Alsip-Merrionette Pk. Library
67	Charter One Bank	Charter One Bank
68	Citizen Community Bank	Burger King
69	Andromeda Enterprises Llc	
		Metrosouth Mobilelink Llc Subway Community Alternatives United Bedding Experts Mattress World
70	Walgreens	Walgreens
71	Not Listed	Food 4 Less
72	Ralphs Grocery	Vacant
73	Hugh Allison	Aldi Foods

- High Potential Development Site
- Mid to Low Potential Development Site
- Retail- Stable, Good Repair
- Retail- Potential Retenating/Renovation
- Residential
- Government/Public

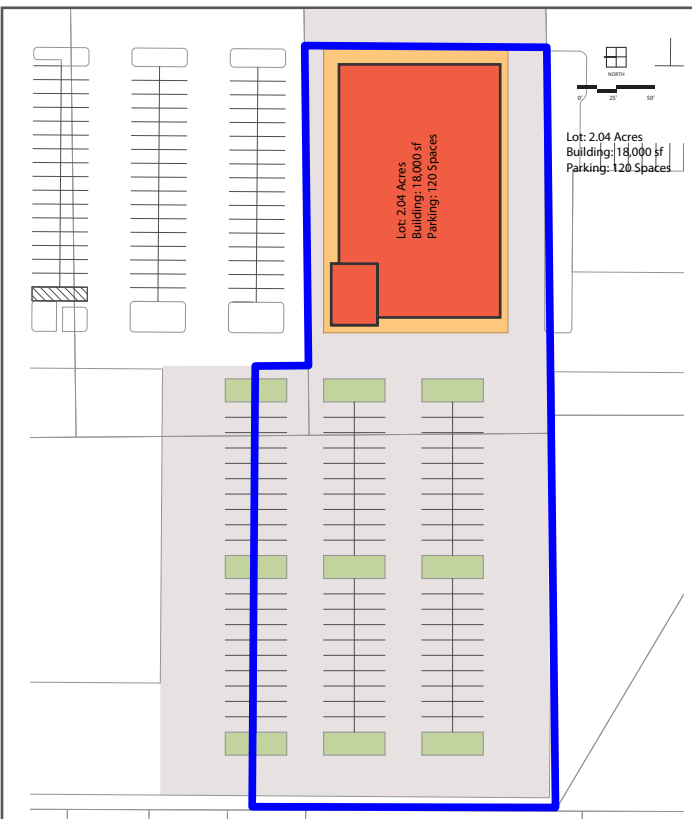




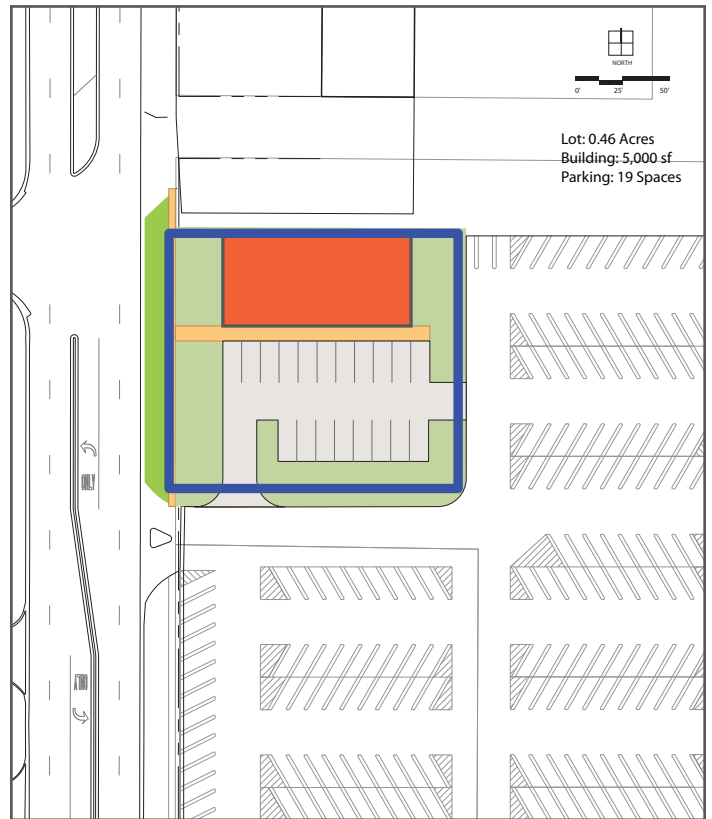
Site A



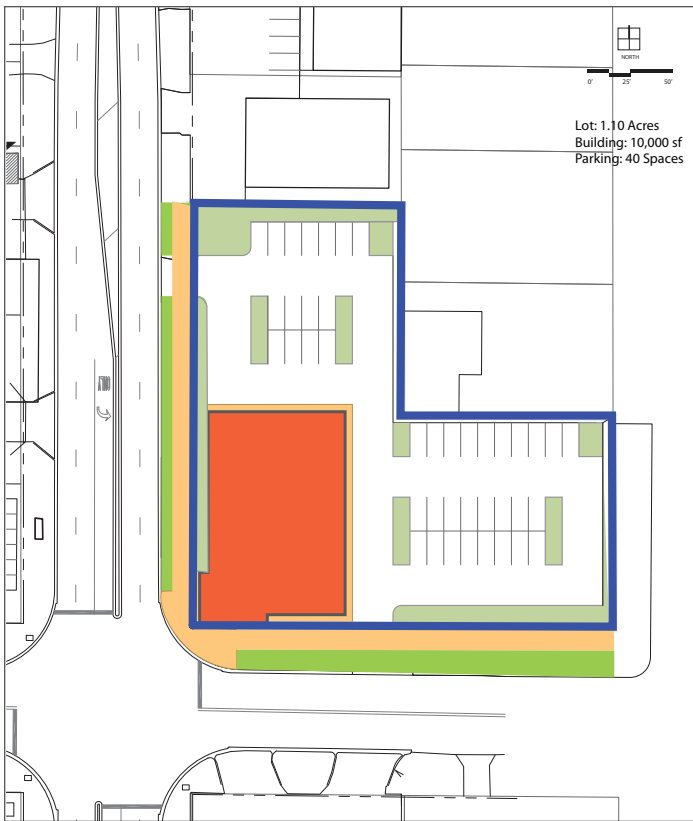
Site B



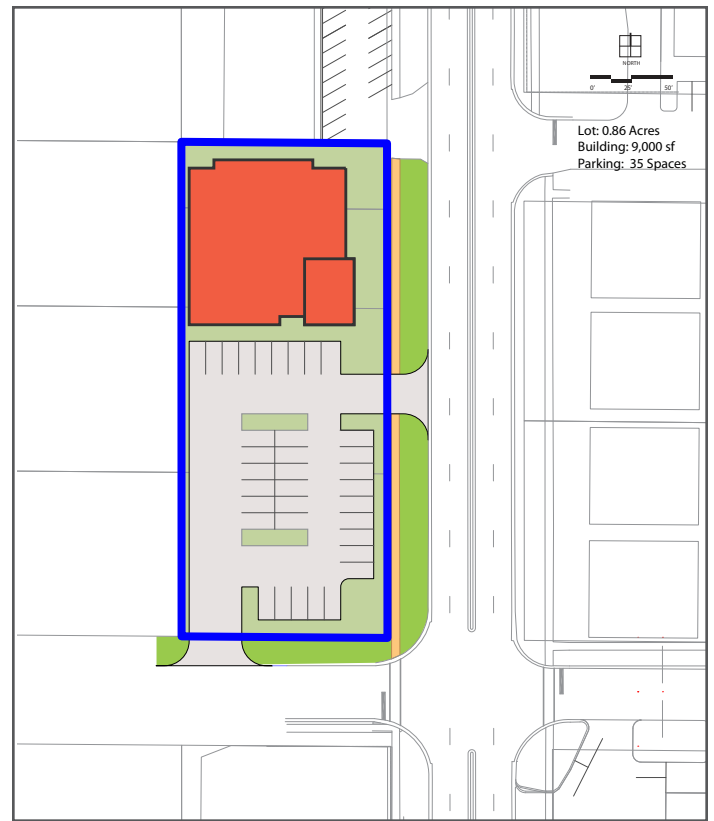
Site C



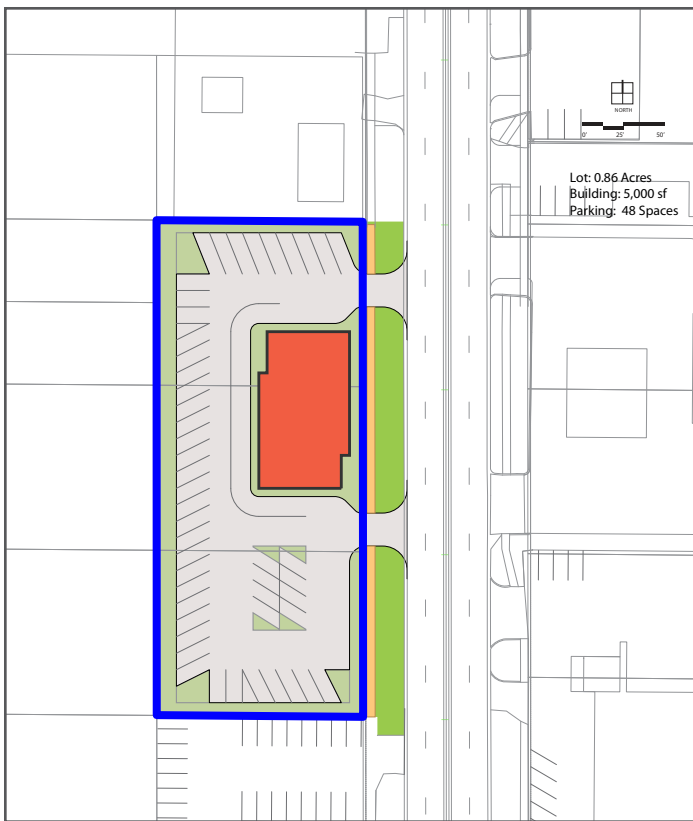
Site D



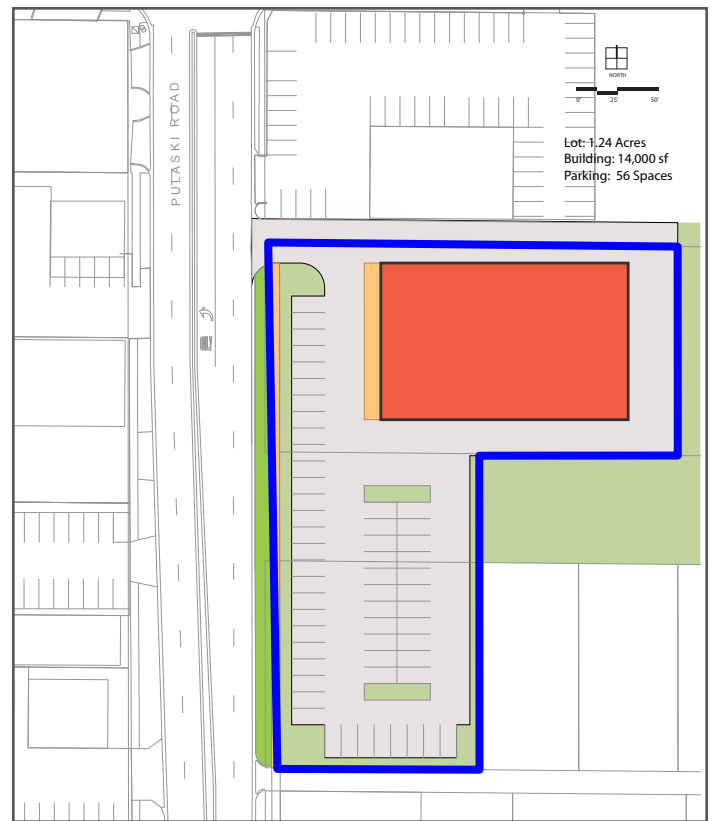
**Site E**



**Site F, G, H - Retail/Office**



**Site F, G, H - Restaurant**



**Site i**





# Chapter 2

BRAND STRATEGY AND TOOLS

# Brand Strategy

The brand strategy is designed to celebrate the identity of the Corridor by creating a unified message that passes through all forms of media including digital, print, and environmental graphics. Consisting of a name/slogan and brand mark/logo, the brand sets a positive expectation for the actual experience of the place. The purpose of the brand is to set customer expectations by succinctly conveying what makes the Corridor special, and what sets it apart from other places, which in turn helps to establish Pulaski's "Main Street" status.

Of all the proposed brand statements, "It's On Pulaski" seemed to best capture the potential of the Corridor. The slogan can be interpreted in at least two ways:

"It's on" can mean "It starts now", which announces the start of the campaign to transform the corridor into Alsip's main street. This message might be especially compelling to business owners, land owners, and residents who are excited to see signs of progress through public and private improvements in the corridor.

"It's on" can also mean "You can find it on Pulaski" which implies that you can find everything you need in one place. In this sense, Pulaski is framed as Alsip's contemporary version of the traditional main street—the go to place for convenient community serving retail. This interpretation may appeal more to shoppers who already do some shopping on Pulaski (such as grocery shopping), but that would be more attracted to the corridor if there were more diverse and higher quality offerings.

The Pulaski Corridor is the primary retail and service street in Alsip. Much work has been done to improve the corridor's prospects and much is under way. Pulaski is Alsip's "main street in progress".

Pulaski serves its community now and intends to work more effectively to serve even better in the future.

The work starts now. **It's On!**

### Brand Mark Concept Candidates

Three brand concepts were selected from a larger group of options. Each represents a different approach to visualizing the Pulaski brand. One was selected for further consideration.

PULASKI+

IT'S  
ON  
PULASKI

PULASK!

## Brandmark Attributes

The name says we mean business and are ready to move forward

The red "O" provides a signature design element that can frame photographs and provide a strong visual connection in communications media.



Contemporary design suggests a forward-looking business district

Dynamic angle suggests activity and momentum

## The Brand Lends Itself Easily To Promoting Pulaski's Expanding Offering

FASHION

CAR CARE

FRESHNESS

OPPORTUNITY

FOOTWEAR

VALUE

COMMUNITY

WELLNESS

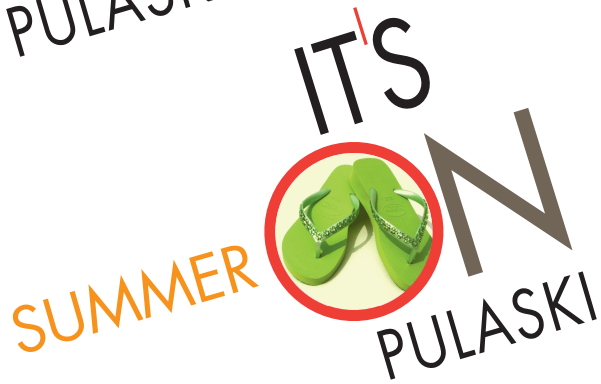
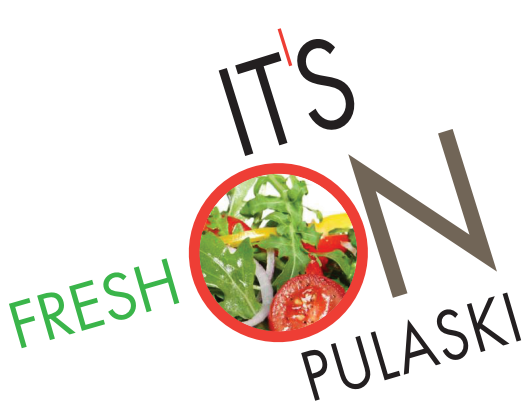
FAMILY

SAVINGS

ETC....

