

3/28/11

## **Land Vision, Inc.**

### **SSMMA/CSEDC TOD Corridors Planning Study – Phase 2 Implementation**

#### **Scope of Services**

#### **Key Study Areas**

The study area for Phase II will focus on sites in three municipalities: Oak Forest, Blue Island and Homewood. All three communities have adopted TOD plans for their station areas and are looking to move forward with implementation on specific sites:

##### **City of Oak Forest**

The City of Oak Forest is looking to redevelop the current Wille Brothers Company concrete plant located at the southwest corner of 158th Street and Lamon Road as well as the westernmost area of the Gateway Development that remains undeveloped. This redevelopment would complement the planned Gateway Development at the northeast corner of 159th Street and Cicero Avenue. Wille Brother's has already agreed to relocate elsewhere in the City; City Staff is currently working with the EPA to perform an environmental assessment to make sure the site is clear for future redevelopment.

##### **City of Blue Island**

The City of Blue Island is looking to redevelop two small areas near the Vermont Street Station. The first area is an approximately 3 acre site located at 2125 Fulton. It is an underutilized parking lot owned by Metra. Preliminary environmental studies indicate some basic remediation activities (tank removal) will be required prior to redevelopment. The second site is an approximately 1.5 acre parcel located at 2250 Fulton. This site currently serves as a commuter parking lot.

##### **Village of Homewood**

The Village of Homewood is looking to redevelop a 4.05 acre site that is strategic to the revitalization of the Central Business District. This area is bounded by the Metra/Amtrak on the west, Village Municipal Complex on the north, Dixie Highway on the east and the downtown shopping/entertainment district on the south. The Downtown Master Plan, adopted in 2005, identified this area for a TOD development which included two 4-story mixed use buildings at the west end of the redevelopment area and 2-3 story mixed used buildings at the east end of the redevelopment area. The majority of property owners have expressed a willingness to sell their properties for redevelopment; the area is located in a TIF district. This is also the site of a Children's museum which is currently under negotiation.

#### **Steering Committee**

The Steering Committee will include staff from SSMMA and CSEDC and representatives from the RTA, Metra and Pace. Representatives from Blue Island, Homewood and Oak Forest will also participate on the Steering Committee.

#### **Phase 1: Discovery & Diagnosis**

The first phase of the planning process consists of seven primary tasks – facilitation of a Kick-Off Meeting, developing a Stakeholder Participation Plan, Background Data Review, Visual Site Assessment Surveys, Existing Conditions Evaluations, Stakeholder Interviews, and Financial Incentive Inventory and Utilization Tolerance. Phase 1 will establish for the consultant team parameters and limitations with which the Conceptual Development Plans and Programs must contend in Phase 2.

### **Task 1.1: Kick-Off Meeting**

Immediately following initiation of this assignment, the Steering Committee and consultant team will meet to review the goals and objectives of the Chicago Southland TOD Corridors Planning Study – Phase 2 Implementation and discuss current initiatives, developer interest, issues and opportunities, and available baseline site data for each of the four targeted TOD development sites. The consultant team will present in detail, anticipated timelines for the various tasks outlined within the scope of services, deliverables for each task, and the sources and availability of background data and information to be utilized as part of the implementation plan.

#### **Deliverable:**

A draft summary of the input collected during the Kick-Off Meeting along with a revised project timeline and list of deliverables, as appropriate.

### **Task 1.2: Municipal Stakeholder Participation Plan**

The consultant team will prepare for discussion with the Steering Committee an email list of an expanded group of stakeholders including additional municipal officials, staff, and professionals to target for participation in the process. The consultant team will utilize and build upon the existing CSEDC TOD website and google docs site to the post regular project updates and downloadable documents for review and comment from each phase of the scope of services. This website will host a method (such as Survey Monkey) for seeking responses from the Steering Committee and stakeholders in relation to specific questions related to the project deliverables.

The consultant team will email the list of Municipal Stakeholder Participants whenever there is an update to the website resulting from a completion of a project Task. The objective is to provide the Steering Committee and stakeholder community representatives with a current accounting of the project's status to achieve timely completion and adoption of the recommendations.

#### **Deliverable:**

A email list of expanded stakeholders, assist with an update to the CSEDC website page through which draft documents may be downloaded and a survey system in which specific questions may be asked in relation to each assignment task.

### **Task 1.3: Background Data Review**

The consultants will review the various documents and supporting materials available in relation to the identified TOD study sites in Oak Forest, Blue Island, and Homewood. The background data may include regulatory documents, market analyses, economic development plans, capital improvement initiatives, socio-economic/population demographics, historic patterns of development (on-site and adjacent neighborhoods/districts), prior and ongoing projects/plans, and business retention/attraction incentives which might influence the design and programming recommendations of the conceptual site plans.

