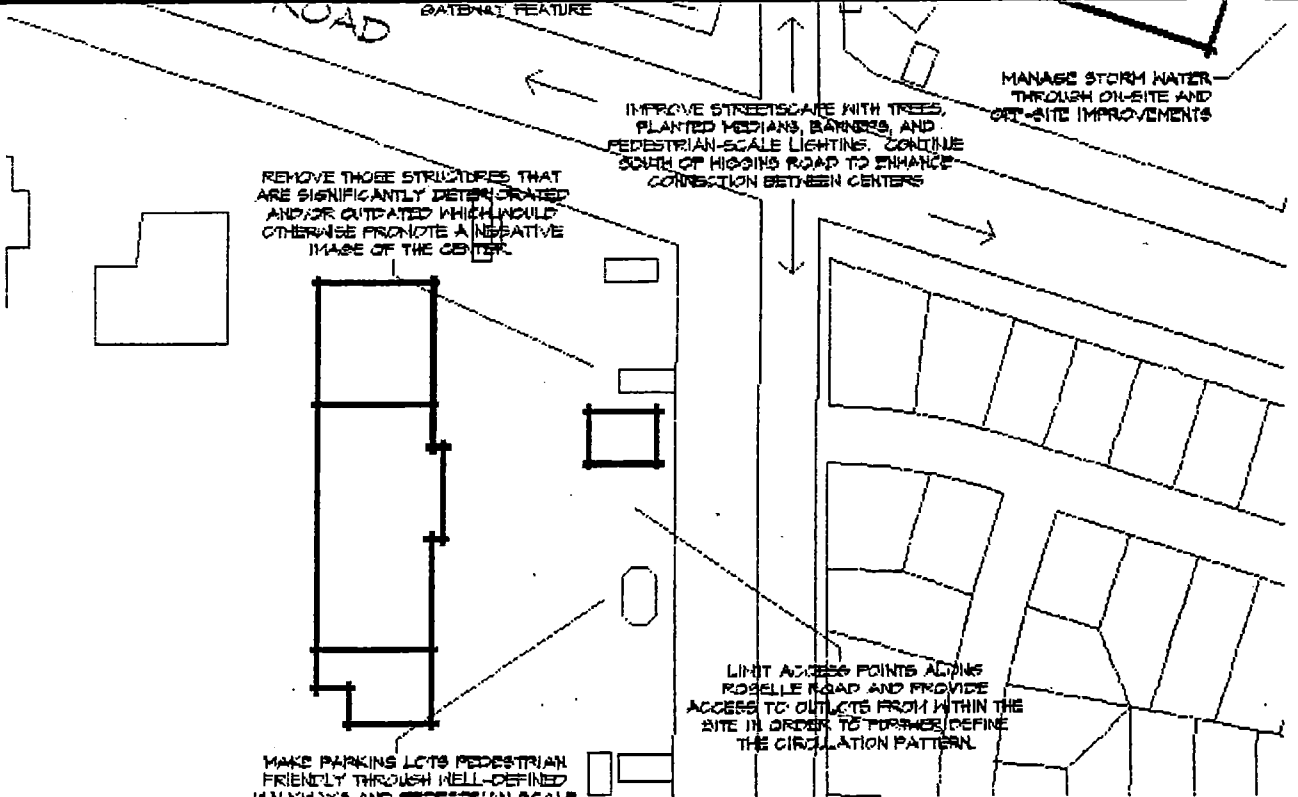


Revitalization Concepts for the Roselle Road Corridor Business District

Village of Hoffman Estates, Illinois



Executive Summary

This report follows the Retail Market Assessment prepared by S. B. Friedman & Company regarding the same study area. This report which focuses on the physical nature of redevelopment and revitalization of the study area is fundamentally tied to that market assessment as it is the conviction of the consultant team that revitalization cannot succeed if it is not supported by market economics. Roselle Road and Higgins Road divide the study area into three quadrants (the fourth quadrant being residential and outside the study area.) These arterials present very high traffic volumes, and multiple traffic lanes which separate the centers so that the retail activities on one quadrant currently have little relation to the activities on another quadrant. The market analysis points out that this separation of the activities is detrimental to the viability of the overall business environment.

The study presents six development principles as the basis for the revitalization concepts, and the consultant team urges that these principles be used as the standard against which physical changes to the district should be evaluated. These principles are summarized as: emphasize visibility; promote convenience; create a shopping destination; enhance aesthetics and attract customers to people-friendly amenities; recognize the nature of real estate investment and decision-making; and, stage redevelopment carefully.

The Consultant presents text and illustrative examples addressing the redevelopment principles expressed above, as well as the Village's desire for a stronger tax base, the mix of goods and services which meet resident needs, and improved character and image of the district. These are not the only alternatives for revitalization, but they are useful in presenting a physical form against which the principles can be better articulated and understood. It is unlikely that the Village's strategy to encourage revitalization would place the Village in the role of designer or developer of the physical improvements to these centers. However, by examining some of the potential physical forms the development/revitalization may take, the Village, the property owners, the businesses and the community can examine what changes best achieve the mutually shared goal of strengthening the business environment and property values. Further, they may initiate discussion of the various roles and responsibilities each party may have in the revitalization process. It should be recognized that these concepts do not represent a village desire or intent to encourage or cause the relocation or displacement of existing businesses. They are intended only as a characterization of the generalized relationship of buildings and uses.

The examples suggest the potential of a range of redevelopment approaches including: 1) Improvements to public infrastructure, facade improvements and site amenities, 2) Refocus of store mix, 3) Tenant opportunity driven infill development, 4) Owner-driven whole center redevelopment, and, 5) Village-driven redevelopment. The report breaks the district into three "quadrant" sub-areas which reflect the division caused by Roselle Road and Higgins Road, as well as the distinctions between the market served and functional distinctions between quadrants. It is unlikely that a single redevelopment approach will guide all three of the quadrants.

Ultimately, there are several factors which will either motivate or moderate revitalization, including: the strength of unmet market demand for retailing which translates to store rent and the return on developer investment; the physical limitations of these sites which translates to the ability to attractively and conveniently present retail floor area; the fiscal relationship between additional assessed value and sales tax revenues to the municipality's ability to fund public improvements; and, the nature of the public's desire and support for change.

Understanding and Approach

This report follows the Retail Market Assessment prepared by S. B. Friedman & Company regarding the same study area. This report which focuses on the physical nature of redevelopment and revitalization of the study area is fundamentally tied to that market assessment. It is the conviction of the consultant team that revitalization cannot succeed if it is not supported by market economics. The study area includes three retail shopping areas which are northeast, northwest, and southwest of the intersection of Roselle Road and Higgins Road. These three commercial quadrants constitute 375,000 square feet of existing retail floor area.

Roselle Road and Higgins Road divide the study area into three quadrants (the fourth quadrant being residential and outside the study area.) These arterials present very high traffic volumes, and multiple traffic lanes which separate the centers so that the retail activities on one quadrant currently have little relation to the activities on another quadrant. The market analysis points out that this separation of the activities is detrimental to the viability of the overall business environment. The approach to strengthening the overall district aims at minimizing that separation, by building stronger quadrants and by building-in features which help to unite the quadrants. Though many of the observations made in this report focus on individual quadrants, they are made in recognition of the objective of unifying the overall business district.