IT'S  
ON  
PULASKI

The letter “O” becomes a frame for photos of products and people connecting the brand to its customers



Properties Available Web-Page and Print Collateral

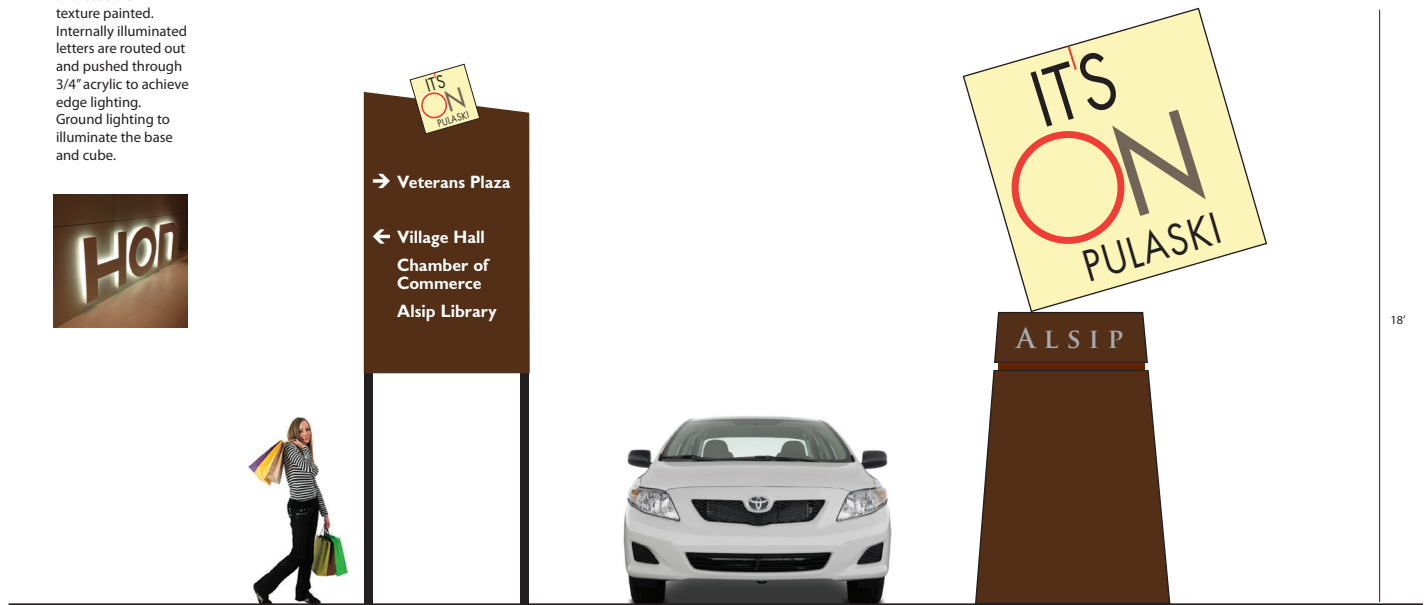


ITS ON PULASKI OPPORTUNITY						
SEARCH	PROPERTIES	SERVICES	BUSINESS IN ALSIP	PARTNERS	CONTACT	
PROPERTY	LOCATION	SIZE	SQ FT	ZONING	DETAIL	DETAIL
	Content	Content	Content	Content	Content	Content
	Content	Content	Content	Content	Content	Content
	Content	Content	Content	Content	Content	Content
	Content	Content	Content	Content	Content	Content



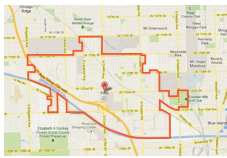
## It's ON Pulaski Gateway Sign & Directional Sign

Aluminum cube and base are texture painted. Internally illuminated letters are routed out and pushed through 3/4" acrylic to achieve edge lighting. Ground lighting to illuminate the base and cube.

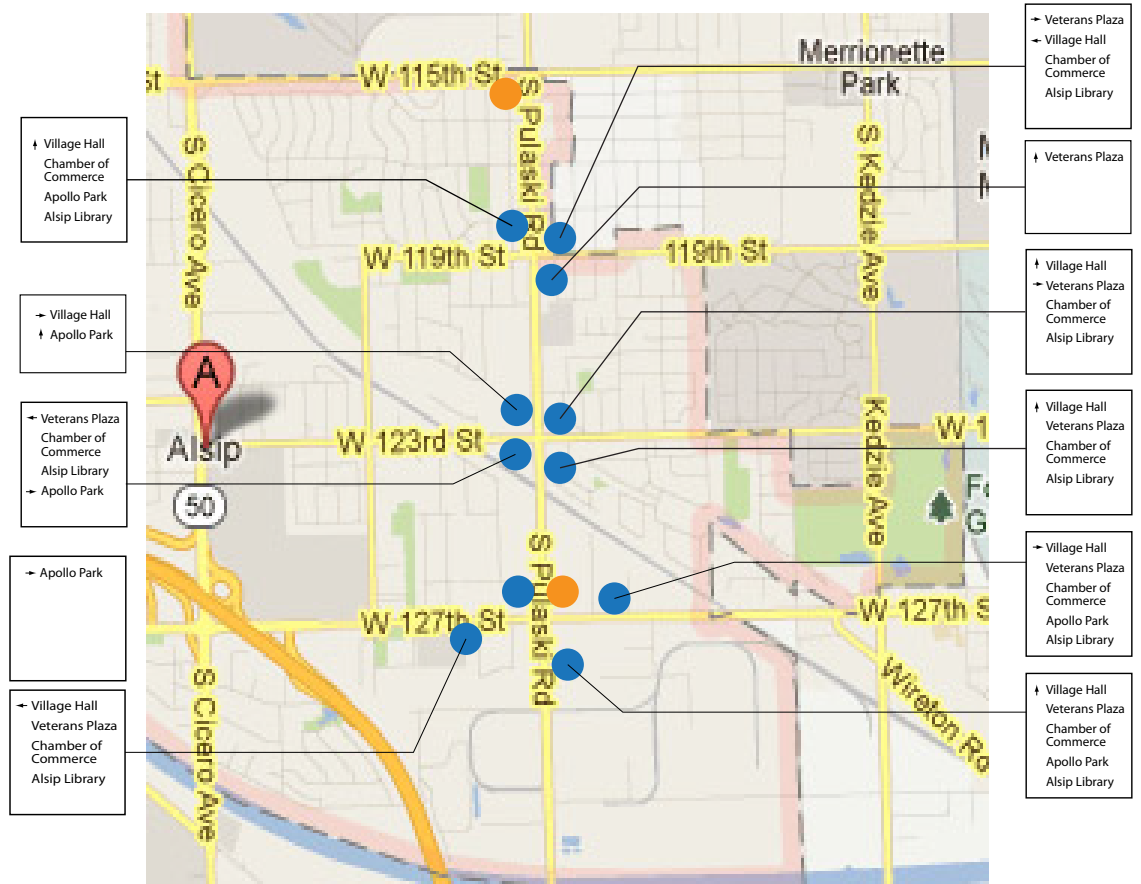


## Preliminary Sign Location Plan

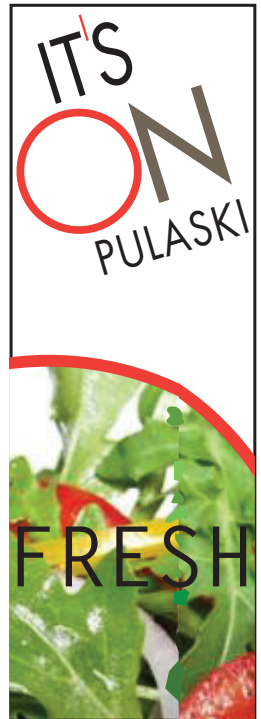
- Primary Gateway ID
- Branded Directional Sign



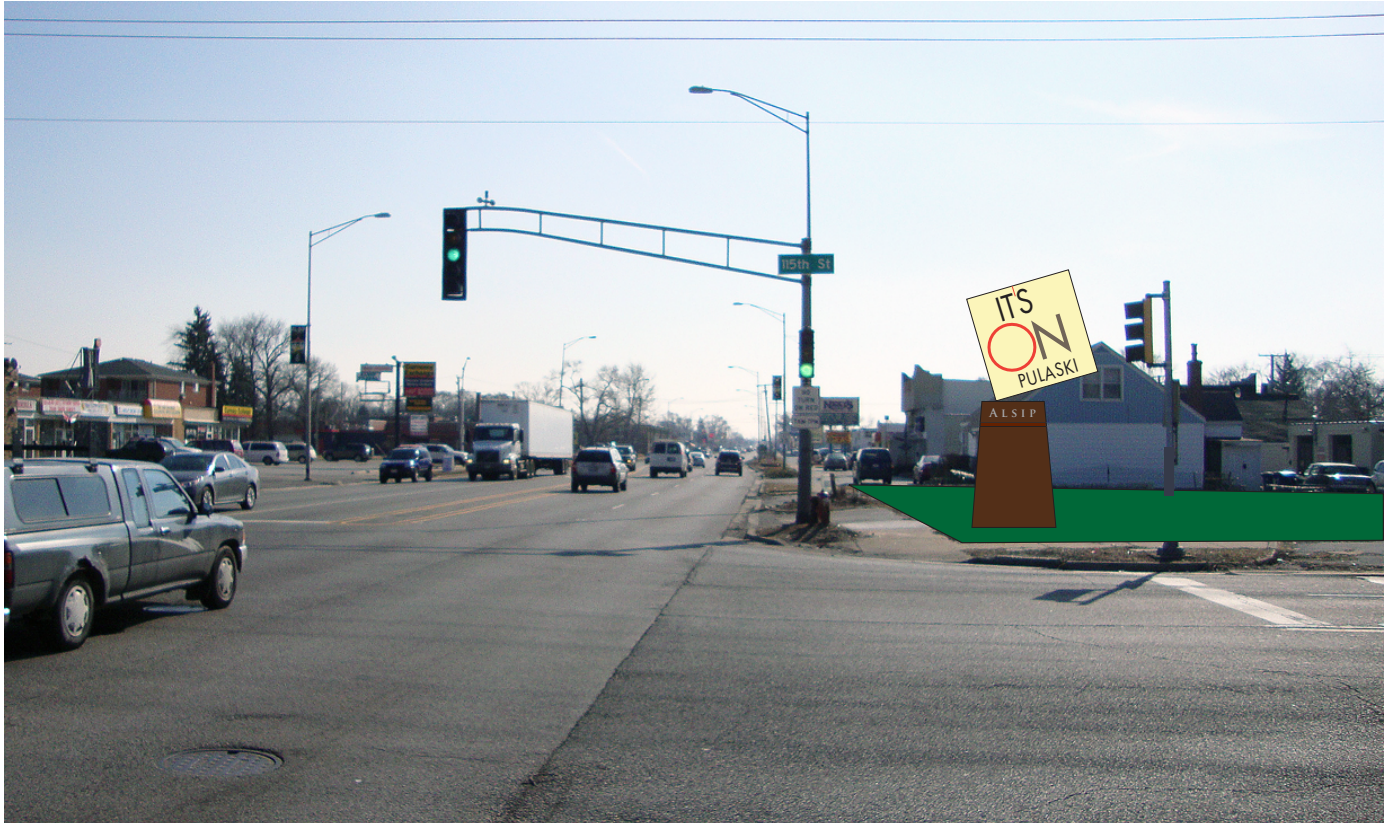
Village Boundary



## Banners



## Gateway Identification Sign



## Brand Tools, Implementation

Improvements	Responsibility
Adopt Pulaski Road Action Plan	Village Board
Finalize Art	Village Staff/ Consultant
Create Collateral	Village Staff/ Consultant
Create Website	Village Staff

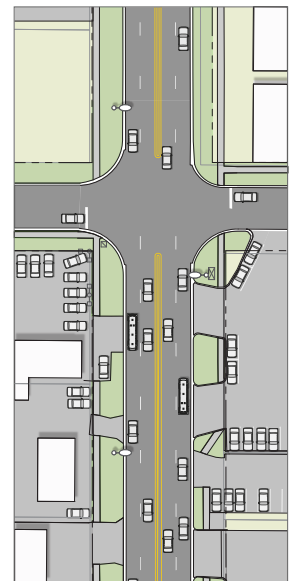
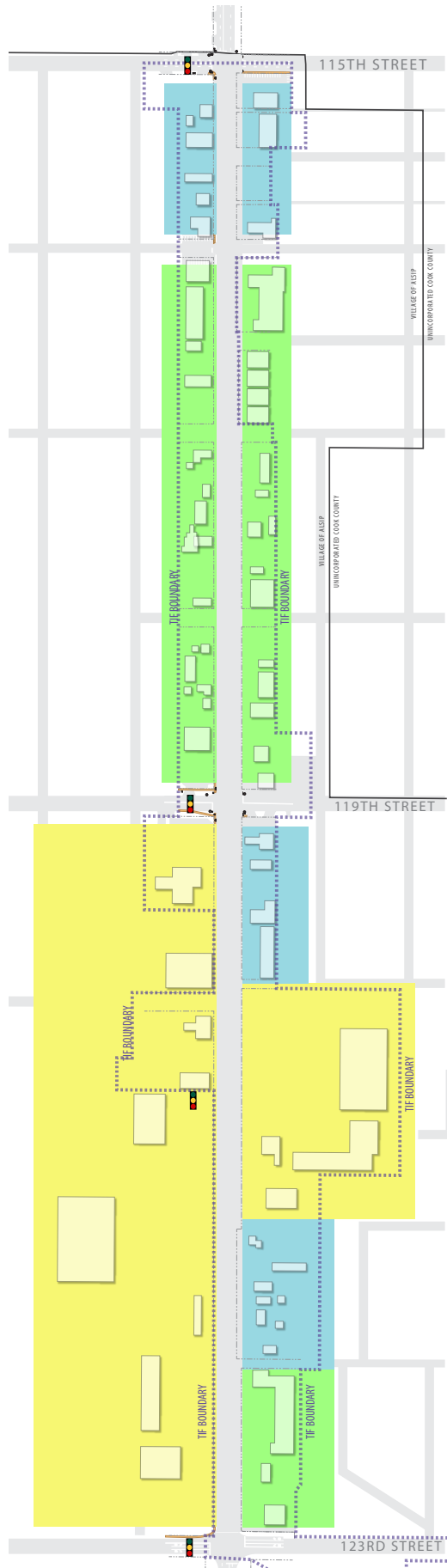
Estimated budget, up to \$10,000.

# Chapter 3

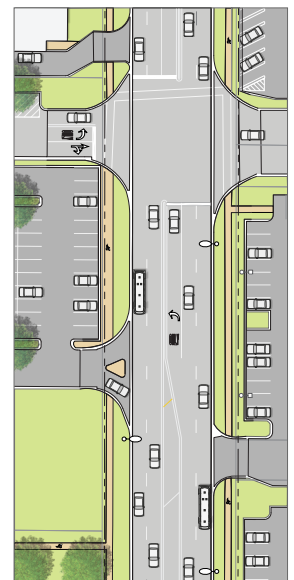
STREETSCAPE CONCEPT

# Existing Streetscape Conditions

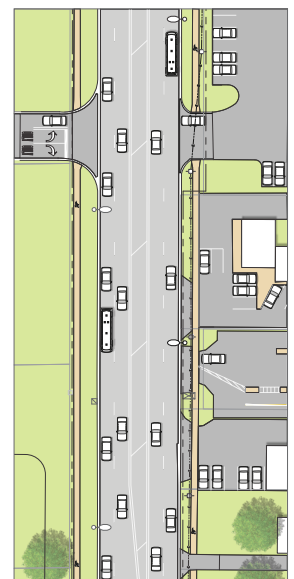
The complex existing conditions along the Pulaski Road corridor presents a challenge to creating a unified streetscape. The segment between 115th Street and 123rd Street has at least three different conditions including varying ROW and parkway width, varying sidewalk location continuity and condition, and buffers to adjacent development. Three of these prototypical conditions as described in the following plans and sections.