The documents reviewed as part of this task may include, but are not limited to:

- Initiative for the Chicago Southland Transit Region (2010)
- Blue Island Transit-Oriented Development/Cargo-Oriented Development Study (2009)
- Homes for a Changing Region (2009)
- Blue Island Plan for Economic Development (2005)
- Homewood 2010-2015 Strategic Plan (2009)
- Homewood Downtown Master Plan (2005)
- Oak Forest Gateway Development (2007)
- Oak Forest 159th Street/Cicero Avenue Redevelopment Plan & Project No. 3 (2002)

- TIF District Plans (as available)
- Capital Improvement Plans (as available)
- Municipal Zoning & Subdivision Codes
- Municipal Incentives and Financial Assistance Programs (as available)
- Municipal Comprehensive Plans
- Relevant Landscaping, Signage, and Design Guidelines for the Study Sites (as available)

**Deliverable:**

A summary memorandum of the information and documents reviewed including outlines, tables, and charts as appropriate to reflect regulatory, development/redevelopment history and desires, and municipal financial incentives applicable for each site.

Documents uploaded to website and/or google docs and any questions added to the survey system.

**Task 1.4: Visual Site Assessment Surveys**

The consultants will conduct a tour of the study sites with members of the Steering Committee and expanded list of stakeholders identified in Task 1.2 to develop a detailed visual assessment of the properties and surrounding land uses, transportation, transit, and development character of the area. The objective of this task is to clearly delineate the context in which the project site lies. To this end, the consultants will identify defining characteristics and potential opportunities and limitations with a concentration on land uses, connectivity, building and massing, composition, as well as structures, parking, open space, and other elements viewed as desirable or undesirable by the stakeholder community.

**Deliverable:**

A visual assessment survey book containing images of the various land use, development, transportation and transit typologies, and streetscape characteristics for the study sites and surrounding environs.

Documents uploaded to website and/or google docs and any questions added to the survey system.

**Task 1.5: Existing Conditions Evaluations**

The client shall be responsible for providing to the consultant team accurate parcel, right-of-way, utility, and infrastructure (public and private) maps depicting the physical conditions, below grade, at-grade, and above grade within the study sites. Where necessary, the consultant team will review, verify, and as appropriate update via visual inspection the existing conditions base mapping for each of the project sites. Utilizing the parcel, rights-of-way, and infrastructure maps, along with the regulatory codes/ordinances applicable to the subject community, the consultant team will prepare a Site Development Synopsis for each of the study sites. The synopsis may include but shall not be limited to:

- aerial photograph of the study site and its context in regards to the surrounding neighborhood/district and relationship to key activity areas, employment concentrations, transit/transportation nodes (e.g. Metra Station), and residential densities;
- ALTA survey of the subject sites (to be provided by others, as available)
- description of the parcel(s), ownership status, size, parcel identification number (PIN), and estimated assessed value;
- identification of existing land uses, businesses characteristics (e.g. name, type of business, square footage, number of employees, etc), and physical/structural improvements on the site(s);
- identification of existing zoning classification and regulatory requirements, conformance of the existing land uses to the zoning requirements, and identification of the municipal review and entitlement procedures necessary for development of the envisioned land uses and product type of the respective site;

- identification of the existing site infrastructure to include, roadways, water, natural gas, sewer, stormwater detention and sewer, and telecommunications systems to support development on the site; and
- review of the available real estate market characteristics for the subject sites to ascertain the future real estate potential and appropriate mix of uses based on applicable market conditions and location requirements.

The Site Development Synopsis of existing conditions will be used by the consultant team in preparation of the Conceptual Development Plan and Program alternatives to be generated during Phase 2 of the project.

**Deliverable:**

A summary memorandum (a.k.a. Site Development Synopsis) and supporting maps and graphics depicting the existing physical conditions evaluations for each of the four project sites.

Document uploaded to website and/or google docs and any questions added to the survey system.

**Task 1.6: Stakeholder Interviews**

The Land Vision team will augment the “hard data” with qualitative data from stakeholder interviews, particularly developers, to refine our understanding of the development desires, potential, and limitations inherent at each of the project study sites. Stakeholders will be invited to participate in a 30 minute face to face interview or telephone conference, if they so desire which will be held at SSMMA/CSEDC offices. Land Vision anticipates spending up to two full days for these interviews. The total number of interviews will be dependent on stakeholder interest and participation as well as scheduling availability during the designated interview dates.