Translating the Market Study

It is appropriate to restate a number of the important conclusions made in the earlier Retail Market Assessment. First, that the strengths of the business district relate to its prime location at the intersection of three major regional roadways, which carry very high traffic volumes and provide excellent regional access. The surrounding area boasts a major concentration of retail space, including several major anchors and a broad range of goods and services. The area also includes hotels, numerous businesses, and high employment density due to a substantial amount of office and industrial development in the vicinity.

Second, that the weaknesses of the business district center on the physical characteristics of the existing retail facilities. The shopping centers in the district are dated and aesthetically unattractive, and draw mostly second- and third-tier users. National-level chains and upscale stores are unlikely to be attracted to these centers as they currently exist. The site access and visibility of these centers is problematic. Frontage along Golf Road, the primary retail corridor in this area, has not been fully exploited. The current retail mix in the district reflects its lower quality image, and there are several vacancies, including an important anchor space in Hoffman Plaza. The presence of Woodfield Mall only several miles away presents a major competitive obstacle for retail uses in the district, and effectively precludes its competition in certain retail categories. Woodfield Mall itself does not preclude potential fashion and comparison shopping on the subject site, but surrounding mini-malls and commercial corridors have established a dominating image which grabs the attention of both retail-siting decision-makers and customers alike. Retailers in the Roselle Road district, along with others in the local area, must fight for the business of shoppers in market niches that are not fully served by Woodfield and the regional-level retailers located in close proximity to it. Roselle, Golf and to a lesser extent Higgins Road do generate a side benefit by the considerable traffic which drives past the District on the way to Woodfield Mall and nearby regional stores.

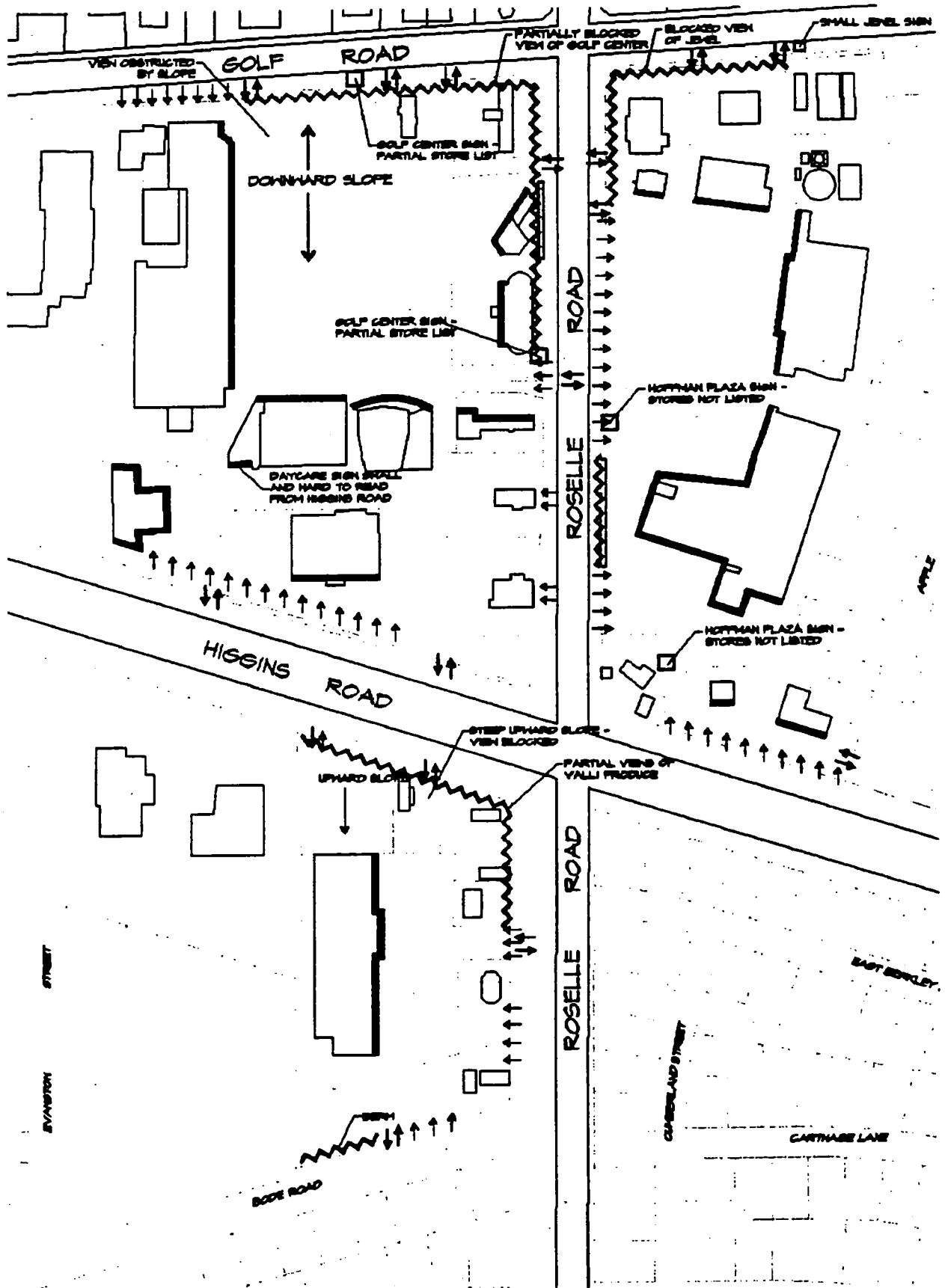
The market study assembled two lists of potential store types that show significant market potential:

Neighborhood Retail Uses

Expanded Jewel/Osco
Drug Store
Discount Gourmet Grocery
Valli Produce (already in place)

Community Retail Uses

Hardware Store
Furniture Store(s) (additional)
Off-Price Apparel (additional)
Computer Superstore
Restaurants (additional)



0 100 200 300
January 10, 2001

On-Site Visibility
 — High Visibility
 — Medium Visibility
 — Low Visibility

Visibility into the Site
 ↑↑ Strong Visibility
 ~ Partially Obstructed
 ~ Obstructed

□ Sign
 ↑ Entrance



Visibility Study

Revitalization Concepts for the Roselle Road Corridor Business District

TEKA ASSOCIATES INC.

Development Principles

The Consultant conducted a considerable number of field investigations and sketch plan evaluations in order to test a series of hypothetical physical alternatives. Throughout this effort, six development principles were used to measure the effectiveness of the alternatives. These principles are recommended by the Consultant as the basis for evaluating the physical changes to the Roselle Road Corridor District:

1 Emphasize Visibility

Successful retail environments are distinguished by the ability to expose the stores and the goods in the stores to potential customers. In an auto-oriented environment, such as this business district, the exposure is measured by the ability to see the shops or their signs or images which identify them from the driver's viewpoint. The primary view is from the adjacent driving lanes on Golf Road, Roselle Road, or Higgins Road, and the secondary view is from within the parking field or circulation lanes within the quadrants. Techniques to emphasize visibility include attractive entries into the center which lead the driver's eye to building signs and shop windows; minimizing obstructions to the view of anchor tenants (particularly by limiting the number of outlot buildings which inhibit views); attractive, identifiable building architecture, landscaping and site features that can be seen from off-site; signage and lighting schemes that lend to the attractiveness of the site and enhance building architecture.

The Retail Market Analysis report emphasized that Golf Road is the primary retail corridor for the Hoffman Estates/Schaumburg area, and is the most important road for the business district due to high traffic volumes and resulting high potential exposure. The analysis concluded that Golf Road frontage should be exploited to the fullest extent possible, with prime visibility given to major anchors and/or strong customer draws. Where this is impractical, that window onto Golf Road must be enhanced through attractive signs, inviting entryways, and glimpses of an attractive shopping environment.