Type A- Existing Streetscape



Type B- Existing Streetscape

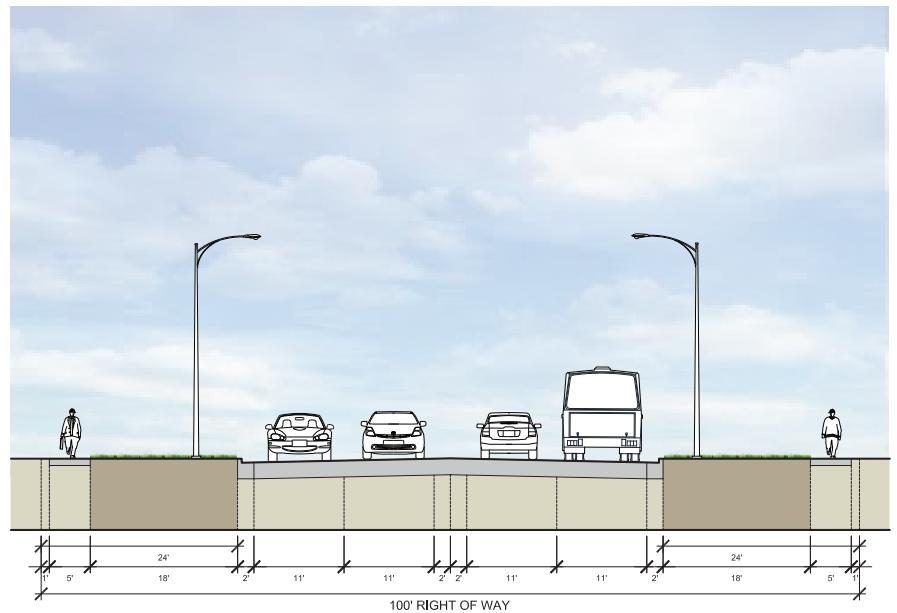


Type C- Existing Streetscape



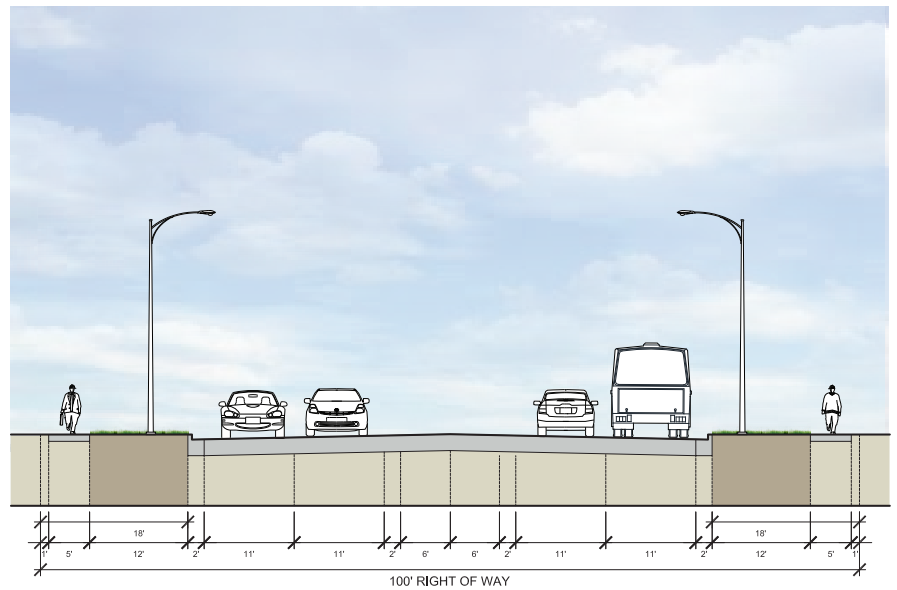
### Type A

- Shallow depth lots
- Zero setback front yard parking
- Numerous driveway cuts
- Relatively wide grass parkway
- Inconsistent sidewalks and crosswalks
- Primarily commercial land uses
- Little to no street trees and landscape



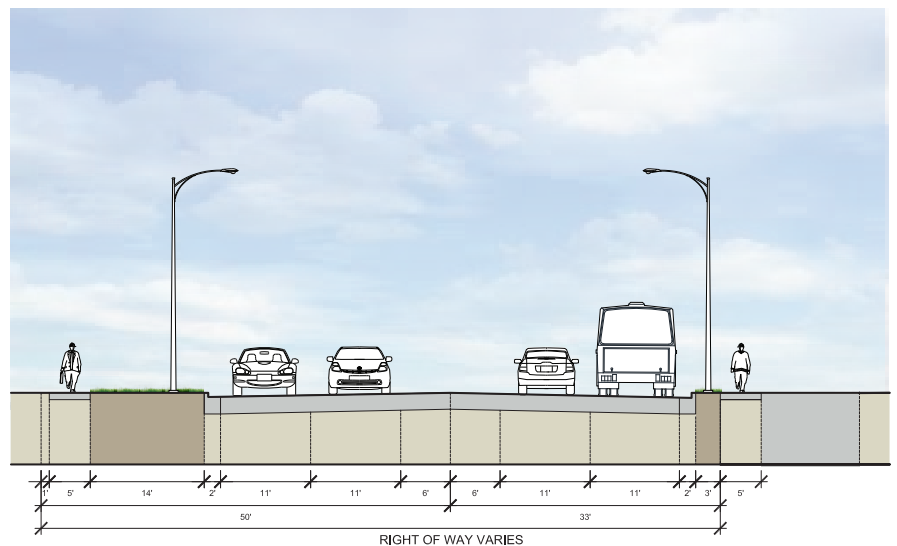
### Type B

- Large (big box) lots
- Front yard parking with some (variable depth) setback
- Relatively wide grass parkway
- Inconsistent sidewalks and crosswalks
- Primarily commercial land uses
- Consolidated driveway cuts
- Some street trees and landscape (located outside public right-of-way)



### Type C

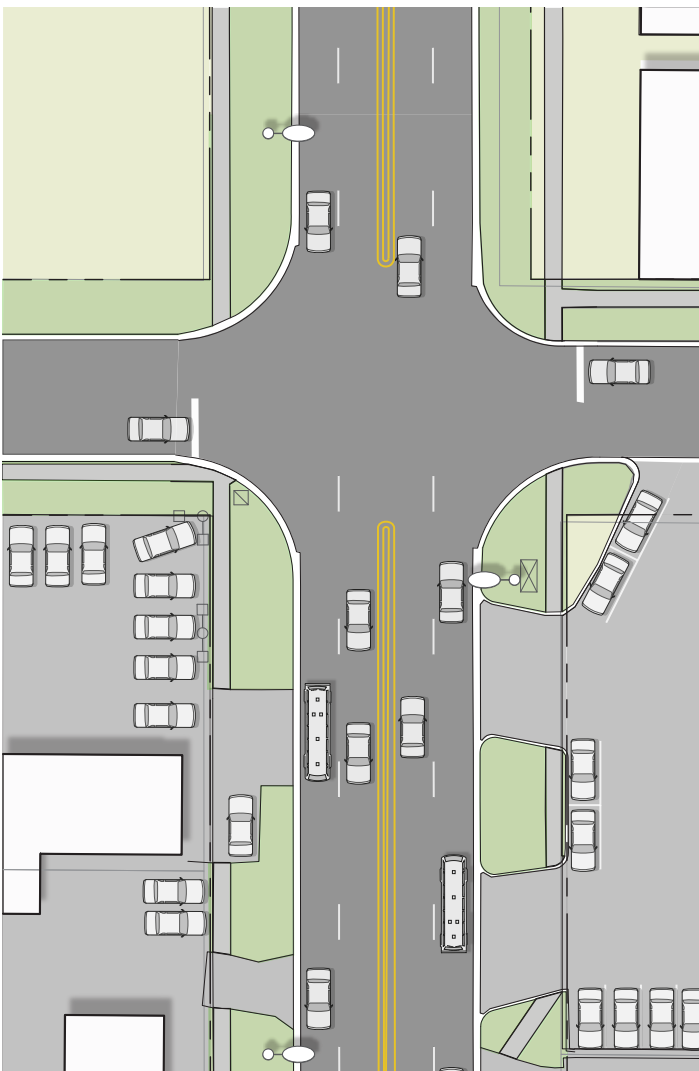
- Varied lot sizes (mostly small)
- Varied setback front yard parking
- Numerous driveway cuts
- Narrow grass parkway
- Inconsistent sidewalks and crosswalks
- Commercial and residential land uses
- Little to no street trees and landscape
- Overhead utility lines



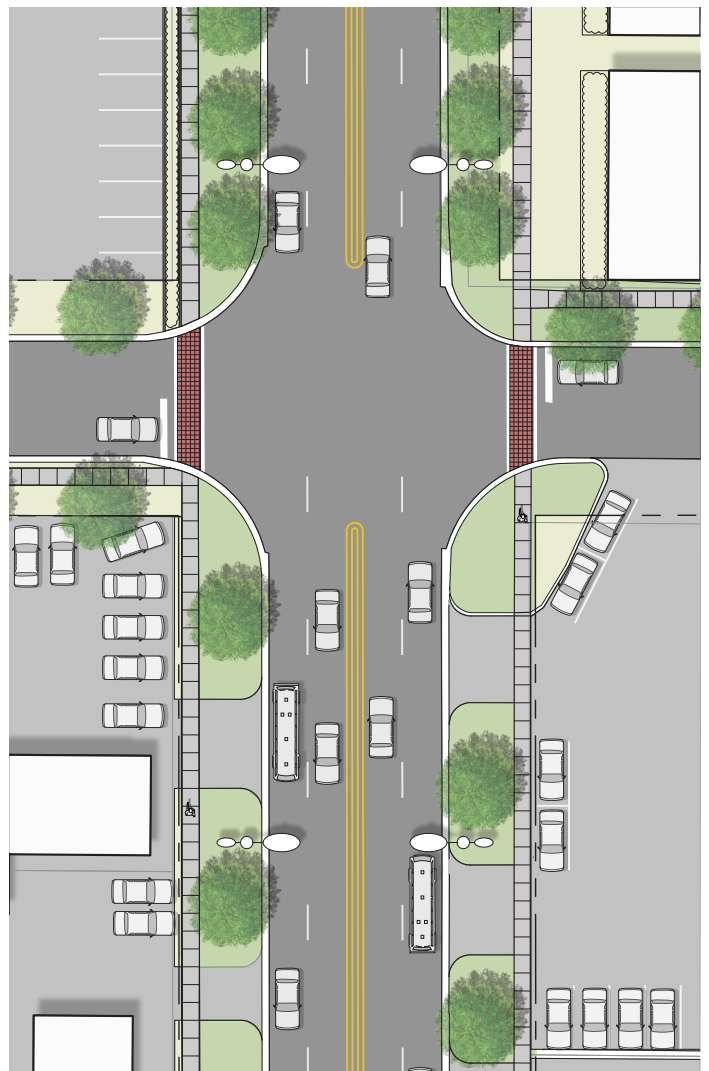
# Proposed Improvements

The Pulaski Road streetscape improvements support the overall goal to transform Pulaski Road into Alsip's "main street." It does this in a number of ways including:

- Establishing a positive and memorable environment that is attractive, consistent, timeless, and stimulating.
- Reinforcing the brand identity "It's ON Pulaski" by integrating environmental graphics such as banners, monument signs, and pole mounted signs. These elements establish, through consistent repetition, the overarching identity of the corridor where all your everyday needs can be satisfied in one place.
- Providing for a more comfortable and inviting pedestrian environment by providing shade trees, benches, continuous sidewalks, and improved street crossings.



Existing Streetscape



Proposed Streetscape

## Streetscape Design Standards

### *Street Lights (underway)*

- Opposite spacing
- Approximately 175' spacing
- Banner arms
- Flag holders
- Outlets

### *Street Trees*

- 30' spacing centered in parkway
- 4' min. from face of curb, 6' min. parkway width

### *Sidewalks*

- 5' typical width, 1' inside right-of-way
- Standard concrete
- Continue through driveways
- Specialty paving at signalized intersections, public spaces and logical locations related to private uses (upgrade)

### *Crosswalks*

- 6' typical width
- Thermoplastic paint (baseline)
- Scored, colored asphalt or concrete (upgrade)

### *Banner Poles*

- Approximately 175' spacing centered between the street lights

### *Furnishings, (such as benches and trash receptacles)*

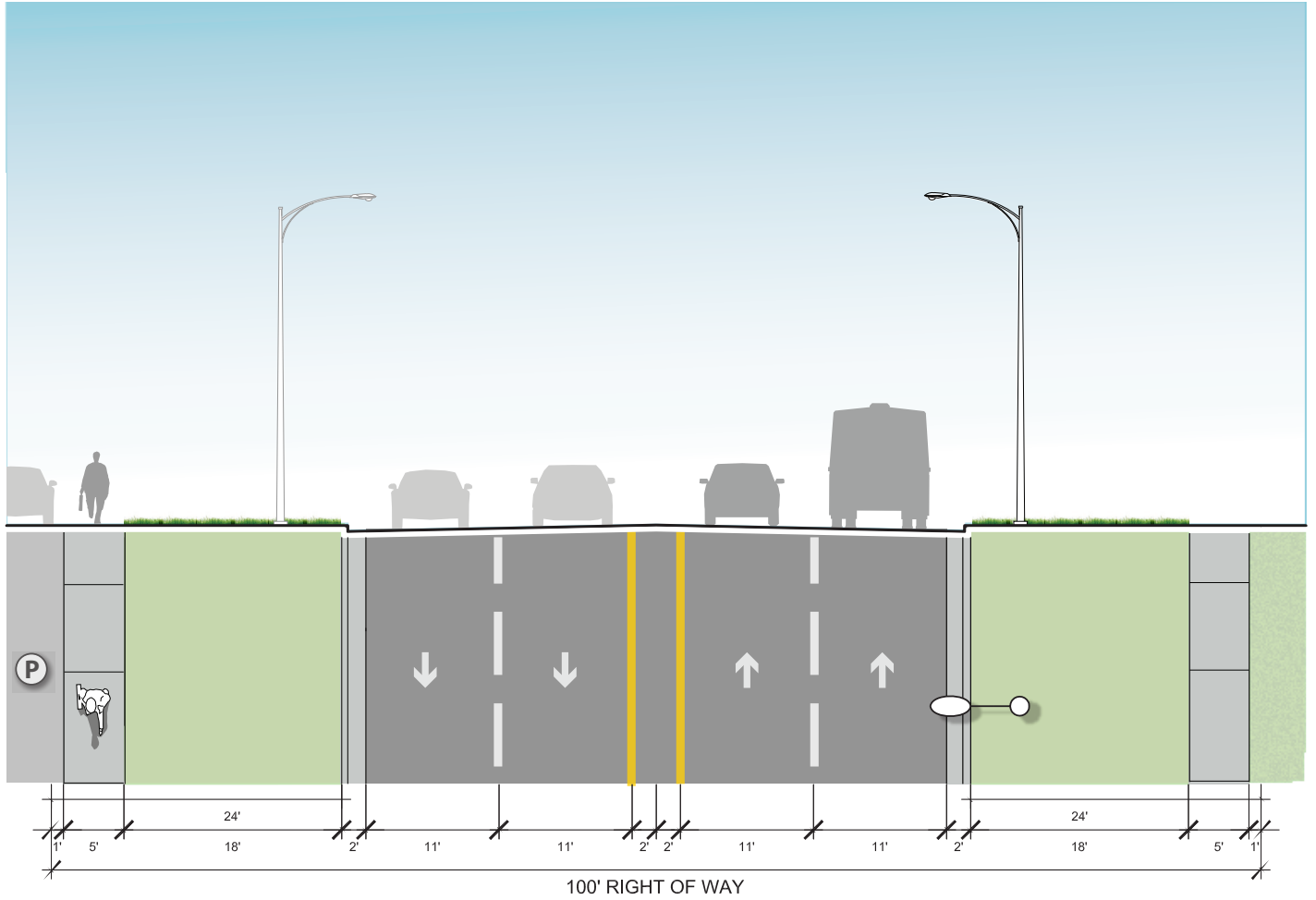
- Locate at signalized intersections, public spaces and logical locations related to private uses
- Bus stops (with and without shelters)