**Deliverable:**

A summary memorandum of the input collected during the stakeholder interviews in regards to the development desires, market potential, and limitation for each of the project study sites.

Documents uploaded to website and/or google docs and any questions added to the survey system.

**Task 1.7: Municipal Incentive Inventory & Utilization Tolerance**

The consultant team will compile an inventory of the municipally provided development financing incentives available and utilized by each of the three TOD site municipalities and their respective utilization by particular project types over the course of the past 5 years. The type(s) of incentive, supported project (e.g. mixed-use, multi-use, commercial, residential, others), monetary value of incentive(s), incentive terms/conditions, and actual/estimated benefits to the municipality for the particular projects will be evaluated. This information will be coupled with the input received during the Stakeholder Interviews to prepare a Financial Incentive Utilization and Tolerance matrix for each community. The matrix findings will be used during Phase 2 of the study to assist in applying where necessary municipally supportable financial incentives to the conceptual development plans and programs. The municipally supportable financial incentives for each site will be incorporated into the pro-forma and gap analysis evaluations as part of Tasks 2.2 and 2.3.

**Deliverable:**

Compilation and preparation of an evaluation matrix for municipal financial incentive utilization/tolerance for transit supportable development projects within the stakeholder communities.

Documents uploaded to website and/or google docs and any questions added to the survey system.

**Task 1.8: Project Review Meeting**

The consultant team will conduct a meeting with the Steering Committee to present for review, discussion, and consensus the findings from each of the respective assessments conducted during Phase 1. Based on the input collected during the meeting, the team will incorporate any appropriate revisions to the findings. The consultant team shall not initiate any

work beyond Task 1.8 - Project Review Meeting until SSMMA/CSEDC are in consensus with the findings presented through Phase 1.

**Deliverable:**

Preparation of any necessary revisions/modifications to the various evaluations and findings developed during Phase 1. Documents uploaded to website and/or google docs and any questions added to the survey system.

**Phase 2: Preliminary Site Development Programs**

**Task 2.1: Conceptual Development Plans & Programs**

Utilizing the findings and input collected during Phase 1, the consultant team will prepare a minimum and a maximum approach, Conceptual Development Plan for each of the TOD study sites (total of 8). The Conceptual Development Plans will provide for consideration alternative development programs for each site. The alternatives will each highlight market supportable land uses, their compatibility and incorporation with the surrounding neighborhood, site massing in regards to building and ancillary structure configuration, access/circulation, parking, infrastructure amenities and landscaping, and prototypical exterior architectural style. The Conceptual Development Plan and Program alternatives will be presented in illustrative 2D and 3D graphic formats along with supporting perspective renderings, photographic samples of representative development types, improvements and amenities, and applicable design guidelines to assist the Steering Committee and stakeholder community representatives in visualizing the intended design direction for the alternative.

For each Conceptual Development Plan and Program alternative, the consultant team will prepare order of magnitude development cost estimates. The estimates will be used in conjunction with Task 2.2 and Task 2.3 to evaluate the financial feasibility and potential need for municipal development incentive participation to execute the alternative.

**Deliverable:**

Preparation of a minimum and maximum approach Conceptual Development Plan and Program alternative for each of the four municipal TOD study sites (total of 8 conceptual plan alternatives). Each alternative will include 2D and 3D illustrative plans and renderings, photographic development samples, design guidelines, descriptive narrative, and order of magnitude cost estimates.

Documents uploaded to website and/or google docs and any questions added to the survey system.

**Task 2.2: Preliminary Pro-Forma Evaluations**

Utilizing the development cost estimates which will be tested with the development community to assure accuracy, the consultant team will prepare pro-forma evaluations for the minimum and maximum approach for each of the four TOD development sites (total of 8 pro-forma evaluations). The pro-forma will clearly relate the construction costs to: land costs; revenue produced from the project; and, required developer rate of returns in order for the development to proceed. The pro-formas will illustrate the relationship between density, tenant revenue, sales price (in the event of equity residential) and various developer return rates in order to begin the decision making process which relates project type and mix to the probability of successful development. The pro-formas will be developed using interactive tools which will allow the Steering Committee to explore multiple pro-forma options quickly and efficiently in order to finalize two proposed plans for each site which meet the community vision and at the same time provide some probability of success with the development community.

**Deliverable:**

Eight pro-formas will be prepared (2 for each site) using interactive tools which will allow the Steering Committee to work in a coordinated manner with the consultant team to determine the preferred options for each site. These eight

options will be summarized in a document for approval and incorporated as the basis for the gap analysis and financial incentive application.

Documents uploaded to website and/or google docs and any questions added to the survey system.