2 Promote Convenience

The potential for customer attraction and repeat attraction to a store or shopping center is inversely proportional to the number of obstacles and difficulties in getting in and out of a shopping environment. The more difficult the trip, the more extra-ordinary the store (or the sale) must be to overcome the customers' desire for convenience. Retail evolution, from superstores to e-business on the net appears to further amplify this fundamental. The need for convenience extends on and off-site, as the experience of traffic, access, parking, and pedestrian access on the way to getting in and getting out of the store are cumulative. Convenience can be enhanced by optimizing the traffic signals along the major roads to accommodate inbound and outbound movements from well defined and attractive entries to the shopping centers; by accommodating high volumes of ingress and egress movements (particularly turning movements) through multiple lanes where appropriate and adequate stacking distances; by utilizing good site planning techniques to locate parking resources in close proximity to stores, and to connect parking and storefronts in a way that minimizes the conflicts between automobiles and pedestrians.

Visibility and convenience are not the same. As stated above, visibility of and perception of an attractive retail environment from Golf Road will be important. However, Roselle Road will provide considerably better access than Golf Road, and therefore, Roselle Road will need to function as the main gateway to the quadrants.

3 Create a Shopping Destination

The success of shopping centers is based not on the one center – one purchase condition. Only when convenience, attractiveness and the relationship between stores draw the customer from one to the next are the theoretical economic advantages of shopping centers fulfilled. From the same perspective, until the whole of the Roselle Road corridor works together, drawing customers from one center into the next, or at least drawing customers to the area before choosing which center, will the corridor become the “destination” which can compete for stores and customers with the corridors found in the community to the east.

In the natural pattern under pure market conditions, similar uses tend to cluster together. Site location experts have begun to emphasize this pattern. It is not simply that developers and store owners are like sheep, following everyone else to the demographics. A conglomeration of similar stores can act as an anchor, drawing customers to a shopping environment in the same way a department store or superstore does: clustered stores can offer as wide a range of merchandise as category killers, and in a far more attractive setting. The Rouse Co. began to cluster fast food in the food courts thirty years ago, and began to do the same for children’s stores about 15 years ago when they realized that mothers towing shrieking children are of little mind to walk from one end of a mall to the other, let alone stop for impulse buys. Automobile dealerships have long been the perfect example of the benefit of clustering which induces customers to comparison shop.

A parallel concept recognizes that the convenience run for a loaf of bread and milk is not typically made on the same trip as the run for kid’s shoes or lumber. Clustering stores to emphasize distinct functional districts (i.e. the convenience trip, the week’s shopping trip at the community shopping center, the entertainment or relaxation trip; the big ticket shopping trip) creates a stronger relationship between the stores and the market. The form and layout and mix of uses in each center should be “legible” to the customers so that they identify the purpose of the trip and the best location to make it. Doing the unexpected with use mix and image as a means of enhancing sense of place can be effective. However, there are limits to which the unexpected or the unusual can be taken, and those limits relate to visibility, convenience, and the need for customers to be attracted to this shopping experience over a hundred other alternatives.

4 Enhance Aesthetics and Attract Customers to People-Friendly Amenities

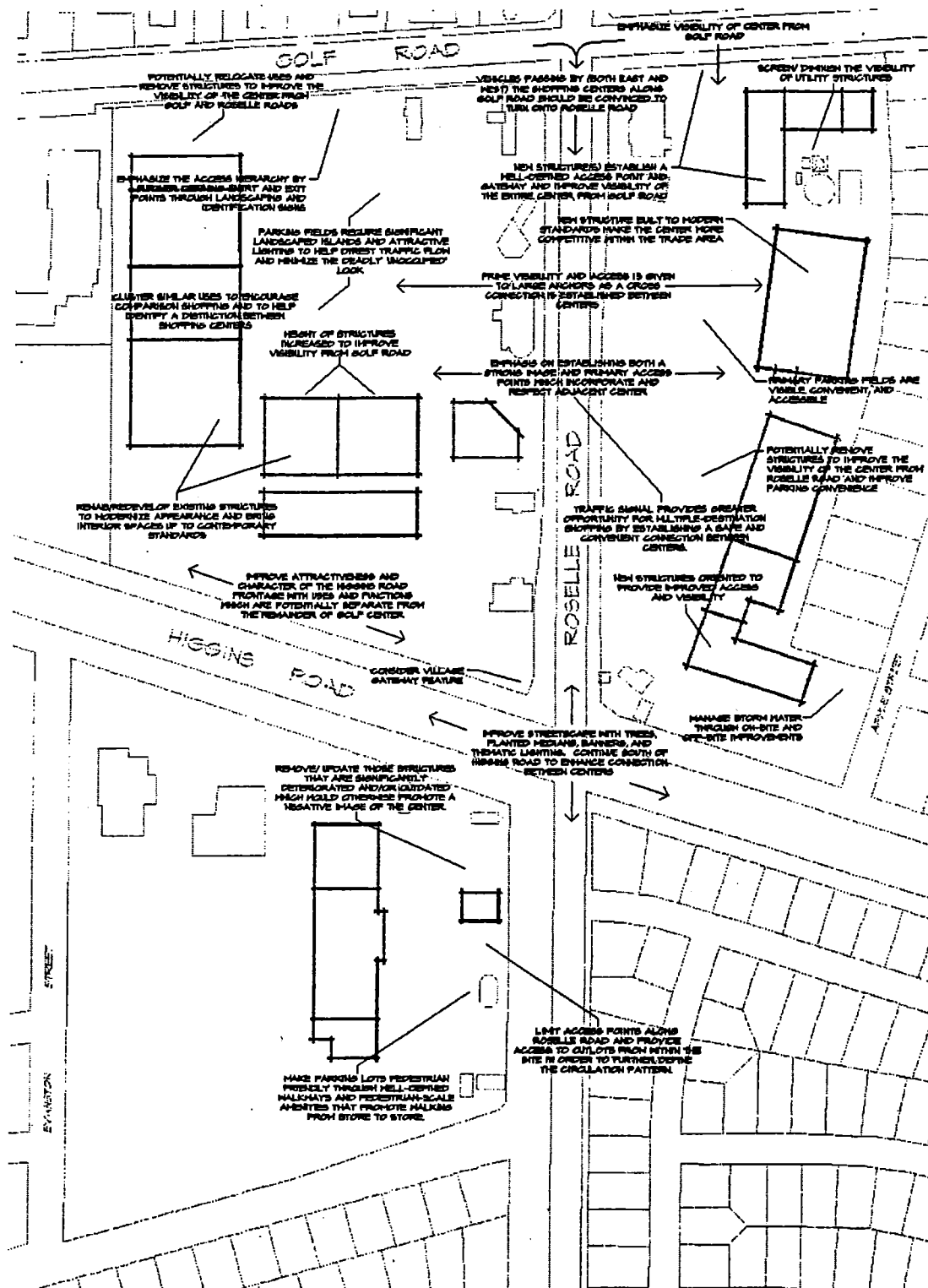
In addition to seeking convenience, customers desire to be in an attractive and comfortable environment. The first element of this is the sense of safety derived from separating pedestrians and automobiles, installing legible and understandable directory signs and landmarks, and assuring adequate lighting. Less threatening but still important, good site design should be used to soften the heating effect of large expanses of asphalt and scorching shadeless environment, and minimizing the side effects of rain/stormwater in a parking lot or salt-soaked shoes. Getting past the level of discomfort, attractive retail environments enhance the sense of place through the introduction of non-automotive features, such as plaza’s, outdoor seating, shady retreats, and pleasant water features or sculpture, all in the name of inducing a sense of identity and comfort.