## Minimum Streetscape Improvements

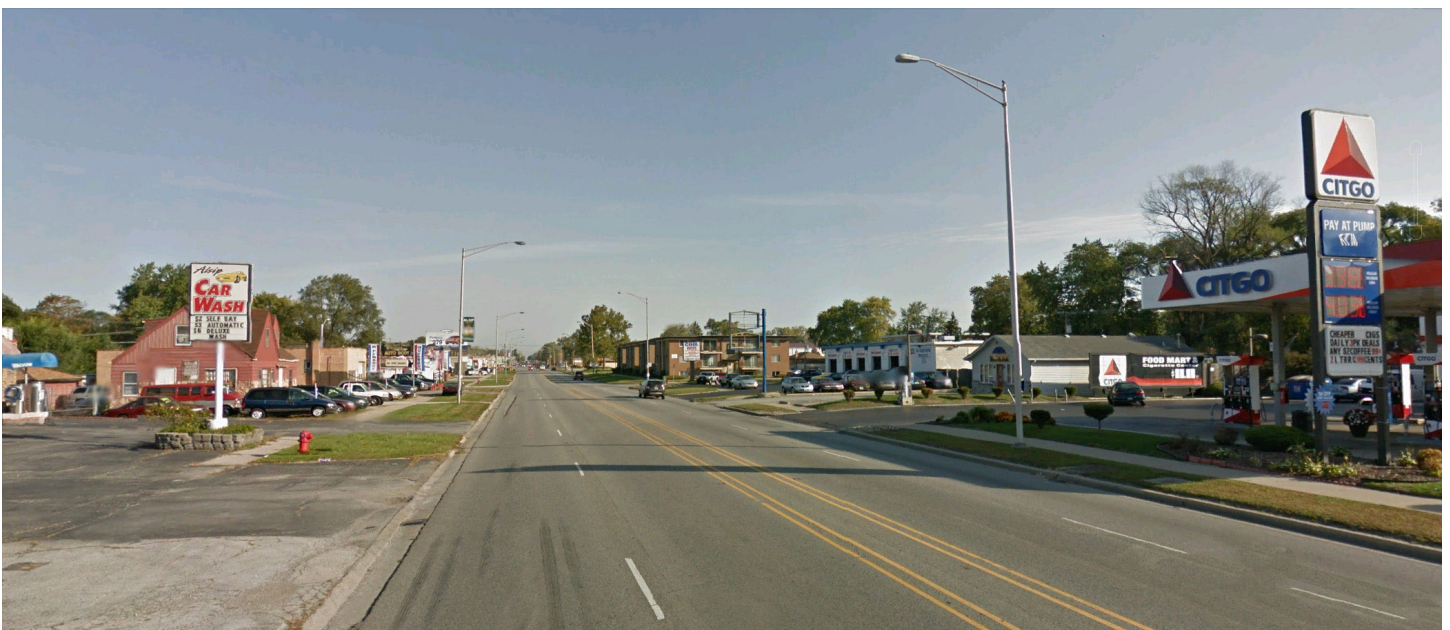
- New roadway street lights with pedestrian light attachment
- Street trees (intermediate trees under overhead utilities)
- Continuous sidewalk
- ADA compliant curb ramps
- Crosswalks at all side streets
- Crosswalks at signalized intersections
- Specialty paving at gateway areas
- Narrow driveways to current standards
- Consolidate driveways where possible
- Bus stop improvements (Pace shelters, furnishings)
- Buffer off-street parking (landscape, curbed planters)
- Furnishings (bench, trash, bike rack)
- Specialty paving at side street intersections and crosswalks
- Banner poles

## Additional Streetscape Improvements

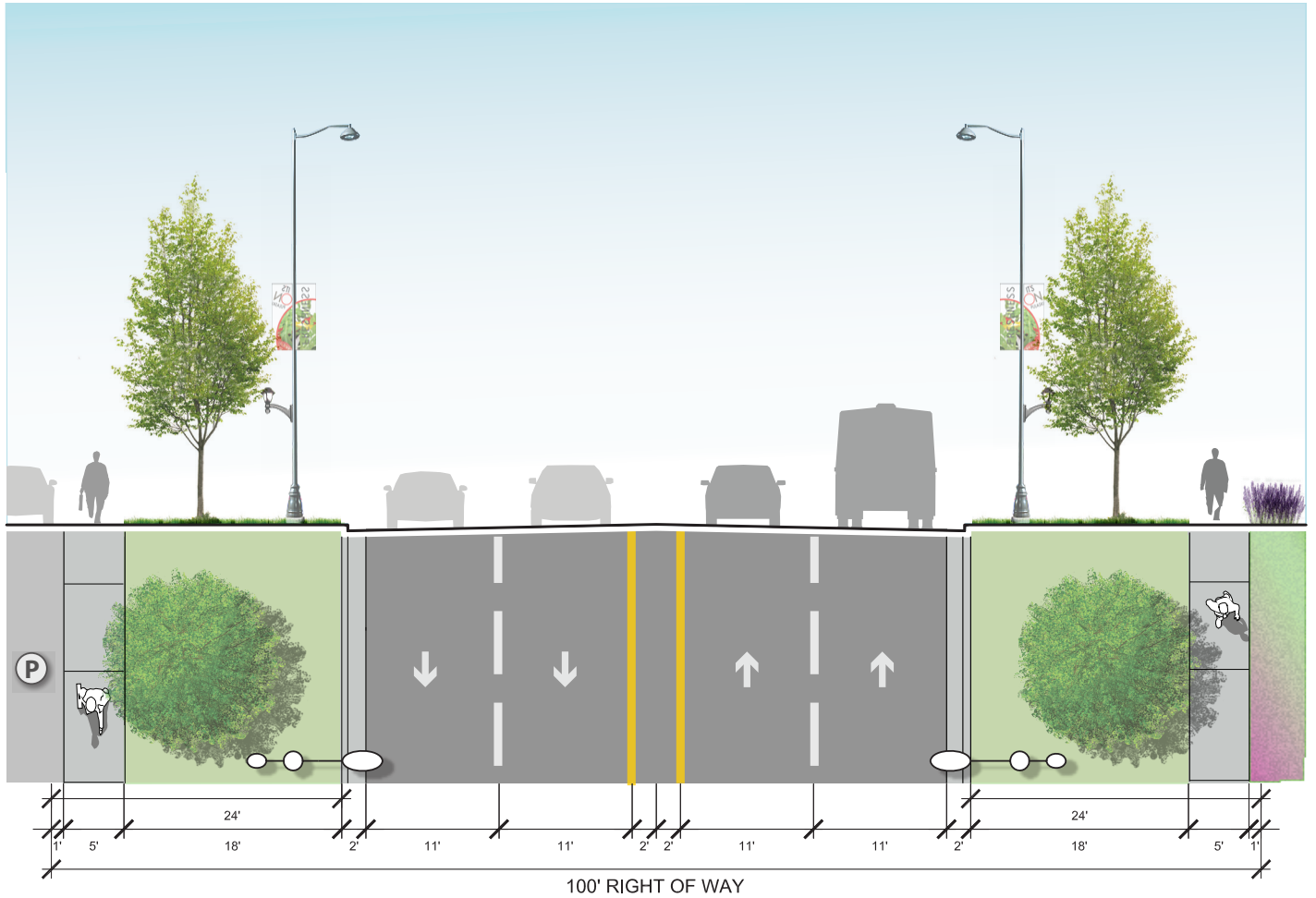
- Buffer off-street parking (fences, walls, columns)
- Landscape planter pots
- Bury overhead utilities
- Side street corner bumpouts
- Painted traffic signal poles
- Introduce shared bike/travel lane on Pulaski Road by narrowing inside travel lane to 10' and striping the additional 2-3' on the outside lane as paved unmarked shoulder.
- Custom designed bus shelters



Existing Streetscape

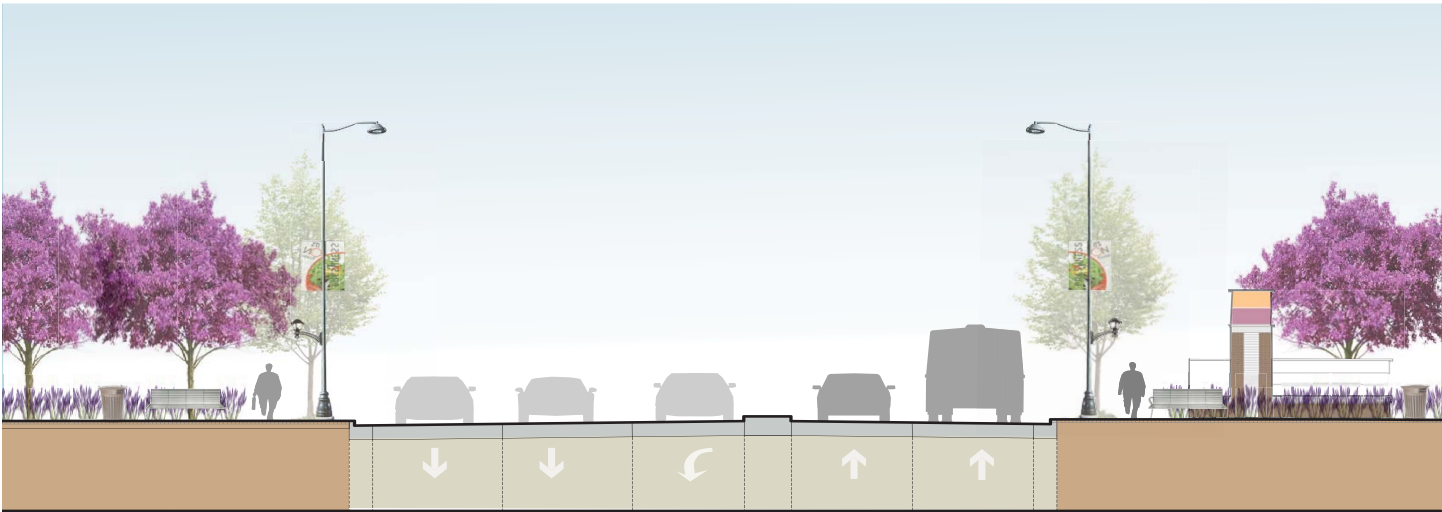




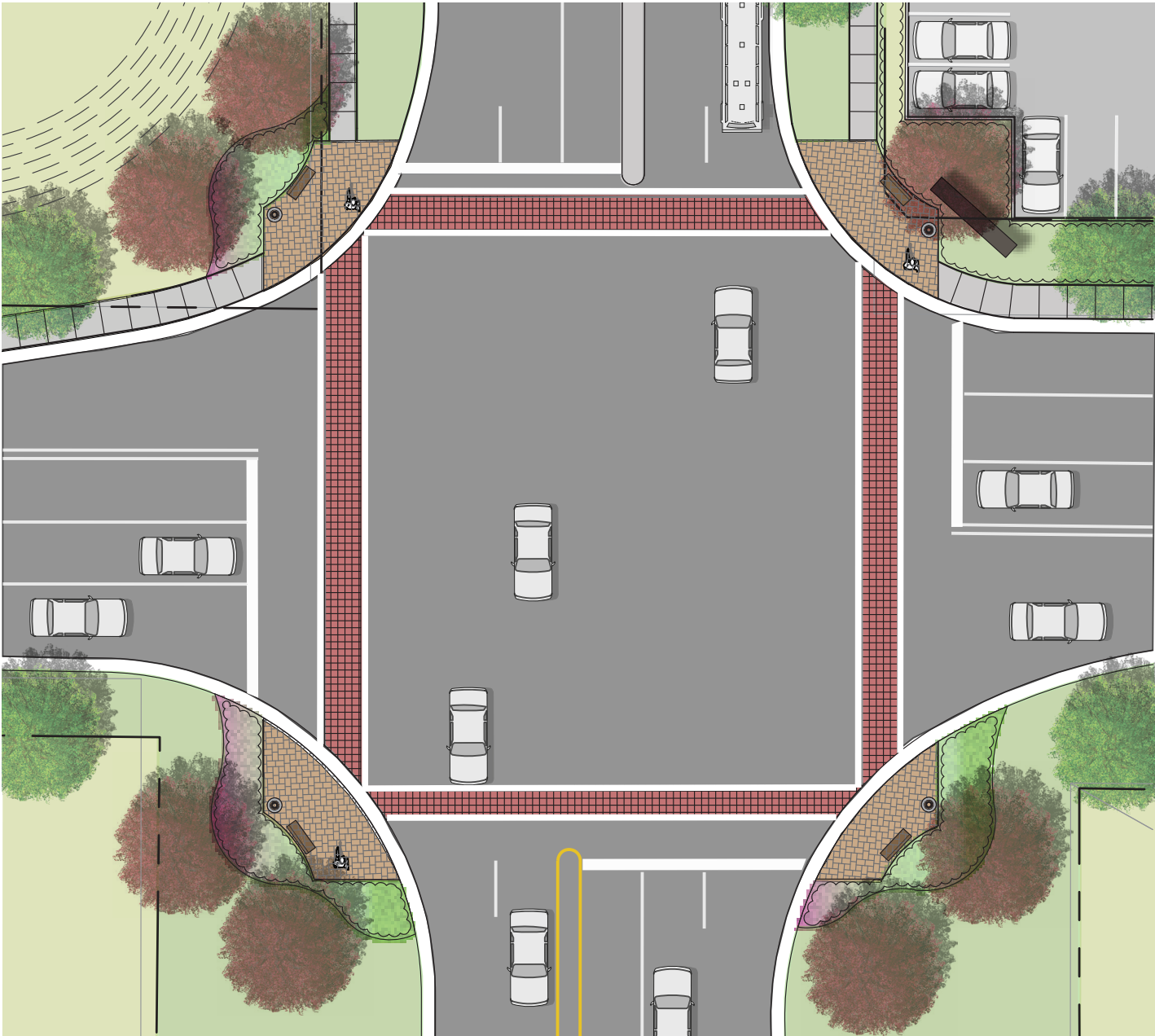


Proposed Streetscape





Gateway Street Section



Gateway Plan

# Streetscape Implementation Recommendations

## *Public Policy*

- Adopt the Pulaski Road Streetscape Concept Report as public policy
- Establish a \$3 million dollar design and construction budget for 2014 and 2015 Capital Improvement Program

## *Organization and Administration*

- Identify Village staff roles, responsibilities and assignments
- Establish a corridor implementation task force and identify responsibilities and assignments
- Identify areas where outside consultants are needed for assistance

## *Costs and Funding*

- Invest approximately 2.9 million dollars
- Update construction cost opinion during preliminary and final design
- Confirm available funding from TIF and other sources
- Explore outside funding options (IDOT and other sources)

## *Public Relations and Stakeholder Outreach*

- Communicate with the public regarding planned improvements through press releases, newsletters, etc.
- Engage property and business owners to discuss potential impacts to private properties
- Engage IDOT to discuss streetscape concepts and to clearly

identify the required submittal, review and approval processes

## *Design, Engineering and Permitting*

- Outline the scope of services necessary to complete streetscape design and engineering
- Engage a consultant to complete streetscape design and engineering
- Complete preliminary design and confirm budget, funding, easements, permitting, process and schedule; continue discussions with property owners, businesses, IDOT and other stakeholders; identify phases if necessary
- Complete construction documents for the proposed improvements and issue to IDOT for permitting; following permit approval issue for bidding; retain a qualified general contractor to construct the improvements

## *Construction*

- Maintain communications with stakeholders and the public during construction
- Construct the improvements
- Celebrate completion

## **Gateway Intersections**

The intersections at 115th Street and 123rd Street (illustrated right) will be designed to create a sense of arrival through the use of ornamental trees, special paving at the crosswalks and sidewalks, and monumental gateway signage.