### **Task 2.3: Gap Analysis & Financial Incentive Application**

Utilizing the eight approved pro-formas the consultant team will prepare a gap analysis for each concept plan where a negative gap exists. The gap analysis will clearly indicate the areas which generate the gap: developer construction cost vs. the revenue produced by the property; land costs which are too high for the proposed concept; infrastructure requirements which the developer cannot sustain in their pro-forma; expensive parking solutions which cannot be sustained (i.e. parking decks); environmental clean-up requirements; and, any other relevant issue. The consultant team will then illustrate various mixes of options utilizing municipal financing tools which can close the gap. These tools will be presented in an interactive format so that the Steering Committee can see how these tools (including state/regional grant options) can be manipulated to achieve the greatest success. The Steering Committee will select the concept plans which have the best chance to achieve success either through the lack of any gap or through the ability of multiple financial tools to close the gap.

#### **Deliverable:**

The consultant team will prepare a summary document which has up to eight approved concept plans (less than eight if only one plan is approved for any site) with either no gap or where concepts with gaps can be successfully addressed utilizing approved municipal financial tools.

Documents uploaded to website and/or google docs and any questions added to the survey system.

### **Task 2.4: Project Review Meeting**

The consultant team will conduct a meeting with the Steering Committee to present for review, discussion, and consensus the conceptual development plan/program alternatives, pro-forma evaluations, and gap analysis and financial incentive application estimates. Based on the input collected during the meeting, the team will incorporate any appropriate revisions to the findings and recommendations.

#### **Deliverable:**

A brief summary memorandum will be prepared with input collected during the project review meeting as well as any necessary revisions to the Phase 2 findings and recommendations.

## **Phase 3: Development Scoping & Preliminary RFQ Documents**

### **Task 3.1: Consensus Development Plan & Program**

Based on the input provided from the Steering Committee in regards to the desired direction for the conceptual site plans, development programs, and appropriate financial incentives the consultant team will prepare a Consensus Development Plan and Program (a.k.a Final Scoping Documents) for each of the respective transit-oriented development sites (total of 4). The Consensus Development Plan and Program for each site will document at a minimum:

- desired land uses and site massing;
- placement within and connectivity to the abutting neighborhoods and districts;
- building configurations and characteristics (e.g. number of stories, square footages, and densities);
- vehicular and pedestrian access and circulation;
- on-street / off-street parking (including commuter parking if appropriate);
- open space;
- stormwater detention locations (where necessary); and

- architectural design characteristics.
- Review of how the plan fits within the zoning and building regulations in the municipality

The Consensus Development Plan & Program will be presented in illustrative 2D and 3D graphic formats along with supporting perspective renderings of key aspects of the plan to clearly demonstrate the stakeholder community's specific goals, objectives, and desires for the site. A narrative summary report of the Consensus Development Plan and Program will also be provided and combined with the supporting pro-forma evaluation (including updated order of magnitude cost estimates), financial incentive plan, and identification of potential regulatory variances and exceptions needed to facilitate successful implementation of the plan.

**Deliverable:**

A Consensus Development Plan and Program for each identified study site (total of 4) along with the supporting 2D and 3D illustrative graphics, renderings and narrative summary reports.

Documents uploaded to website and/or google docs and any questions added to the survey monkey.

**Task 3.2: Preliminary RFQ Solicitation Document**

The consultant team will prepare a full RFQ/RFP document for each site (total of 4) which is tailored to the approved site concept and the administrative process within the municipality. In addition, the consultant team will prepare a preliminary list of recommended developers and their contact information who fit the developer typology for the proposed concept. The RFQ/RFP and the initial list of developers will position each municipality to move very quickly when it decides that the market is ready for an aggressive solicitation. For those communities who determine that they wish to do a solicitation immediately (certainly not required), the consultant team will assist in hosting a meeting and site visit as part of the municipal pre-submittal process.

**Deliverable:**

Site specific RFQ/RFP documents for each site will be developed for use by the municipality including an initial list of target developers. For a municipality that determines it will move forward immediately, the consultant team will assist in the pre-proposal meeting as requested.

Documents uploaded to website and/or google docs and any questions added to the survey monkey.

**Task 3.3: Project Review Meeting**

The consultant team will conduct a meeting with the Steering Committee to present for review and discussion the Consensus Development Plans/Programs and Preliminary RFQ/RFP Solicitation Documents. The Consensus Plans/Programs will be placed onto the project web site and inserted into the "Community Builder" engagement tool to allow for interactive commenting on the Plans/Programs by Steering Committee members. Based on the input collected on-line and during the meeting, the team will incorporate any appropriate revisions to the plans, programs, and RFQ/RFP documents.