5 Recognize the Nature of Real Estate Investment and Decision-making

Whether the revitalization is driven purely by the property owners and retail operators or by the desires of the community to motivate property owners and operators to better serve the community, revitalization efforts ultimately must be financially feasible for all parties. For any existing or future property owner, the revitalization must allow for the reasonable return of, and return on, the investment in the cost to create new retail facilities, and these returns come solely through the rents and fees paid by retailers. Retailers can only afford to pay rents and common area fees (and their share of taxes) if the facilities and their store is attractive to customers. In those cases where the community invests in the revitalization through capital or other assistance, those investments must be repaid by the taxes and fees it receives from the district. Since there is a natural limit to the life of these investments, as buildings and facilities do decay and the market for goods and services continues to evolve, these investments must balance within that period. The physical aspect of this financial reality lies in the fact that the financial balance of costs of revitalization must also balance with the extent and quality of improvements and with the ability of those improvements to draw and retain customers.

6 Stage Redevelopment Carefully

There are examples of where a private developer has completely redeveloped property, in fact many instances where whole centers have been razed and new centers built on the cleared site. But this only happens where a strong market demand for new stores can support rents which overcome the costs of complete demolition and the loss of existing rents. More commonly, and particularly in cases where some but not all of the stores/uses of the site remain viable in the market, redevelopment occurs on portions of a redevelopment area or site. Other portions of the site may be redeveloped later when the market has changed or when existing stores or uses have become less viable. Each of the quadrants within the Roselle Road Corridor contain opportunity sites with natural priority over other portions of the quadrant. The concept plans included as illustrations in this document are not intended to be all-or-nothing complete redevelopment alternatives irrespective of the market or financial realities. Each quadrant is likely to be broken into two or three redevelopment stages, both geographically and chronologically. Priority for the staging should recognize both the need to leverage the greatest net long-term increase in revenues to the redeveloper as well as the Village and leverage the greatest change in the business districts ability to capture the attention of the market.



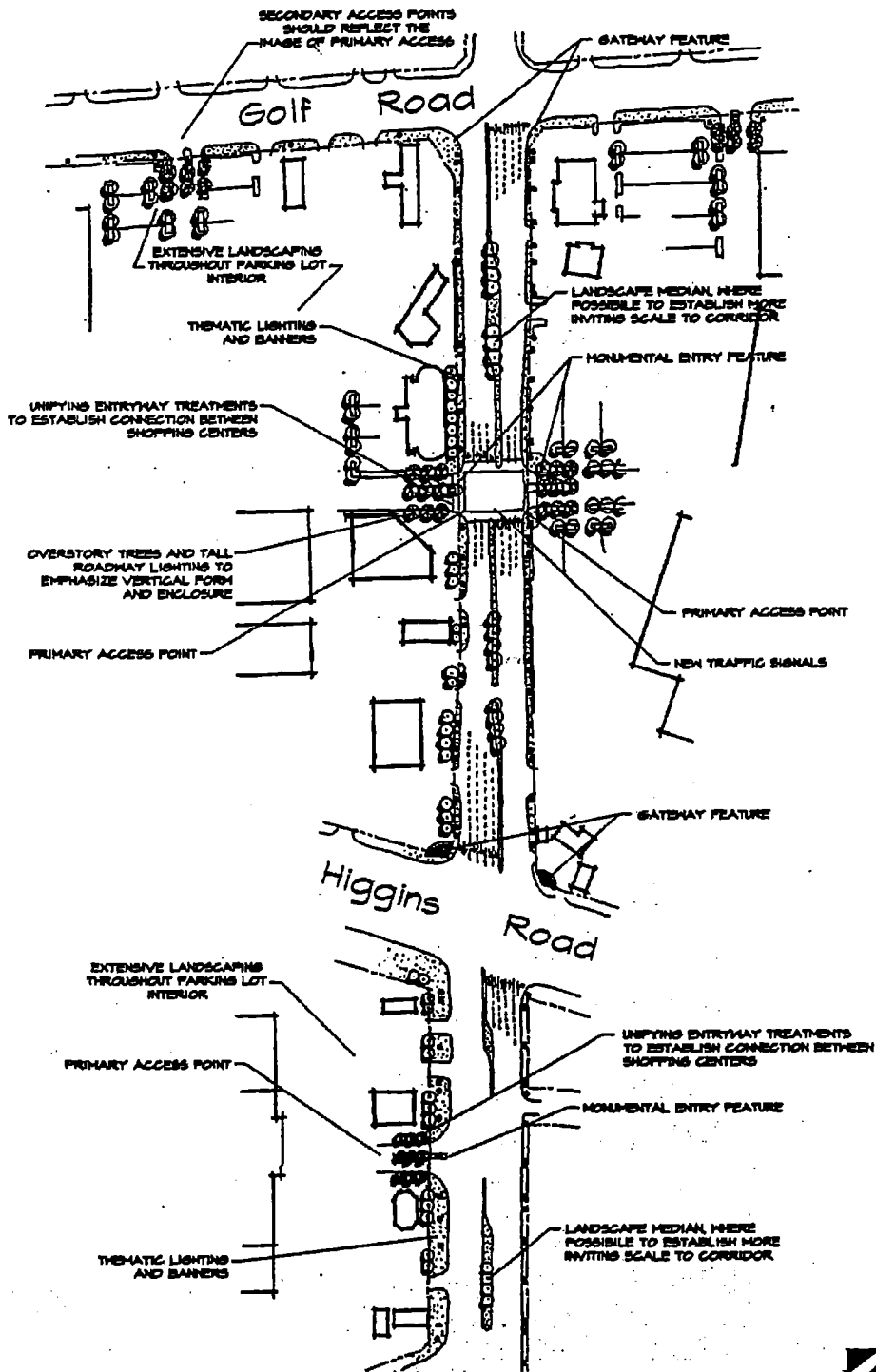
0 100' 200' 300'

January 10, 2001



Design Principles
 Revitalization Concepts for the Roselle Road Corridor Business District

TESKA
 ASSOCIATES
 INC.