### Streetscape and Wayfinding, Preliminary Cost Estimate

Task	Cost
Site Preparation and Removals	\$247,000
Curbs and Paving	\$854,000
Landscape	\$317,000
Site Furnishings, Shelters	\$234,000
Gateways and Signage	\$330,000
General Conditions and Contingency	\$694,000
Design and Engineering	\$297,000
<b>TOTAL COST</b>	<b>\$2,973,000</b>

## Streetscape and Wayfinding, Implementation

Improvements	Responsibility	Permitting Requirements	Approx. Timeline	Notes
New street lighting	Village	IDOT, Village (complete)	in progress	
Banners	Village	IDOT, Village	3 months	
Streetscape and gateways				
Street trees	Village	IDOT, Village	3 months	
Sidewalk improvements	Village	IDOT, Village, property owners	6 months	Across driveways, repair and infill, ADA ramps
Primary gateway monuments at main intersections	Village	IDOT, Village, property owners	12 months	Located at each of 3 primary gateway intersections
Secondary gateway monuments at side-street intersections	Village	IDOT, Village, property owners	12 months	2 located at each side street
Wayfinding signage	Village	IDOT, Village	6 months	
Driveway narrowing and reconstruction	Village	Property owners	6 months	Narrow to current standards for driveway widths
Side-street crosswalks	Village	Village	6 months	
Buffer adjacent parking	Village	IDOT, Village, property owners	12 months	
Specialty paving sidewalk and crosswalks at intersections	Village	IDOT, Village	6 months	
Landscape at gateways and intersections	Village	IDOT, Village	6 months	
Furnishings at gateways and bus stops	Village	PACE, Village	6 months	
Add standard PACE shelters	Village/PACE	PACE	TBD	Determine criteria to add shelters
Custom bus shelters	Village /PACE	PACE, Village	TBD	Located near each of 3 primary gateway intersections
<b>Other improvements (associated with redevelopment)</b>				
Bury overhead utility lines	Village	ComED, IDOT, Village	18 months +	
Consolidate driveways	Village	IDOT, Village, property owners	TBD	



# Chapter 4

## ZONING AND ADMINISTRATION

# Existing Land Use

This Chapter includes the recommended revisions to Alsip's Zoning Ordinance in order to bring the Code in line with the land use goals of the 2013 Comprehensive Plan, and the recommendations of the 2013 Pulaski Road Action Plan. Also included are recommendations for creating a Property Improvement Program, which would provide financial and design assistance to property owners in order to incent property improvements.

## Current Land Use

Pulaski Road is Alsip's convenience-oriented retail corridor that also includes some professional offices, civic/municipal facilities, and a few single and multi-family residential units. It predominately consists of single-use, auto-oriented retail with very little mixing of other uses within a single block. The lack of a diverse land use mix was criticized in the 2013 Comprehensive Plan because it tends to produce a poor pedestrian environment.

There are a few remaining single family homes on the Corridor, a few of which are maintained as residences, the rest having been converted to business use. All of these structures were built between 50-80 years ago during a time when the Corridor was more residential in character, but are now out of character with the commercial structures that have grown up around them. These structures offer attractive redevelopment opportunities which can better serve the mixed use "Main Street" goal. Over time these structures should be replaced with more intense mixed use retail/commercial development as the properties become available, or are upgraded.

Similarly, the existing apartments do not contribute to the sidewalk activity or the commercial character of the corridor. Though they are located on the corridor, their entries orient to the interior of the block and do no address the street. Future multifamily development should contribute to the overall commercial synergies between uses and the pedestrian environment by incorporating ground floor retail.

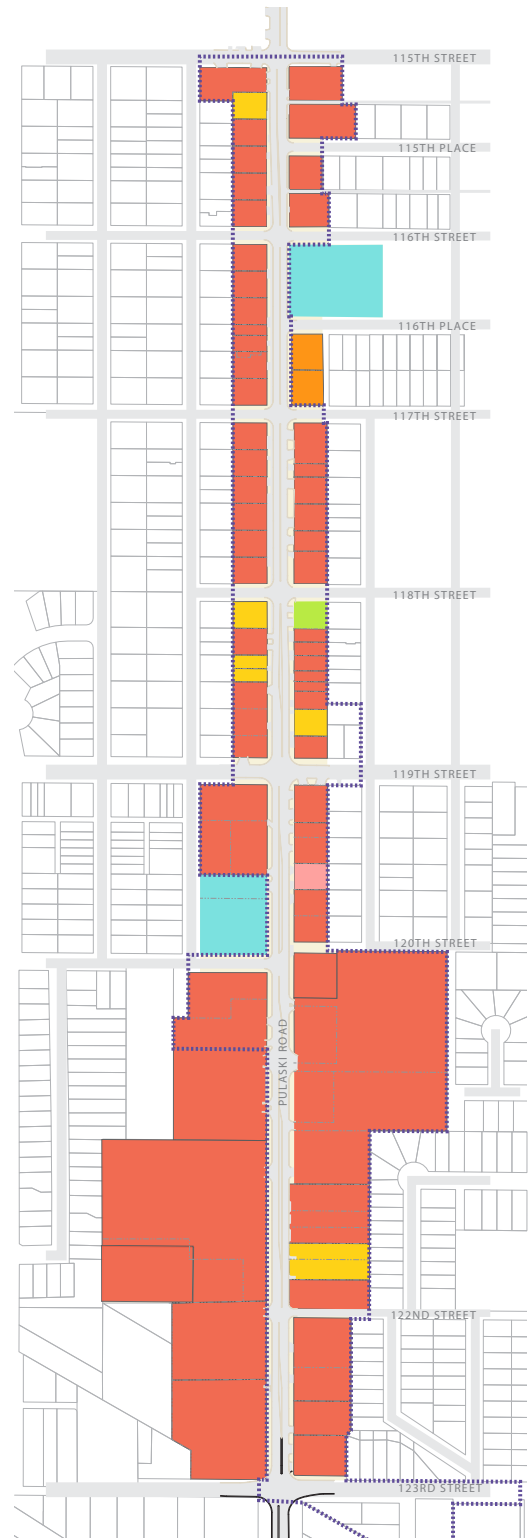
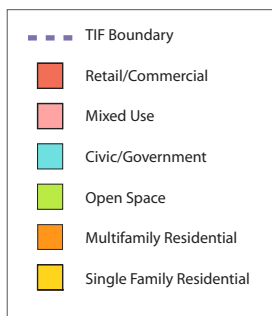


Figure 1: Existing Land Use

The Commercial land use type is almost exclusively retail/commercial and configured for convenient auto access. Though auto-oriented, these developments should be designed to be attractive and comfortable for pedestrians as well as motorists.



The Mixed-Use land use type is designed to encourage a mix of activities including retail, office, civic and residential in an attractive pedestrian-oriented environment. Development is configured to enhance the sidewalk experience by locating the building edge along the sidewalk, and orienting the primary building entry to the street.



## Proposed Land Use

The proposed land uses consolidate the existing land uses into two categories, by eliminating the two residential categories and replacing them with a more inclusive mixed-use category which follows the recommendations of the 2013 Village of Alsip Comprehensive Plan. These categories incorporate a more integrated use mix and place greater emphasis on development form and the character. The categories include:

1. **Commercial:** This category accommodates the large format retailers of the Corridor that are auto-oriented in format and exclusively retail/commercial. It is specifically designed for stores greater than 15,000 square feet on sites greater than 1 acre including grocery stores, drug stores, and strip centers along with other properties in the immediate vicinity. Although the auto-oriented single use format is not directly in line with the “Main Street” goal, they are primary retail destinations and are critical to the overall economic success of the Corridor.
2. **Mixed-Use:** This category promotes sidewalk oriented development that is pedestrian friendly with a mix of uses with a diversity of businesses, civic and residential types horizontally or vertically within the same building. This category covers the majority of the Corridor including the smaller aging commercial and residential properties that can potentially be redeveloped over the next several years. The primary use will continue to be community serving retail, along with a variety of secondary uses such as upper story residential, professional office and community facilities.

Further recommendations for the land uses are detailed in the Recommended Zoning Modification Section of this document.

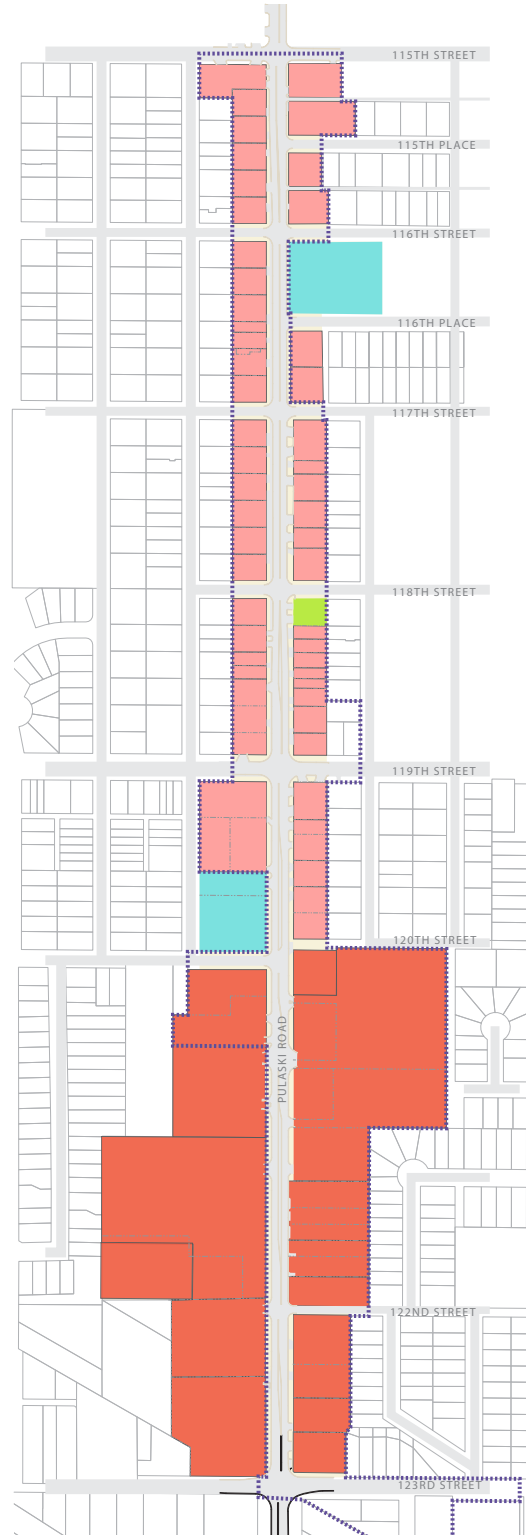
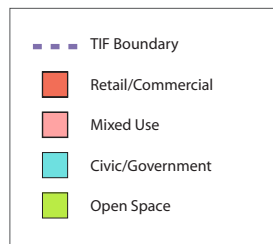


Figure 4: Proposed Land Use



# Land Use Revisions

## Existing Zoning

Currently there are five zoning districts distributed throughout the Corridor study area including three business use types (B-1, general business; B-2, entertainment related business; and B-3, liquor related business), and two residential types (R-1, single family; and R-3, multifamily).

The zones do not follow a planned arrangement and seem to be assigned on a parcel by parcel, case by case basis. Single and multifamily residential zones are assigned to those residential properties that were constructed before the ordinance was adopted. As a result, these properties are not in line with R-1 single family district, which is to “establish and preserve quiet single family home neighborhoods.” Similarly, the mix of B-1 zones and B-3 zones seems overly complex since B-3 districts—which are like B-1 in nearly every aspect except that they permit the service and sale of alcohol—are intermittently distributed throughout the Corridor on small and large parcels, with no apparent organization.

Currently, undesirable uses and uses of special concern are managed in four ways: as prohibited uses, as special/conditional uses, as uses confined to special business zones (such as the B-3, liquor serving district), or by omission as in the case of residential uses. The current system results in a complicated regulatory process that can be greatly simplified by eliminating the special business districts, and by expanding the list of conditional uses. Similarly, the prohibited use category can be eliminated by simply listing what is permitted or permitted by special use, rather than explicitly listing what is not permitted.

## Proposed Zoning

The five existing business district types in the Corridor should be consolidated into two districts: B-4, Community Business District, and B-5, Community Serving Mixed Use, both of which have the same allowable, and special/conditional uses.

### 1) B-4, Community Business District

**Intent:** The primary purpose and characteristics of the Community Business District are intended to accommodate the needs of the community for both convenience and community shopping.

**Location:** The Commercial land use type is assigned to the large retail properties south of 120th Street including Aldi, Food 4 Less, Jewel and Walgreens and associated out par-

cels.

The B-4, Community Business District is essentially a revised version of the B-1 District that is specifically suited to the Pulaski Road Corridor. The list of permitted uses is expanded to include upper story residential, and the list of Special Uses is expanded to include establishments that sell or serve alcohol, video gaming, convenient cash services, and tattoo parlors. As special uses, these establishments can be reviewed on a case by case basis to assess their potential negative impacts on neighboring businesses, or on the overall intended character of the Corridor as a community serving, family friendly place.

### 2) B-5, Mixed Use District

**Intent:** To provide community-supporting retail and services in an increasingly pedestrian oriented environment.

**Location:** The remaining parcels in the study area not included in the B-4 district.

The B-5 district, while primarily intended for as community serving retail, is also designed to support higher densities and a greater diversity of retail and complimentary uses, including upper story residential that are located within an easy walking distance from each other.