**Deliverable:**

A brief summary memorandum with input collected on-line and during the project review meeting as well as preparation of any necessary revisions to the plans, programs, and RFQ/RFP documents.

**Phase 4: Predevelopment Toolkit & Project Presentation**

Phase 4 consists of two key tasks – preparing the Predevelopment Tool Kit and facilitation of the Tool Kit Training Session. This phase provides the roadmap for strengthening the capacity of the local officials and staff to "tee up" future transit-oriented sites for development.

#### **Task 4.1: Predevelopment Toolkit**

In order to help SSMMA/CSEDC assist other municipalities in positioning their TOD sites for future development/redevelopment, the consultant team will standardize and document the processes, evaluations, and procedures used for each of the four study sites into a prototypical Predevelopment Tool Kit. The components of the Predevelopment Tool Kit may include but are not necessarily limited to:

- examples of how developers and tenants view market potential;
- review of Metra commuter rail projects to determine the long term role of the TOD;
- illustrations of how pro-formas are developed and how the elements in the pro-forma impact development;
- discussion of the barriers which developers must cross in order to finance projects in the current and future marketplace;
- discussion of the elements of the RFQ/RFP;
- discussion of the developer typology scenarios and their relationship to the sites;
- a summary of the best practices for municipal developer review once the RFQ/RFP process has been initiated;
- discussion of the various tools available and their application to public-private partnerships (i.e. TIF, SSA, grants, height and density variances, zoning variances, provision of municipal infrastructure, sales tax rebate, etc.);
- discussion of design guidelines and the flexible manner in which they can be applied; and
- community consensus building techniques relative to larger development projects.

In addition to the required processes, evaluations, and procedures and development guidelines prepared as part of the Phase 1 study, the Predevelopment Tool Kit will also include the Return on Investment (ROI) and TOD Model Development Ordinance initiatives being conducted in conjunction with CMAP, RTA, and other planning efforts within the south suburban region. The Predevelopment Tool Kit will serve as a step-by-step playbook on how to establish the foundations for and implement highly effective and efficient transit-oriented development projects in and around the station areas.

#### **Deliverable:**

A draft Predevelopment Tool Kit document to standardize and document the processes, evaluations, and procedures necessary for implementation of successful transit-oriented development projects.

#### **Task 4.2: Project Review Meeting**

The consultant team will conduct a meeting with the Steering Committee to present for review and discussion components of the Predevelopment Tool Kit. The Predevelopment Tool Kit document will be placed onto the project web site and inserted into the “Community Builder” engagement tool to allow for interactive commenting on the tool kit components by Steering Committee members. Based on the input collected on-line and during the meeting the team will make any appropriate modifications to the Tool Kit and its implementation recommendations.

#### **Deliverable:**

Conduct a meeting with the Steering Committee and preparation of any necessary revisions/modifications to the draft Predevelopment Tool Kit.

#### **Task 4.3: Predevelopment Tool Kit Training Session**

The consultant team will conduct a training meeting with local officials, staff, and members of the Steering Committee to familiarize them with the various components, opportunities, and benefits provided within the “Predevelopment Tool Kit”. The training session will be used to further strengthen the internal capacity of the individual municipalities and their



key officials, staff, and representatives to continue the critical marketing and predevelopment work to “tee up” future TOD sites for development.

The joint training session will be conducted at SSMMA/CSEDC offices during a mutually convenient date and time so as to ensure the greatest attendance by interested participants. The materials developed and presented as part of the joint training session will be packaged and delivered to SSMMA/CSEDC for use in conjunction with future training sessions with other regional municipalities.

**Deliverable:**

The team will facilitate a Predevelopment Tool Kit Training Session with members of the Steering Committee and municipal officials and staff. The training session materials will be provided to SSMMA/CSEDC for presentation during future municipal training sessions.

**Task 4.4: Municipal Project Presentation**

The team will facilitate a PowerPoint presentation of the final Chicago Southland TOD Corridors Planning Study - Phase 2 Implementation plan before a meeting of the planning commissions or the Council of each of the municipalities (total of 3 meetings).

The consultant team will submit all presentation materials to SSMMA/CSEDC prior to the meeting to allow ample time to review and approve the materials.

**Deliverable:**

Preparation and delivery of a PowerPoint presentation of the Chicago Southland TOD Corridors Planning Study - Phase 2 Implementation plan before a meeting of the planning commissions or the Council of each of the municipalities (total of 3 meetings). Electronic versions of the final plan will be provided to SSMMA/CSEDC for use and distribution purposes.