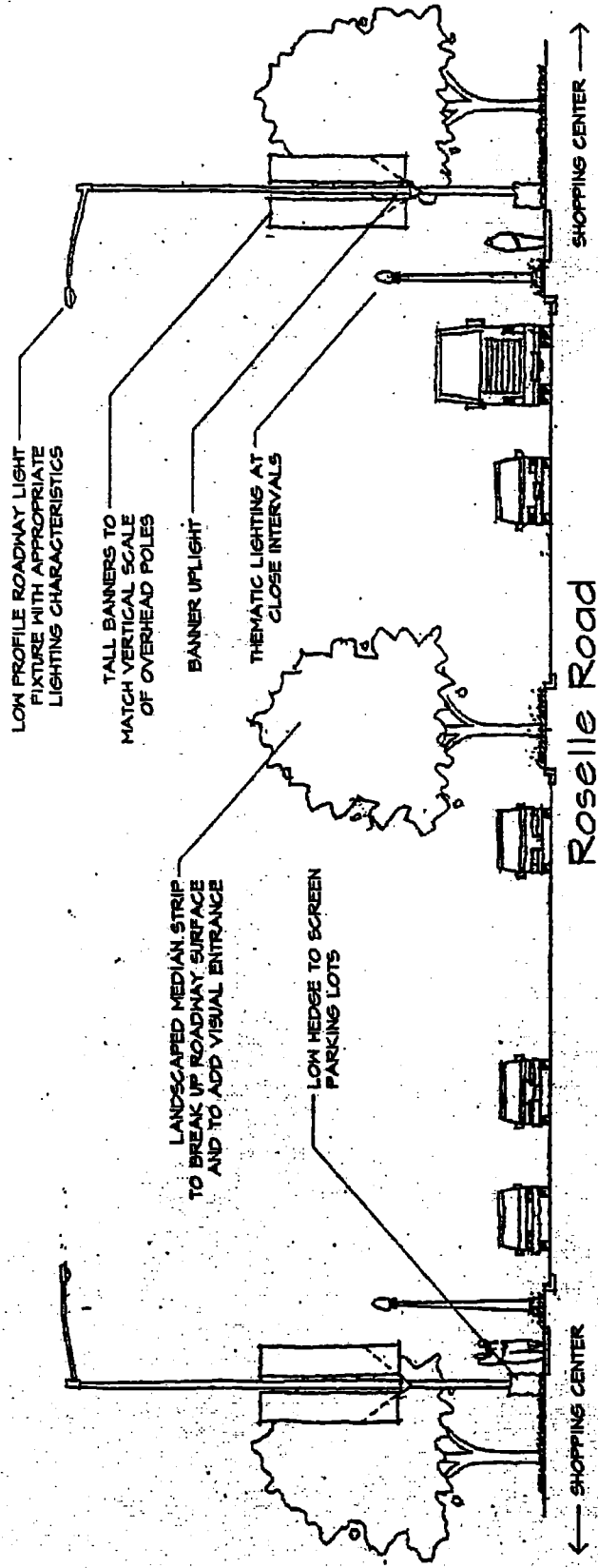


Not To Scale

January 10, 2001

Corridor Improvements
 Revitalization Concepts for the Roselle Road Corridor Business District

TESKA
 ASSOCIATES
 INC.



Roselle Road

← SHOPPING CENTER

SHOPPING CENTER →

Not To Scale

January 10, 2001

Typical Road Section with Proposed Improvements

Revitalization Concepts for the Roselle Road Corridor Business District

TESMA ASSOCIATES INC

Revitalization Concepts

On the pages which follow, the Consultant presents text and illustrative examples addressing the redevelopment principles expressed above, as well as the Village's desire for stronger tax base, the mix of goods and services which meet resident needs, and improved character and image of the district. These are not the only alternatives for revitalization, but they are useful in presenting a physical form against which the principles can be better articulated and understood. It is unlikely that the Village's strategy to encourage revitalization would place the Village in the role of designer or developer of the physical improvements to these centers. However, by examining some of the potential physical forms the development/revitalization may take, the Village, the property owners, the businesses and the community can examine what changes best achieve the mutually shared goal of strengthening the business environment and property values. Further, they may initiate discussion of the various roles and responsibilities each party may have in the revitalization process. It should be recognized that these concepts do not represent a village desire or intent to encourage or cause the relocation or displacement of existing businesses. They are intended only as a characterization of the generalized relationship of buildings and uses.

The Northwest Quadrant

Description

The Northwest Quadrant is defined as the area bounded by Golf Road on the north, Roselle Road on the east, Higgins Road on the south and the Village of Schamburg on the west. It is dominated by the multi-tenant, "L" shaped Golf Center comprised of several attached and detached buildings. The quadrant also includes the Hoffman Lanes Bowling center, two small multi-tenant retail buildings to the northwest and southwest of the Golf Center, and eight outlets (including a vacant outlot previously a gas station) which create a perimeter of buildings along the Roselle Road frontage. The buildings vary in vintage from the 1960s through the 1980s, vary in quality of construction and states of repair, have inconsistent orientation, uncoordinated access, and lack a consistent thread to tie them together. Perhaps as importantly, there are at least twelve different owners who control the property. In a word, the quadrant is "disintegrated".

Market

The Golf Center is a community shopping facility which currently presents a somewhat eclectic mix of non-grocery related goods and services. At times it has presented a variety of fashion, furniture, crafts and services. Of the three quadrants, its size, shape and orientation are most likely to succeed as a non-grocery community level shopping center, or in the case of complete redevelopment, as a big box retail center.

Physical Conditions

The Golf Center and the great majority of other buildings in this quadrant were designed and constructed in the 1960s. Their size, configuration, orientation and condition reflect the age in which they were built. The age and lack of continued investment in these buildings has contributed to their obsolescence. There is also evidence of considerable deferred maintenance. The store spaces and the shopping center no longer reflect the design and character of improvements competitive with recently constructed centers. Customers do care about the conditions in which they shop, and center ambiance has a direct bearing on the capacity to draw customers and retain retailers.

There are thirteen existing curb cut access points to Golf Road, Roselle Road and Higgins Road. Five of these are for access to the outlots along Roselle Road, and 6 joint access points serve the Golf Center and

the bowling facility and other retailing north and south of the Golf Center. This high number of access points provides no great benefit to the quadrant, rather, the lack of obvious hierarchy of access makes access and circulation more confusing and increases the number of traffic conflicts. The circulation through the site is not easily perceived by the unfamiliar driver. The corridors into the Golf Center are not inviting, the circulation through the parking lot is not well defined, and choosing a route to exit is not entirely clear.

Viability of retailing is dependent on store visibility which can be provided in several different forms. Visibility of "anchor" tenants (both independent and within regional malls) is most often a matter of mass advertising rather than pedestrian or vehicular visibility. All other retailers rely on customer to store visibility, either by customers who pass by the store on foot (on their way to an anchor) or within a vehicle. The loss of some of the anchor tenants reduces the number of pass by pedestrians who will see the other retailers from within the site. The lack of identity through signage further reduces store visibility. More significantly, the lack of visibility of stores (particularly those in the Golf Center) from vehicles traveling along Golf Road, Roselle Road and Higgins Road due to the topography of the site is magnified by the placement of outlots and other buildings between these roads and the center. These obstructions are identified on Exhibit 1, Visibility Study.

With the exception of the Harris Bank and the office building just north of the Roselle Road entryway, each of the outlot buildings is oriented toward the road to which access is provided. The Bank and office building face Roselle Road, but their access is provided by the parking and circulation internal to the Golf Center. None of the outlot uses are oriented in a way that contributes to the overall visibility or unified functionality of the retail center.

Conceptual Plans

The consultant team considered many different approaches to revitalization of this quadrant which can be categorized as

- 1.) Modest infill and facade improvements and site amenities
- 2.) Significant reconstruction and refocus
- 3.) Wholesale redevelopment aimed at big box retailing

Concept A-1:

The first category need not be graphically depicted. It would involve reinvestment in those buildings which remain stable, replacement of only those which are severely stressed, some store expansion, re-tenanting, and introduction of substantial site amenities and circulation improvements. In each concept, A-1, A-2 or A-3, substantial efforts to link the Northwest Quadrant and Northeast Quadrant should be made through traffic lighting, landscaping, site lighting and signage at a shared intersection/ main entry on Roselle Road.

- Construct new facade and roof line improvements to modernize the image of the center, and provide continuity of image to the multiple buildings.
- Install unifying-image entry monuments and new site and store signs
- Install traffic signalization at main Roselle Road entry.