# Land Use Revisions

Table 1: Existing and Proposed Zoning - Land Use

	B-1, General EXISTING	B-3, Liquor EXISTING	B-4, Community Retail B-5, Mixed Use PROPOSED
<b>Prohibited Uses</b>	<ul style="list-style-type: none"> <li>Storage yards for scrap/bulk</li> <li>Places of amusement (B-2)</li> <li>Sale or service of alcohol (B-3)</li> <li>Livery stables</li> <li>Manufacturing /treatment plants</li> <li>Trailer camps, mobile homes</li> <li>Storage of cars/trucks except Dealerships</li> <li>Pawn shops and consignment stores</li> <li>Massage establishments</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>None (Allowable uses are based on what is permitted or conditionally permitted, instead of what is not permitted. Some B-1 prohibited uses such as alcohol related businesses have been assigned as special uses in this section.)</li> </ul>
<b>Permitted Uses</b>	<ul style="list-style-type: none"> <li>Retail stores</li> <li>Business or professional office</li> <li>Indoor theaters</li> <li>Restaurants</li> <li>Civic buildings, post office or governmental office</li> </ul>	<ul style="list-style-type: none"> <li>Establishments selling or serving liquor (taverns, night clubs, bars, restaurants serving liquor, banquet facilities serving liquor, liquor stores, and other similar uses)</li> </ul>	<ul style="list-style-type: none"> <li>Convenience Retail and Service Stores (bakery, barber, coffee shop, drug store, grocery, restaurant, repair/rental, etc.)</li> <li>Miscellaneous Retail and Services (banks, social/civic clubs, medical clinic, child care)</li> <li>Offices (business, professional, government, civic, etc.)</li> <li>Institutional Uses (such as religious institutions)</li> </ul>
<b>Special Uses</b>	<ul style="list-style-type: none"> <li>Museum</li> <li>Nursery school</li> <li>Non-commercial recreation</li> <li>Planned development</li> <li>Police and fire stations</li> </ul>	<ul style="list-style-type: none"> <li>Uses and Special Uses permitted in B-1</li> <li>Commercial amusement establishments</li> <li>Private clubs</li> <li>Shopping center, hotels/motels, lumber yards</li> <li>Sales of packaged liquor in combination with other products</li> <li>Beer gardens and outdoor cafes</li> <li>Pawn shops and consignment stores (min. 1000' between separation between stores)</li> </ul>	<ul style="list-style-type: none"> <li>Multi-family residences above the first floor</li> <li>Hotels and motels</li> <li>Planned development</li> <li>Automobile body shop</li> <li>Automobile/truck wash</li> <li>Gas station including combination convenience store</li> <li>Brew pub or winery accessory to a restaurant or tavern</li> <li>Body-piercing establishment</li> <li>Tattoo establishment</li> <li>Convenient cash business</li> <li>Pawnshops and consignment stores</li> <li>Establishments with gambling, such as video poker</li> </ul>

# Height, Setback Revisions

## Existing/Proposed Zoning – Height and Setback

The proposed zoning for the B-4 Community Business District incorporates the same height and setback requirements as the existing B-1 and B-3 Business Districts. Whereas the B-5 Community Mixed Use District eliminates the front yard setback requirement to promote sidewalk oriented retail, and incorporates setback provisions for upper story residential.

Table 2: Existing and Proposed Zoning - Height and Setback

	B-1, General EXISTING	B-4, Community Retail PROPOSED	B-5, Mixed Use PROPOSED
<b>Lot Area</b>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>None, except in cases where multi-family residential above the first floor; minimum 500 sq.ft. of lot area per dwelling unit</li> </ul>
<b>Height</b>	<ul style="list-style-type: none"> <li>Three stories or 45' maximum</li> </ul>	<ul style="list-style-type: none"> <li>Three stories or 45' maximum</li> </ul>	<ul style="list-style-type: none"> <li>Four stories or 45' maximum</li> </ul>
<b>Front Setback</b>	<ul style="list-style-type: none"> <li>25' minimum</li> <li>Where adjacent parcels have less than 25' setbacks, set back 1' for every 3' feet of separation</li> </ul>	<ul style="list-style-type: none"> <li>25' minimum</li> <li>Where adjacent parcels have less than 25' setbacks, set back 1' for every 3' feet of separation</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>
<b>Side Setback</b>	<ul style="list-style-type: none"> <li>None, except 5' minimum when facing a residential district</li> </ul>	<ul style="list-style-type: none"> <li>None, except 5' minimum when facing a residential district</li> </ul>	<ul style="list-style-type: none"> <li>None except :               <ul style="list-style-type: none"> <li>a) 5' minimum where a side yard abuts a residential district</li> <li>b) 12' minimum where land is used for multi-family above first floor, unless the side wall is entirely masonry with no widows, then 0'</li> </ul> </li> </ul>
<b>Rear Setback</b>	<ul style="list-style-type: none"> <li>10' minimum</li> </ul>	<ul style="list-style-type: none"> <li>10' minimum</li> </ul>	<ul style="list-style-type: none"> <li>10' minimum</li> </ul>

# Parking Revisions

## Existing/Proposed Zoning – Parking

Alsip’s current parking requirements are comparable to other suburban communities and the potential for reductions are limited because of a lack of community parking facilities, and because on-street parking is prohibited on Pulaski Road. In the case of mixed use development where multiple uses can share parking, reductions should be considered on a case by case basis, subject to a parking demand analysis.

Currently, parking stalls are over sized according to current industry standards as defined by the Urban Land Institute and the National Parking Association. Accordingly, they should be reduced from 10 feet x 20 feet to 9 feet x 18 feet.

Table 3: Existing and Proposed Zoning - Parking

	Current	Recommended
Dimensions	<ul style="list-style-type: none"> <li>10' x 20'</li> </ul>	<ul style="list-style-type: none"> <li>9' x 18' stalls with 24' aisle widths</li> </ul>
Off-Street Parking	<ul style="list-style-type: none"> <li>Multifamily dwelling – 2 per unit</li> <li>Restaurant – 1 per employee, plus 1 per 2 seats</li> <li>Hotel – 1 space per room, plus 5 spaces</li> <li>Theaters – 2 spaces per 5 seats</li> <li>Medical office – 1 per 100 sq. ft.</li> <li>Retail and other – 1 per 300 sq. ft.</li> </ul>	<ul style="list-style-type: none"> <li>Same as current requirements</li> <li>Multi-use development should be expressed a ratio of the maximum. Reduced parking requirements should be considered based on a site specific parking study prepared by a qualified professional</li> </ul>
Off-Street Loading	<ul style="list-style-type: none"> <li>Office, apartments, hotels – 1-3 spaces depending on size of building</li> <li>Retail- 1-4 spaces depending on the size of the building</li> </ul>	<ul style="list-style-type: none"> <li>Same as current requirements</li> </ul>

# Signage Revisions

## Existing/Proposed Zoning – Signage

Currently the commercial signage on the Corridor is uncoordinated, and in some cases overwhelming and visually cluttered. The existing Ordinance should be modified to create a more uniform and attractive Corridor while accommodating the individual store identity.

Table 4: Existing and Proposed Zoning - Signage

	Existing	Proposed
<b>Pylon Signs</b>	<ul style="list-style-type: none"> <li>One sign per lot, or per multiple business units,</li> <li>100 square feet maximum per sign face</li> <li>35' maximum height for metal signs, 15' maximum height wood signs</li> <li>Setback sufficient not to obscure traffic, cannot overhang property line</li> <li>LED signs permitted, 50 square feet maximum</li> </ul>	<ul style="list-style-type: none"> <li>Pole mounted signs require conditional use permit,</li> <li>1 sign per 150 linear feet of lot, and spaced at least 150 feet from other pole mounted signs.</li> <li>100 square feet maximum per sign face</li> <li>25' maximum height, wood signs not permitted</li> <li>10' setback from property line</li> <li>LED signs permitted, 50 square feet maximum</li> </ul>
<b>Ground Signs</b>	<ul style="list-style-type: none"> <li>25' minimum setback from corner</li> <li>One sign per lot or per multiple business unit</li> <li>100 square feet maximum sign face</li> </ul>	<ul style="list-style-type: none"> <li>10' maximum height</li> <li>10' setback from ROW</li> <li>One sign per lot or per multiple business unit,</li> <li>100 square feet maximum sign face</li> </ul>
<b>Wall Sign</b>	<ul style="list-style-type: none"> <li>2' maximum projection above roof line</li> <li>18" maximum projection from wall</li> </ul>	<ul style="list-style-type: none"> <li>25 square feet per sign face</li> <li>2' maximum height</li> </ul>
<b>Roof Sign</b>	<ul style="list-style-type: none"> <li>Not permitted without Board approval</li> </ul>	<ul style="list-style-type: none"> <li>Requires special use permit</li> </ul>
<b>Billboards</b>	<ul style="list-style-type: none"> <li>Prohibited</li> </ul>	<ul style="list-style-type: none"> <li>Prohibited</li> </ul>
<b>Temporary Signs and Promotional Signs</b>	<ul style="list-style-type: none"> <li>Maximum 60 days per year consecutively or in 15 day increments.</li> <li>Gas filled balloons or figures not permitted without Board approval</li> </ul>	<ul style="list-style-type: none"> <li>Maximum 30 days per year consecutively or in 15 day increments</li> <li>Gas filled balloons or figures not permitted without Board approval</li> </ul>

# Design Review Procedure

## Design Review Committee

To assist with evaluating development proposals for conformance with the Property Improvement Guidelines, we recommend that the Village form a Design Review Committee. The committee should be integrated with the established review process rather than as a separate review. It should consist of at least three members approved by the Village Board and may include architects, landscape architects, civil engineers, Village staff, or any other design professionals whom the Village determines is qualified to serve as a member.

## Preliminary Staff Review

The preliminary staff review of building design concepts prior to formal submittal of project materials is required for all projects in order to evaluate the applicant's conceptual design and assist the applicant in understanding the Village's property improvement guidelines and related policies.

Completion of a preliminary staff review does not constitute endorsement or approval of building plans or elevations. However, a preliminary staff review is expected to result in higher quality submittal of materials for formal review that would more likely meet design guidelines contained within this document.

The following materials should be submitted for a preliminary staff review:

- a) Statement of Design Intent
- b) Site Plan
- c) Preliminary building elevation drawing or sketch
- d) Building material samples as appropriate

## Formal Design Review Submittals

Subsequent to the preliminary staff review and as part of the building permit or development approval process, applicants are required to submit materials for formal design review. Finalized materials may ultimately be forwarded to the Village Board for consideration as part of a development proposal. Based upon specific project components, applicants may be requested to submit some or all of the following materials:

- a) Statement of Design Intent – A brief written description,

prepared by the architect or designer, of the project design intent. A discussion of how the proposed building and/or site improvements comply with the Property Improvement Guidelines may also be appropriate.

- b) Building Elevations – Realistic, colored building elevations of all building faces, and site plans are required. Building elevations should be legible and scaled, with all exterior materials and colors identified and keyed on the elevation drawing. Include information on façade finishes, windows, trim, doors, architectural elements, roofing, mechanical screening and other elements as appropriate.
- c) Site plans - Site plans should be accurately dimensioned and identify plant types and materials.
- d) Perspective Illustration – Realistic perspective drawing of the building and its immediate context.
- e) Material Samples – Physical samples may be submitted for all proposed exterior materials. Product brochures, specification sheets, and photos may be submitted. Materials and colors must be labeled and keyed to the elevation and site drawings.
- f) Photos – Eye-level photographs of the subject property and features surrounding the site, which should be labeled indicating the location and direction of photos. Applicable images may include existing adjacent structures, vegetation and other significant features.

The following materials are required if not otherwise provided as part of the engineering plan or landscape plan submittal:

- a) Site Plan- Plan showing the perimeter footprint of adjacent buildings, roadways, parking, landscaping and other key features.
- b) Streetscape Documents – Illustration of pedestrian-oriented streetscape features, including catalog cuts of street furnishings, light fixtures, and proposed plant materials.

# Property Improvement Programs

All along Pulaski Road, aging commercial real estate properties diminish the potential value of the Corridor. The consequences are significant and contribute to the appearance of neighborhood decline and disinvestment, and reduced visibility for local retailers compromising their economic vitality and potentially deterring new retailers. In many instances, disinvestment is occurring due to ownership structures that provide little or no incentive for new investment because of satisfaction with current cash flow and return on investment.

Many communities have developed programs to spur private investment by providing public subsidies and design assistance, and we recommend that Alsip adopt a similar program for the Pulaski Road Corridor. The following list summarizes elements included in programs from other communities, which can serve as a baseline for developing a program that is specifically suited to Alsip.

## Establish eligibility criteria

Model programs typically include a set of criteria to assist in evaluating property improvement applications. Considerations include:

- a) Ownership: Generally properties with a single owner are preferred.
- b) Building Condition: Properties with no major structural issues or code violations are preferred since the funds can be more directly channeled to improving the appearance of the building and/or site. No grant monies or matching monies should be used to perform general repair, structural, or habitable work or otherwise to meet code to occupy the building.
- c) Mid-Long Term Viability: Properties that have a minimum 5-10 year viability forecasts (as determined by vacancy rates, tenant mixes and lease terms). Longer terms warrant greater investment.
- d) Improvements must be visible from the right-of-way; may include enhancements of signs, awnings, doors, windows, paint, landscaping and other façade details; and does not include roofing, structural or interior improvements.
- e) Quality of design proposal: Appealing designs that contribute to the context and that meet local standards.

## Financial assistance

Financial assistance typically comes in the form loans or grants with a variety under a variety of terms.

- a) Loan Program: Under this funding method the Village would provide low interest rate loans for property improvements. Maximum loan amounts range from \$5,000 to \$30,000 and are typically distributed upon issuance of the building permit.
- b) Grants Programs: Under this funding method the Village would provide grant money for building improvements. Funds do not have to be repaid to the Village. Maximum grant amounts range from \$5,000 to \$12,500 and are typically disbursed on a reimbursement basis, and not until the project is completed.
- c) Matching Grant Programs: Under this funding method, the applicant would pay a portion of the improvement and the Village would pay a portion. The maximum amount of the match is typically 50/50. The maximum amount may be higher than a typical grant program, if the applicant pays a larger share of the overall cost.

## Design assistance

- a) Some municipalities include a stipend for design services. One program allotted a maximum of \$3,000 in architectural design services for façade improvements.
- b) Design professionals should be prequalified, based on experience with comparable projects and familiarly with the design guidelines. Applicants can select a design professional of their choice from the prequalified list.

## Application procedure

- a) Applicant must review the design guidelines and submit an application including copies of the design plans, sketches and photographs, project cost estimates, a construction schedule, and financial statements.

### Loan approval process

- a) Review by the designated point of contact to determine if application is complete.
- b) Review and approval by design and loan committee.





# Chapter 5

## PROPERTY IMPROVEMENT GUIDELINES

# Introduction

The purpose of the Pulaski Corridor Property Improvement Guidelines is to promote high quality development that contributes to the economic vitality, visual appeal, walkability, and overall sustainability of the Pulaski Road Corridor, specifically for those properties on Pulaski Road between 123rd Street and 115th Street. The Guidelines are designed to address a wide range of building and site design considerations in a format that is easily understood, interpreted, and administered.

Two main types of development are outlined in these guidelines: large format commercial/retail configured in a suburban shopping center format, and mixed-use Main Street. The main areas of consideration are the building, the site, and the signage with a special emphasis on appearance and the pedestrian environment.

The Guidelines update and expand on the 2007/2008 Pulaski Road Corridor Study, which articulated a vision to transform the Corridor into a mixed use, pedestrian oriented “Main Street”. The guidelines also build on the recommendations of the 2013 Village of Alsip Comprehensive Plan that also supports the Main Street concept.



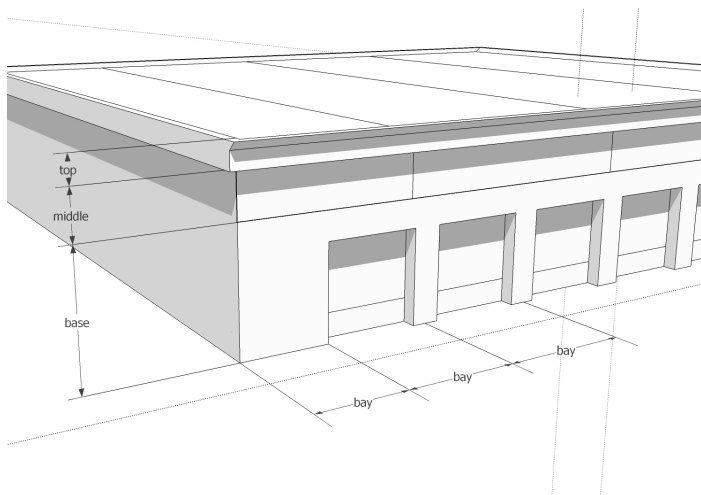
Large buildings should be divided into modules in order to break down the apparent massing and that are more relatable to the human scale. The example above shows an effective architectural treatment for a large format retailer in a traditional commercial development. The example below introduces a finer scale of elements that are more suited to the mixed-use “main street” environment.

# Building Design

## Massing and Setback

Building mass is defined as the physical volume or bulk of a structure and can be measured by height and size of the building footprint.

- 1.1. Break down the apparent scale of large buildings by introducing smaller building massing elements through varied roof lines, varied façade planes, upper story setback, windows on front elevation, etc.
  - 1.11. Articulate building facades that are longer than 100 feet to include a change in the plane of the façade approximately every 50 feet. Offset the change in the plane of the façade a minimum of 3 feet from the adjacent portions of the building.
  - 1.12. In mixed use areas, divide buildings into modules that are 25-50 feet wide as traditionally found in Main Street environments.
- 1.2. Position buildings either on the right-of-way line in order to reinforce the “street wall,” or set back sufficiently to allow for a generous landscape buffer.
  - 1.21. In mixed uses areas, do not exceed 5 feet for the front setback. For corner lots, do not exceed 5 feet for the front and side setback.
  - 1.22. In commercial areas, buildings may be set back from the street in order to accommodate parking in front and allow for a generous landscape buffer.



Buildings should be articulated both horizontally and vertically to present a visually balanced composition

## Building Appearance

Architectural design articulates and enhances buildings. Buildings should be attractive from a variety of perspectives, both up close and from passing traffic.

- 2.1. Relate façades to their surroundings and provide a sense of cohesiveness in the district without strict uniformity.
- 2.2. Integrate the design of individual building elements such as storefronts, primary and secondary entries, signs and awnings, with the overall building design.
- 2.3. Incorporate detailing to provide visual relief for large wall areas.
  - 2.31 Express structural bays or modulation in the building façade through the regular spacing of piers, pilasters, columns.
  - 2.32. Present a visually balanced building façade.
  - 2.33. Highlight building openings and access points for pedestrians.

## Pedestrian Scaled Detailing

Pedestrian-scaled architectural details enhance the appearance of a building at the street level and are usually positioned on the first two floors the exterior. Buildings should be designed to be attractive not only at a distance but also up close.

- 3.1. Knee walls: provide a two- to three-foot masonry or concrete knee wall around the base of the building where appropriate. The use of glass curtain wall systems, particularly on pedestrian storefront facades, should be minimized.
- 3.2. Cornices: provide ornamental molding, entablature, frieze or other roofline treatments.
- 3.3. Windows and Doors: provide detailed treatment of windows and doors at the ground level for facades oriented toward a public street or a pedestrian area. Such details may include decorative lintels, sills, door design, molding or framing details. Express the character of windows in the window frames or special shapes such as arches, or in mullions that divide the window into smaller panes. The character of the windows should be consistent with the overall building character.

## Transparency

Facade transparency creates a visual connection between indoor and outdoor spaces and creates visual interest for passing pedestrians.

- 4.1. Incorporate transparent features (clear glass on windows and doors) on all street facing building facades over a minimum percentage of the surface area at ground-level. Ground level is defined as two to eight feet measured vertically at street level.
  - 4.1.1. For retail uses, a minimum of 50% transparency.
  - 4.1.2. For other uses, a minimum of 35% transparency.
- 4.2. For retail buildings, utilize clear and unobstructed glass at the ground level to allow visual access to the building's active interior uses, retail display and/or product production that create interest for passing pedestrians. Avoid mirrored and dark tinted glass.
- 4.3. Where storefronts are not appropriate, a ground-level façade may employ sculptural, mosaic, or relief artwork or other design features over 50% of the ground-level surface area, in lieu of clear glass. Large blank walls facing Pulaski Road and/or side streets should be avoided.
- 4.4. On upper levels, use clear glass windows to provide views to and from the street. When necessary, interiors can be screened for privacy using interior window treatment such as shades, blinds, or curtains.

## Weather Protection

Exterior weather protection can enhance pedestrian safety and comfort and is most often provided in the form of overhead protection from rain, sun and wind such as awnings, overhangs, and arcades.

- 5.1. Awnings consist of lightweight fabric stretched over a metal frame and is used to keep the sun or rain off a storefront, window, doorway.
  - 5.1.1. Awnings that are a continuous feature, extending over several windows, doors, masonry piers, or arches, are strongly discouraged.
  - 5.1.2. Fabric awnings are encouraged; canvas awnings with a matte finish are preferred.
  - 5.1.3. Avoid awnings with high gloss finish and illuminated, plastic awnings.
  - 5.1.4. Select awning colors that are compatible with the overall color scheme of the façade. Solid colors or subtle striped patterns are preferred.
- 5.2. Overhangs are permanent structures supported from buildings to provide weather protection for building entry and pedestrian walkways. Arcades are similar to overhangs except that arcades are supported by columns in the walkway, in addition to the building face.
  - 5.2.1. Exterior weather protection is encouraged for building facades adjacent to sidewalks and building entries.
  - 5.2.2. Limit overhang to five feet from the building face unless it incorporates transparent material to allow the ground level exterior to be illuminated by natural light.
  - 5.2.3. Extend arcades at least 8 feet from the building face, with a minimum height of 12 feet.



Retail buildings should incorporate ground level store fronts and weather protection to create an interesting and comfortable pedestrian environment.



## Primary Entry Identification

An obvious building entry defines the visual character of a building and helps to orient and welcome visitors.

- 6.1. Primary building entrances should be oriented to a public street or a prominent public area.
- 6.2. Each primary building on a site, regardless of its size, should have a clearly-defined, highly-visible primary entrance including such features as:
  - 6.21. Unique building features (i.e., prominent tower feature or peaked roof form and/or variation in building color/material);
  - 6.22. Recess or projection;
  - 6.23. Pedestrian weather protection (i.e., canopy, overhang, or arcade);
  - 6.24. Building details to form an effective transition from the size of the overall building to the scale of pedestrians;
  - 6.25. Glass doors and side lights should be provided unless the design context defines other forms of entry.



This building reinforces the primary entry with a signature tower element. It is oriented to the street corner, rather than internally to the site, to promote pedestrian activity on the sidewalk.

## Materials

The choice of materials and texture has great visual significance and can affect the long-term appearance and maintenance of the built environment. Exterior building material is directly related to the durability of the building against weathering and damage from natural forces. Building material can be classified as primary or accent materials.

Primary materials are the dominant material of a building's exterior walls, and typically comprise 75% to 90% of each exterior building face, excluding windows and doors depending on the architectural style, composition and detailing.

Accent materials provide interest and variety, and will typically comprise 10% to 25% of each building face excluding windows and doors. Accent materials are typically not to be utilized as a primary building material.

- 8.1. Choose high-quality and long-lasting materials that offer texture and avoid monotonous surfaces. The look and dimension of material elements should relate to human scale. Earth tone building materials that have a pleasing visual texture, such as brick and stone, are strongly preferred.
- 8.2. Maintain visual consistency by wrapping front façade materials/detailing around all sides of the building.
- 8.3. The following is a general guide to the acceptable use of exterior building materials. Use of alternate materials or the extent of material usage may be reviewed on a case-by-case basis, taking into consideration such factors as context and architectural style. Additional guidelines related to specific materials are provided below.
  - 8.3.1. Service Area Screening Brick and Stone – Brick and stone convey permanence and are preferred primary and accent building materials for all building types.
  - 8.3.2. Cast-in-place Concrete – Cast-in-place concrete may be appropriate for secondary facades if sufficient articulation and detail is provided to diminish the appearance of a large, blank wall.

Cast-in-place concrete is acceptable as an accent material.
  - 8.3.3. Precast Concrete – Precast concrete panels are



acceptable as primary or secondary material.

- 8.3.4. Architectural Metal Cladding – Smooth metal panels with sufficient metal thickness to prevent “oil canning” or deterioration of the surface and promote durability are acceptable. The use of metal should account for the design intent of the building and surrounding character of development.
- 8.3.5. Concrete Masonry Units - Concrete masonry unit (CMU) is acceptable as an accent. Split face and burnished CMU may be used as a base material in lieu of limestone.
- 8.3.6. Wood – Wood should not be used for primary or accent materials.
- 8.3.7. Fiber Cement – The use of fiber cement materials should be limited to accent applications only, and will not be considered acceptable in fulfillment of masonry requirements.
- 8.3.8. Stucco – The use of stucco is acceptable for accent applications.
- 8.3.9. EIFS – EIFS or Dryvit material is not to be used as a primary material. Where it is to be used, EIFS should be appropriate based upon the design intent of the building and limited to accent applications above the pedestrian level (approximately 10 feet above ground).
- 8.3.10 Siding – Horizontal aluminum and vinyl sidings should not be used.
- 8.3.11 Other – Contemporary or specialized building materials not addressed herein will be reviewed on a case-by-case basis and will be evaluated based upon such factors as durability, quality, maintenance, architectural intent, compatibility with the provisions of these design guidelines, and environmental context.

## **Color Scheme**

The color scheme for a building should unify the building image and complement the building context.

- 9.1. Coordinated Palette of Colors – A coordinated palette of colors should be created for each development that includes one primary color with up to three major accent colors and a range of minor accent colors.
- 9.2. Primary Base Color – The primary color of the buildings should be compatible with adjacent buildings. Use of a single primary color will serve to tie the building together. The use of two primary colors should be limited to mixed-use or multistory buildings where the two colors are coordinated.
- 9.3. Earth Tones – Natural stone and unglazed brick represent the range of earth tones. Earth tones are preferred as the primary base color.
- 9.4. Accent Colors – Accent colors should complement the selected primary base color. Accent color intensity should be related to the amount of accent color proposed, with brighter colors having less accent area.
- 9.5. Bright colors – Bright colors include red, yellow, emerald green, bright blue and other colors with intense hue. These colors can detract from the overall building design and context, and should be used sparingly as accents that visually activate pedestrian areas or convey information as part of a sign.

## **Sustainable Design**

Sustainable buildings provide economic, environmental and social cost benefits including reduced operating costs, conservation of natural resources, improved air and water quality, and improved health and comfort.

- 10.1 New and renovated buildings should incorporate best practices in sustainable design and strive to meet the standards, if not certification, established by the LEED (Leadership in Energy and Environmental Design) Rating System. Additional information about sustainable design is available online at, [www.usgbc.org](http://www.usgbc.org).

# Site Design

## Storm Water Management

Storm water requirements for the Pulaski Road Corridor are regulated by the Metropolitan Water Reclamation District of Greater Chicago (MWRD). Currently, MWRD does not require on-site detention for parcels less than 5 acres unless they are contributing to specific drainage problems on Pulaski Road, or are encumbered by prior property agreements. Given that only a few of largest properties, such as Jewel and Food 4 Less exceed 5 acres, the vast majority of potential development sites, including those identified in Chapter 1, will not require on-site detention.

Although storm water detention is not required for most sites all development projects should incorporate best practices in storm water management to decrease storm water impacts. Additional information can be found on the EPA website and US Green Building Council:

[www.epa.gov/oaintntrnt/stormwater](http://www.epa.gov/oaintntrnt/stormwater)

[www.usgbc.org/leed/certification](http://www.usgbc.org/leed/certification)

## Access

Pulaski Road is a regulated by the Illinois Department of Transportation (IDOT). Reducing the number and width of driveways will reduce traffic and pedestrian conflicts and maximize the parkway landscape.

- 11.1 Limit and/or consolidate driveways wherever possible. Generally, parcels with less 150 feet of frontage should be limited to a single point of access, or ideally share an access drive with a neighboring property.
- 11.2 Minimize driveway widths. Driveway widths should be no greater than 26 feet, with 24 feet preferred.

## Parking Areas

On-site parking is and will continue to be an essential element for most properties along the Corridor in order for the tenants to be successful. For larger format retailers such as grocery stores, parking needs to be convenient, readily apparent, attractive, and comfortable for pedestrians whether they are arriving on foot or by car. For smaller stores and for retailer located in mixed uses areas, parking will be reasonably convenient whether located beside or behind the buildings. In both cases, parking areas should provide low screening along the street to mask the paving surface from the street view and to provide a more comfortable separation for pedestrians passing along the sidewalk.

- 12.1 Parking for Large Scale Commercial Development (sites typically greater than 5 acres)
  - 12.1.1. Parking rows should be aligned perpendicular to the building face, with landscaped islands established at the ends of rows for safer pedestrian crossings across main aisles.
  - 12.1.2. Parking areas should have a 180 sq. ft. landscape island per 25 linear parking stalls and be distributed evenly throughout the parking lot.
  - 12.1.3 Longitudinal planting islands should be used to break up large parking fields. Planting islands should be landscaped with shade trees for user comfort and with low groundcover for visual relief.
  - 12.1.4 Evergreen hedges and groundcover should be incorporated to break up the visual expanse of parking lots during all seasons.
  - 12.1.5 Parking lots should be visually buffered at the perimeter from their surroundings, using landscaping and/or a low fence or masonry wall.
- 12.2. Parking for Mixed Use Development
  - 12.2.1 Parking areas should have a 180 sq. ft. landscape island per 25 linear parking stalls and be distributed evenly throughout the parking lot.
  - 12.2.2. Parking should be located beside and behind buildings rather than in front.
  - 12.2.3. Island and crossing areas near the centers of long

aisles should be used to allow pedestrians to cross traffic lanes.

- 12.2.4 Minimum parking setback 6 feet from the ROW. Where existing parking lots have little to no setback, reduce parking stall depth by 2 feet in order to gain additional space for screening.
- 12.2.5 Parking lots should have a minimum 5 feet wide landscape buffer at the perimeter, with an additional 5 feet where the lot abuts a residential use. The landscape buffer can be substituted or complimented with a low masonry wall or decorative fence, especially where the 5 feet width cannot be achieved due to existing site constraints.

Parking should be attractive and comfortable for pedestrians whether they arrive on foot or by car.



Low shrubs along the parking lot perimeter help to screen the cars and create a more pleasant sidewalk experience





## Loading and Service Areas

Service areas should be shielded from view and compatible with the overall building design.

- 13.1. Where feasible, loading, service and equipment areas should not be visible from public roadways or parking areas.
- 13.2. Drive-through passageways and canopies should be located to the rear or side of all buildings.
- 13.3. All service entrances, dumpsters and loading facilities should be located in the least visible location, and should be fully screened from view with building materials and landscaping that is coordinated with the overall building design.
- 13.4. Mechanical equipment (such as air conditioner units) should be screened from view and located either in the rear of the building or on the roof.
- 13.5. Outdoor storage areas (including auto repair staging areas) should be located behind or beside buildings and be shielded from view of the street.

## Landscaping

Landscaping enhances the overall appearance of the building.

- 14.1. Accent color(s) should be introduced through the use of plantings in low planters/planting beds
- 14.2. Defined planting beds should be encouraged at store-front walkways and plazas, and should incorporate ornamental and shade trees in planting beds or in tree grates.
- 14.3. A consistent palette of planting materials should be used throughout the development.
- 14.4. Irrigation should be provided at all planting bed areas.



This service area enclosure is integrated with the building and appropriately located to the rear of the lot



This stand alone service area enclosure utilizes the primary facade material

## Open Space and Amenities

On site community gathering spaces such as parks, esplanades, pedestrian plazas, courtyards, and outdoor seating areas can serve as an attraction and amenity that serves both the immediate development and the surrounding community.

- 15.1. Position plazas and other outdoor spaces so that they are conveniently positioned adjacent to walkways and buildings.
- 15.2. Encourage public art.
- 15.3. Vary site features in color, pattern and texture within a coordinated palette that relates to the building architecture. Use high quality materials and finishes throughout.
- 15.4. Coordinate benches, water fountains and waste receptacles visually and functionally with the overall site design. The location of waste receptacles should be provided as part of the development plan.
- 15.5. Provide bicycle parking racks along walkways or in plazas convenient to store entrances, while minimizing pedestrian conflicts.