Concept A-2:

Two methods were considered; one which generated a "mainstreet"-like, storefront across storefront layout. The other, enhancing the existing "L" orientation. The latter, depicted in the Exhibit A-2, was advanced because of the perceived relationship between the market characteristics of a furniture specialty center and the conventional suburban style retail center. A mainstreet approach, though conceptually attractive as a means of distinguishing the center from other competing centers, did not enhance convenience or visibility, and was deemed by the consultant team as unlikely to draw sufficient customers to overcome high costs of necessary structured parking and other amenities.

Visibility Unless there is substantial regrading, the site will remain elevated and extremely deep off Golf Road making it difficult to see store fronts. The obstructions posed by the outlots aggravate this condition for westbound traffic on Golf, and the direction of the "L" aggravates this lack of visibility for eastbound traffic. Several site improvements could contribute to improved visibility. These include pulling the building setback on Golf further south, improving the character and identity of the main entry corridors off Golf Road and Roselle Road, eliminating one or more of the outlot buildings (most effectively the office building just north of the Roselle Road entry), and bringing the "L" out to Roselle Road. In addition, the character and visibility of center from the south (Higgins Road side) can be consolidated, and made more inviting and more "legible" through redevelopment and introduction of new shops or restaurants. Alternatively, this same south exposure could be well used as a car dealership.

- Acquire and remove those outlot structures that inhibit the most significant views into and between shopping centers.
- Install unifying-image entry monuments and new site and store signs.

Convenience Access and circulation has to be understandable to the user if it is to be perceived as convenient. The entry features, in addition to being made more attractive, must be obvious entry points, and they must have adequate lanes, width and turning radii. They must be illuminated and landscaped in a way that they are clearly and attractively perceived in night and day, as well as year round. Exit points must be easy to perceive from within the site and the circulation through the site must be so well described by landscape islands and lighting that they are both safe and obvious routes through and out of the site. An "L" always poses the difficulty of a cross-direction pedestrian movement...that is, the parking field is almost always perpendicular to one of the two legs of the "L". As such some customers will cross between parked vehicles and cross several aisles to get to stores. Introducing obvious and convenient crossing points provides safety and reduces landscape maintenance. By pulling the buildings back from Golf Road, additional parking may be provided between the stores and Golf Road. Concept A-2 preserves the access to Higgins, but reduces the confusion of a four-way intersection just inside the Roselle Road entry.

- Establish well-defined entry points through entry features, landscaping and signage.
- Define both pedestrian and vehicular circulation throughout parking fields with landscaped islands and distinct walkways.
- Illuminate the parking areas, building entries and pedestrian zones in a way which enhances the character of the center and ensures a sense of safety.

Shopping Destination The "L" shaped center is a conventional and often successful format because of the ability to see many stores from most positions on the "L", and from within the parking field. This Concept A-2 provides for a strong potential connection to the Hoffman Plaza if the entry on Roselle is emphasized, opened-up by eliminating buildings which impede the view of the center, and by pulling the center out to Roselle Road. The "L" stores are sized and organized in a way which will support a cluster of furniture stores, or similarly sized retailing clusters. The reorganized Higgins Road area could alternatively support a cluster of restaurant uses and compatible small retailing, or an automobile dealership.

- Attract and group new stores of similar uses to encourage comparison shopping and multi-task shopping trips.
- Establish the primacy of the Roselle Road entry, emphasizing the unity and connection to Hoffman Plaza.

Aesthetics Adequate sidewalk/plaza space should be maintained in front of each store so as to allow wide pedestrian paths and space for furniture and landscaping. Special attention should be paid to designing outdoor seating areas in front of potential restaurant locations.

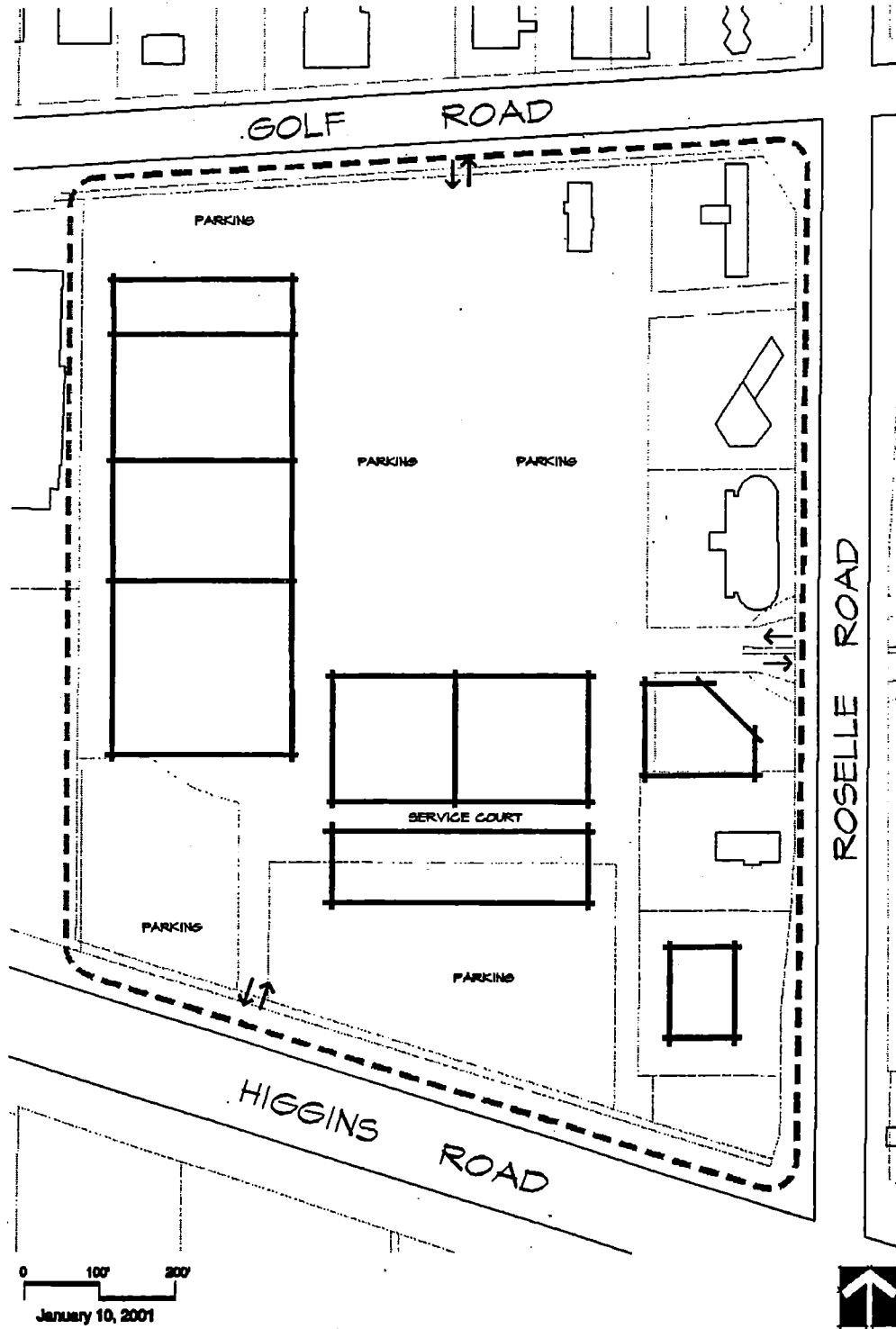
- Install furniture and landscaping amenities to invite a longer and more pleasant visit.
- Attract and promote new restaurants along Higgins road that provide outdoor seating areas and encourage use of the available outdoor space.

Investment Substantial additional store depth will accommodate contemporary retailing while allowing a more effective retail floor area to site area ratio. The plan will permit practical phasing of improvements without jeopardizing center viability in interim steps. The south-of-the-"L" area facing Higgins Road is left as an independent phase dependent on the market for potential uses and the stability of the bowling center.

- On the basis of a well-thought-out plan, the center can be redeveloped in phases that require incremental capital investments over an extended period of time as the market allows.

Staging There is a natural divide within this quadrant that separates the Golf Center from the uses which face Higgins Road. Focus and priority must remain with the redevelopment of the Golf Center since it may have the greatest chance of leveraging real change in value and the ability to capture market share. Depending on the nature of a reuse, the attraction and market for uses facing Higgins Road may be independent of the character of the Golf Center redevelopment, (i.e. an automobile dealership would relate to the uses across Higgins, while the reuse of this area for a cluster of restaurants might be more dependant on the overall change in character brought on by a revitalized Golf Center and Hoffman Plaza). The continuing viability of the uses along Higgins may diminish the financial rationality of redevelopment on the southern third of the quadrant.

- Redevelopment may occur independently in north or south portions of the quadrant, or as one coordinated effort.



Illustrative Example A-2

Revitalization Concepts for the Roselle Road Corridor Business District



Concept A-3:

If there is sufficient new development potential to overcome the cost of demolition and new construction, the quadrant poses a strong opportunity for the establishment of big box retailing and supporting/benefitting retail stores. These forms of stores are not predictable on the basis of demand and absorption, and as a result are addressed obliquely as "wildcards" in the market analysis. They are possible and may generate both sufficient financial and market balance to make complete redevelopment feasible.

Visibility Concept A-3 is a Big Box alternative taking advantage of a Big Box site. The nature of the box makes it visible from all three roads so long as reasonable view corridors are created by eliminating the two buildings either side of the main Roselle Road entrance. The setback of the store spaces north of the Big Box must balance visibility of those stores from the main Roselle Road entrance and visibility of the Big Box from Golf Road

- Acquire and remove those outlot structures that inhibit the most significant views into and between shopping centers.
- Install unifying-image entry monuments and new site and store signs.

Convenience Strong, identifiable access points and a simple east-west set of parking aisles running perpendicular to the Big Box and stores will provide easy circulation. A wide, well-illuminated and attractive corridor on the west side of the Big Box must accommodate both truck and customer access.

- Create an easily navigable parking field emphasized by strong, well-defined entry points along Golf, Roselle, and Higgins Road.
- Establish well-defined entry points through entry features, landscaping and signage.
- Define both pedestrian and vehicular circulation throughout parking fields with landscaped islands and distinct walkways.
- Illuminate the parking areas, building entries and pedestrian zones in a way which enhances the character of the center and ensures a sense of safety.

Shopping Destination Big Boxes are associated with regional or sub-regional drawing power. A Big Box would draw customers to the district which could be captured by adjacent centers. Strong physical and visual ties across Roselle Road will remain important for this synergy. Big Box retailing does not demand clustered uses, but other kindred uses can take advantage of Big Box draw. There have been a number of compatible pairings around the country, including pet supply or home electronics with home supply centers, home furnishings or toy stores with junior department stores, etc.

- Establish supporting uses on the site that are compatible and will share customers.
- Establish the primacy of the Roselle Road entry, emphasizing the unity and connection to Hoffman Plaza
- On secondary entryways, use a design that establishes a common theme and connection between the Golf Center and Higgins Center.

Aesthetics Parking lot landscaping may be the only amenity found in a typical Big Box retail center.

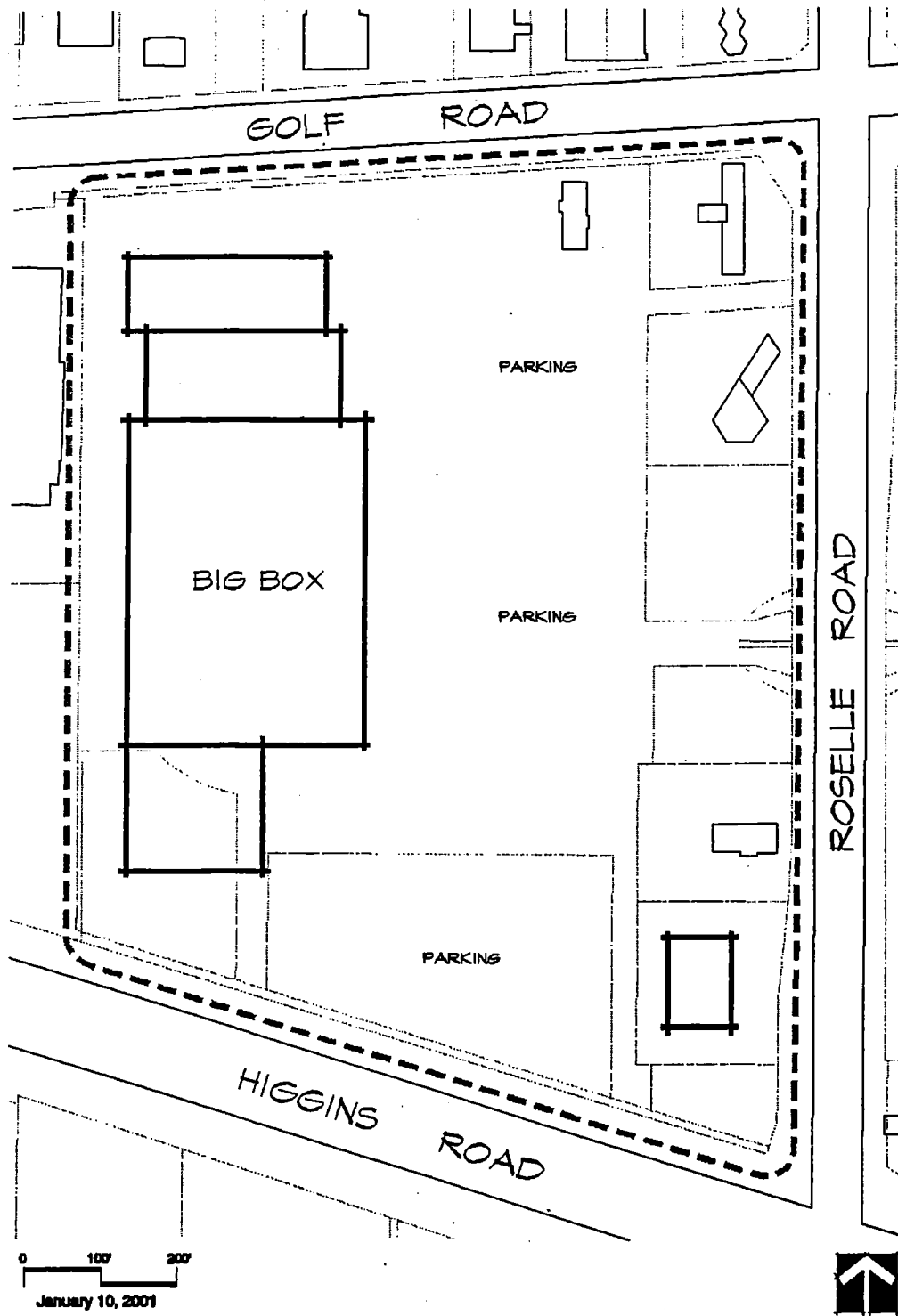
- Install extensive landscaping and attractive lighting throughout the site.
- Install furniture and landscaping amenities near the supporting/compatible stores to invite a longer and more pleasant visit.