## Parkway

The parkway, which refers to the planting strip between the edge of the roadway and sidewalk, is a major asset to the Corridor that buffers the pedestrians from traffic, and provides some visual and relief from the expanse of pavement. Unfortunately, many segments of the parkway have been eroded by encroaching parking lots and overly wide driveways.

- 16.1 See Chapter 3 Streetscape Concept, for specific recommendations

## Lighting

Site lighting should be designed to adequately light the elements of the property that require lighting, with minimal spill over to adjacent areas.

- 17.1. Lighting level at the property line should not exceed 0.5 foot candles. Photometric measurements should take into account any existing lighting from adjacent facilities.
- 17.2. Lighting should be designed to focus the light down towards the parking and there should be no exposed view of the light source.
- 17.3. Accent lighting should be used whenever possible.
- 17.4. Decorative lighting fixtures are encouraged, and should be compatible with the related structure and the surrounding development.
- 17.5. The maximum light fixture height is 25 feet.
- 17.6. Lighting should be consistent throughout the development and coordinated in appearance with building-mounted light fixtures.
- 17.7. Fixtures should incorporate cutoffs to screen the view of light sources from neighboring residential uses.

## Sustainable Site Design

Sustainable site design creates attractive landscapes that conserve resources and are ecologically healthy.

- 18.1. Plants should be tolerant of local climate, soils and natural water availability. Indigenous materials are preferred.
- 18.2. Drainage systems should incorporate swales and vegetated filter strips to minimize run off impacts on storm sewers.
- 18.3. Irrigation demand should be minimized by incorporating recaptured storm water, drought tolerant plants, and drip irrigation.

# Signage

## Building Signage

Building signs serve to identify a business while contributing to the attractiveness and pedestrian-friendly character of the street.

- 19.2. Design signage to be compatible with the building's architecture in terms of relative scale, materials and colors. Signs should not dominate a building façade.
- 19.3. Do not project signs above the edge of roof line.
- 19.4. Identify customer entries clearly with pedestrian-oriented signs that allow users to easily and comfortably read the sign as they stand adjacent to the business.

## Site Signage

Properly designed retail/commercial signage is legible, attractive, and properly scaled so as not to overwhelm or detract from the overall character and legibility of the Corridor.

- 20.1. Provide no more than one ground/monument sign per property.
- 20.2. Provide landscape features at the base of monument signage.
- 20.3. Relate sign design and materials to building elements.
- 20.4. Avoid the following:
  - 20.4.1. Illuminated box signs, whether flat or projecting
  - 20.4.2. Flashing signs
  - 20.4.3. Moving signs, or signs with moving elements
  - 20.4.4 Pole mounted signs
- 20.5. Temporary signs such as banners sail signs and sandwich board signs should maintain a minimum 5 foot setback from the ROW, and only be displayed for a limited duration as defined in Chapter 4 Zoning and Administration.



Many areas of along Pulaski Road have uncoordinated and over scaled signage that dominate the streetscape, and in some cases clash with the signage of neighboring businesses.



New signage should be designed with higher quality materials and located closer to the ground.

## Signage Materials and Style

- 21.1. Construct signs of weather resistant and high-quality durable materials. Wood should not be used.
- 21.2. Awning signs - locate awning signs over the entry and/or windows of the establishment. The shape, design and color of awnings should be coordinated with the architectural style of the building. Where multiple awnings are used, the design and color of all awnings should be coordinated.
- 21.3. Utilize letter-type signs with individual letters that are affixed to the building exterior.
- 21.4. Avoid internally-lit box signs with lettering printed on a translucent face.
- 21.5. Window lettering, either vinyl applied or painted, is acceptable to add interest to storefronts. Avoid temporary pin-ups and flyers that cover ground-level windows.
- 21.6. Decorative overhanging or blade signs may be appropriate in a coordinated retail setting where the size is controlled and coordinated with a building's façade design. Decorative overhanging or blade signs should not exceed six square feet in size with a maximum height of three feet and should be placed at a minimum ten feet above the sidewalk. They should extend no more than three feet from the face of the building.

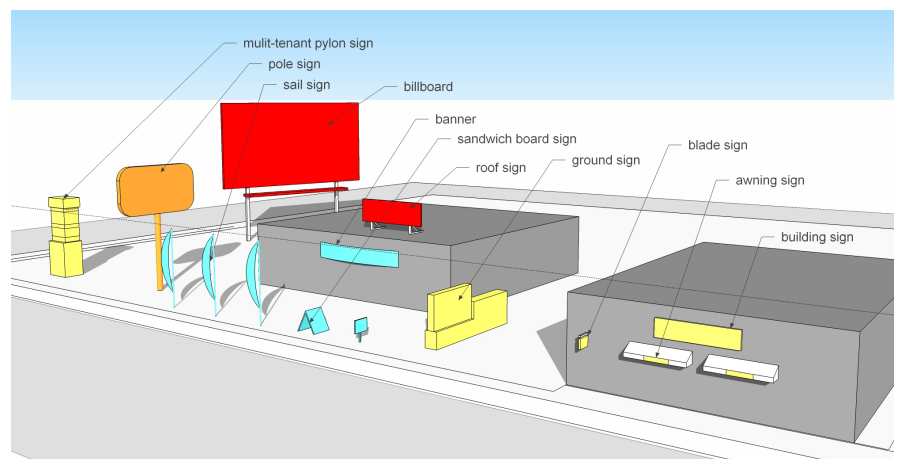
## Legibility

- 22.1. Sign lettering should be highly legible. Avoid crowded lettering or typefaces that are difficult to read.
- 22.2. Use no more than two lettering styles for small signs; not more than three for larger signs.
- 22.3. Lettering should contrast with the sign background.
- 23.1. Illuminate wall mounted signage using exterior mounted light fixtures as such lighting allows signs to appear as an integral part of the building's façade.
- 23.2. Utilize individually illuminated letters (either internal or backlit) rather than internally illuminated box signs.
- 23.3. Avoid having signage lighting spill over into adjacent residential areas or public rights-of-way.
- 23.4. Conceal electric raceways, conduits and junction boxes from public view.

## Colors

- 24.1. Avoid excessive and uncoordinated use of sign colors. Colors should be limited to not more than three on a single sign. Avoid garish or fluorescent colors.

The signage guidelines are designed to make the corridor more attractive and easy to navigate by reducing the scale of individual property signs and bringing them closer to the ground. Preferred sign types (shown in yellow) include multi-tenant podium signs, ground signs, building signs, blade signs and awning signs. Pole signs (shown in orange) are discouraged. Billboards and roof signs (shown in red) are prohibited. Temporary signs (shown in blue) including sail signs, sandwich boards, and other portable signs, are permitted for a limited duration.





# Facade Renovation

An attractive building can draw in new customers and create a positive customer experience, which benefits the individual and neighboring businesses, the land owners and the customers they serve. These design guidelines are a condensed version of the Property Improvements Guidelines that are specifically suited towards improving existing facilities. They are intended to stimulate thinking, but are not a substitute for a professional designer. They cover the types of improvements that may be eligible for funding under a property improvement program.

## Materials and Color

### *Encouraged*

- Repair damaged materials with similar materials
- Use durable materials such as brick and stone

### *Discouraged*

- Painting brick or stone
- Covering brick or stone with vinyl, aluminum, or wood siding

## Weather Protection

### *Encouraged*

- Awnings located at or below the lower edge of the sign band and aligned with window and door openings
- Colors that compliment the building
- Overhangs made of metal or transparent material
- Awnings made of waterproof cloth designed to resist fading and tearing
- Awnings/overhangs that are in proportion to the building
- Under-awning lights to illuminate the sidewalk and storefront
- Awnings that do not obscure the building and storefront

### *Discouraged*

- Reflective or glossy finish that obscure the reader's view
- Awnings that obscure architectural details of the façade
- Backlit awnings

## Signs

### *Encouraged*

- Solid brightly-colored signs that contrast with the building's wall color
- Type fonts and colors that are legible from a distance
- Unique sign designs that convey the store brand
- Contrasting letter and background to increase readability
- Posting the property address on the business
- Window signs that display the business name or logo

### *Discouraged*

- Blocking storefront windows with too many signs
- Overwhelming the building with a sign that is too large
- Long complicated messages
- Small, difficult to read lettering
- Covering architectural details with signage
- Roof top signage
- Internally illuminated plastic signs
- Using banners as permanent signs
- Neglecting maintenance on old signs

## Windows and Doors

### *Encouraged*

- Windows and doors made of clear glass
- Accent or complimentary colors for window frames
- Mask windows from inside where transparency is not desired, rather than from the exterior
- Storefront displays for retail

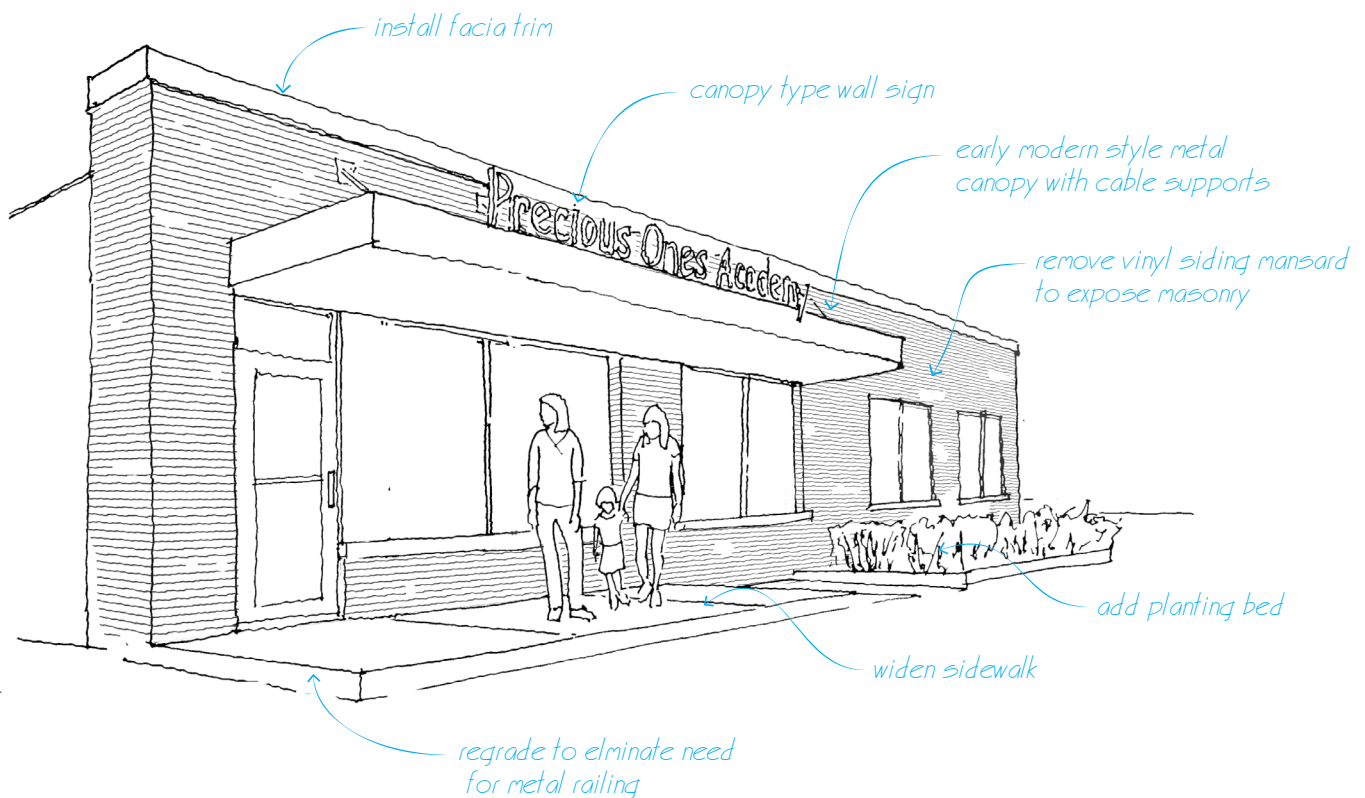
### *Discouraged*

- Replacing windows with wall surface, wood, metal or other materials.
- Doors with residential design materials.



**BEFORE** - There are several things on this commercial building that are discouraged: the original building material is covered with siding; the main entry is not clearly identified; the building signage is not legible from the street; the windows are blocked with too many signs; banners and other temporary signs are used as permanent signs; residential style handrail is out of character with the building style; and the sidewalk at the entrance is too narrow.

**AFTER** - The vinyl siding is removed and replaced with a metal awning, making the entry much more apparent and inviting, and providing cover for pedestrians. The new canopy sign replaces the temporary signage, which reduces clutter and makes the business much easier to identify from the street. A larger sidewalk and new planting bed provides a comfortable separation between the building and the parking lot.





# Chapter 6

## ACTION AGENDA

# Short Term Prioritized Actions

## 2013

1. The Board should approve and adopt the Pulaski Road Action Plan as public policy.
2. The Board should approve a \$2.9 million streetscape budget (including design, engineering, general conditions and contingencies) for 2014.
3. The Board should approve a 3 year, \$300,000 marketing and operations budget (including labor, marketing and administrative expenses).
4. The Mayor should recommend, and the Board should approve an ad hoc Streetscape Committee to oversee the professional design and engineering services.
5. The Mayor should recommend, and the Board should establish a standing Business Development Committee to administer and guide the business retention and recruitment initiatives.
6. Staff should recommend, and the Board should engage a Landscape Architect's design services for the remaining streetscape improvements (sign graphics, furnishings, landscaping, misc.).
7. Staff should engage a consultant to finalize the brand collateral (artwork, usage, templates).
8. Staff should organize, promote, and facilitate a Pulaski Corridor Business Development public open house with corridor property and business owners and commercial real estate brokers to present the approved Action Plan.
9. The Village Engineer and the Landscape Architect should coordinate and advance their respective sidewalk and streetscape improvement plans through the Streetscape Committee.
10. The Mayor, Streetscape Committee members and, when appropriate, their consultants should meet with individual property owners to review the Action Plan and streetscape improvement plans and negotiate driveway modifications, where necessary.
11. The BD Committee, with staff and consultant assistance, should describe, qualify, recruit, and hire (with Board approval) a dedicated, part-time staff or contract position to support the Business Development Committee and its initiatives.
12. Staff, with BD Committee and consultant assistance, should create a Property Improvement Incentive Program, consistent with the Action Plan, finalizing eligibility criteria, design assistance, financial assistance (including TIF and sales tax incentives guidelines) assistance and application/review procedures.

## 2014

1. The consultants should finalize and obtain IDOT approval of the final sidewalk and streetscape improvement plans.
2. Staff, with consultant assistance, should bid and negotiate construction contracts for the proposed streetscape improvements.
3. Staff, with consultant assistance, should oversee the streetscape construction contract.
4. Staff, with BD Committee assistance should publicize the streetscape improvements.
5. Staff, with consultant assistance, should initiate land use, zoning and sign ordinance amendments consistent with the Action Plan.
6. Staff, with consultant assistance, should initiate development review process refinements.
7. The Mayor, staff, BD Committee members, and when appropriate, their consultants, should meet with individual owners of “high potential” properties, as described in the Action Plan, to review owner interests and property/building renovation and tenancing, and redevelopment potential.
8. Staff, with BD Committee, and consultant support, should assist (with data, strategies, contacts, and collateral) individual property owners and their brokers with targeted business recruitment.

## On-going

1. Staff, with BD committee and/or consultant support, should review property owner applications for renovation assistance using previously established review criteria.
2. Staff, with BD committee and/or consultant support, should regularly publicize corridor activities, improvements, opportunities, etc., with brokers, corridor owners and the general public.



NICHOLAS  
ASSOCIATES