Investment This is an all or nothing proposition. It is likely to require a single phase and considerable property assembly, demolition and site preparation driven by the strength of the market and by location. Feasibility is dependent on the drawing capacity and stability/staying capacity of the Big Box user.

Staging As in Concept A-2, the current continuing viability of uses along Higgins may diminish the practicality and desirability of redeveloping the southern third of the quadrant, so the siting of a Big Box should respect existing boundaries of the Golf Center property. Redevelopment and consolidation, plus parking and circulation improvements on the northern tier of the site are of a second priority.

Redevelopment of the southern tier would likely be a third stage.

- Establish a phasing plan prior to beginning redevelopment efforts that preserves the viability of uses not included in the primary redevelopment plan.



Illustrative Example A-3

Revitalization Concepts for the Roselle Road Corridor Business District

The Northeast Quadrant

Description

The Northeast Quadrant is defined as the area bounded by Golf Road on the north, Roselle Road on the west, Higgins Road on the south and residential development on the east. The quadrant contains the Hoffman Plaza shopping center, made up of multiple attached and detached buildings, and separately developed parcels that make up outlots and disconnected development along the perimeter. Hoffman Plaza is anchored by Jewel/ Osco and is also home to a vacant department store and various retail and service related commercial uses. It is surrounded on the north and south sides by outlots that include such uses as a night club, a shoe store, and a motorcycle dealer. Also located within this quadrant, immediately north of the Jewel/ Osco structure, is an elevated water storage tank facility owned and operated by the Village. Much like the Northwest Quadrant, this site can also be described as disintegrated.

Market

The Hoffman Plaza center is a shopping facility that provides a community level grocery store and assorted service related commercial uses. This center offers a greater number of small-scale retail opportunities than are available within the other Quadrants.

Physical Conditions

The physical conditions of Hoffman Plaza and the Northeast Quadrant are very similar to that of Golf Center. The majority of the buildings within this Quadrant were designed and built in the 1960s which is demonstrated in their size, configuration, orientation, and condition. Much of the store spaces within the shopping center are outdated and are becoming less and less competitive with newer, modern centers.

The high number of curb cut access points along Golf, Roselle, and Higgins Roads provide access throughout the Quadrant. However, the hierarchy of access to Hoffman Road and the perimeter uses is not well defined and creates a sense confusion for the unfamiliar driver. Access to the southern portion of the quadrant is only available through a short frontage road accessed from the collector street of the neighboring residential development. Drivers traveling west on Higgins Road may choose to access the shopping center or Outlots well after they have passed the access point. A similar problem exists for north access to Hoffman Road. Aside from the uninviting entryway, drivers traveling west on Golf Road will miss the access point before they ever see the shopping center.

The success of Hoffman Plaza and its tenants is dependant on their visibility. The 'wall' of outlots and orientation of the center's buildings significantly limits the visibility into the site. While access to the shopping center is provided from each of the adjacent roads, visibility is not. Drivers traveling along Roselle Road have clear visibility into Hoffman Plaza, however, their view of the north and south perimeter uses is obstructed.

Conceptual Plans

Again, the consultant team considered many different approaches to revitalization of this quadrant categorized as

- 1.) Modest infill and facade improvements and site amenities
- 2.) Significant reconstruction and refocus

Concept B-1:

As described above, the first category need not be graphically depicted. Again, it would involve reinvestment in those buildings which remain stable, replacement of those which are severely stressed, some store expansion, re-tenanting, and introduction of substantial site amenities and circulation improvements. In each concept, B-1, B-2 or B-3, substantial efforts to link the Northwest Quadrant and Northeast Quadrant should be made through traffic lighting, landscaping, site lighting and signage at a shared intersection/ main entry on Roselle Road.

- Construct new facade and roof improvements to modernize the image of the center, and provide continuity of image to the multiple buildings.
- Install unifying-image entry monuments and new site and store signs
- Install traffic signalization at main Roselle Road entry.

Concept B-2:

Both Concept B-2 and B-3 focus on Jewel-Osco's need to expand and substantially upgrade their facility. Under Concept B-2, Jewel-Osco would be expanded or completely torn down and replaced with a larger facility in its present location and orientation. (This has been recently done by Dominick's in Park Ridge.) Other quadrant changes would establish a gateway to Golf Road past an attractive corridor of small retail shops, the enhancement of the site circulation, re-tenanting of vacant space, and improved visibility to the principle buildings through the trimming of the "L" extension.

Visibility Visibility from Golf Road was identified in the Market Assessment as an important element of revitalization. By opening an obvious, attractive entryway from Golf Road, and drawing customers along a set of store front shops, the Hoffman Plaza could invite in Golf Road customer traffic. Visibility along Roselle Road was substantially inhibited by the addition of the "L" leg on the south end of the Plaza and further aggravated by the recent widening of Roselle Road which required a retaining wall that in turn obstructed the view into the Plaza. This Concept B-2 would eliminate the "L" leg and open the view into the center.

- Install unifying-image entry monuments and new site and store signs.
- Remove the southern "L" leg of Hoffman Plaza and acquire outparcel buildings on Golf Road necessary to establish a significant entry into the center from Golf Road to improve visibility of the center from Roselle, Golf, and Higgins Roads.

Convenience The function of community shopping centers requires simple access and reasonably close parking. The ratio of parking to floor area as well as the convenience of circulation can be improved by eliminating the "L" leg. The concept presumes that an expanded Jewel/Osco will seek to add a drive-up window and that this may be combined with the area necessary to conduct storm water to the east.

- Establish a parking field that allows for vehicles to park as close to the center as possible.
- Encourage well-defined pedestrian walkways throughout the parking field to promote safe and convenient access to the center.
- Establish pedestrian access to and from nearby residential uses.

Shopping Destination The necessity for a coordinated shopping center entrance/traffic control intersection on Roselle Road with the Golf Center must be emphasized here. Without it, neither center will achieve its potential nor contribute to the greater retail viability of these three quadrants. The additional entry from Golf Road will allow the center to be unified under an image that can be tied to the intersection of Golf and Roselle. As is the case with the Golf Center site, there is little current connectedness between the Hoffman Plaza stores and those uses facing Higgins Road. This Concept B-2 suggests an office or personal services and office uses facing Higgins with improved access and circulation. The added store spaces along Golf Road and the Golf Road entrance are logical cluster locations for restaurants, personal services, and convenience retailing which will benefit from traffic entering the center. There are many community level retail activities which are compatible with Jewel/Osco, but market assessment calls attention to opportunities in specialty hardware or furniture, and either is likely to be a good fit with the vacated Syms store space.

- Establish the primacy of the Roselle Road entry, emphasizing the unity and connection to Golf Center.
- Encourage streetscape and/or entryway design that establishes a common theme and connection between the Golf Center and Higgins Center.
- Install a traffic signal on Roselle Road, between Hoffman Plaza and Golf Center.
- Recruit and group stores with complimentary uses within proximity and direct visibility of each other to encourage comparison shopping and multi-task shopping trips.

Aesthetics Wide pedestrian areas in front of stores should be adorned with furniture and landscaping. Sidewalks should connect buildings and provide safe crossing points between buildings. Landscaping and lighting should draw the eye and welcome customers into the site. The layout provides some buffering/screening of the cluster of unattractive municipal structures north of Jewel.

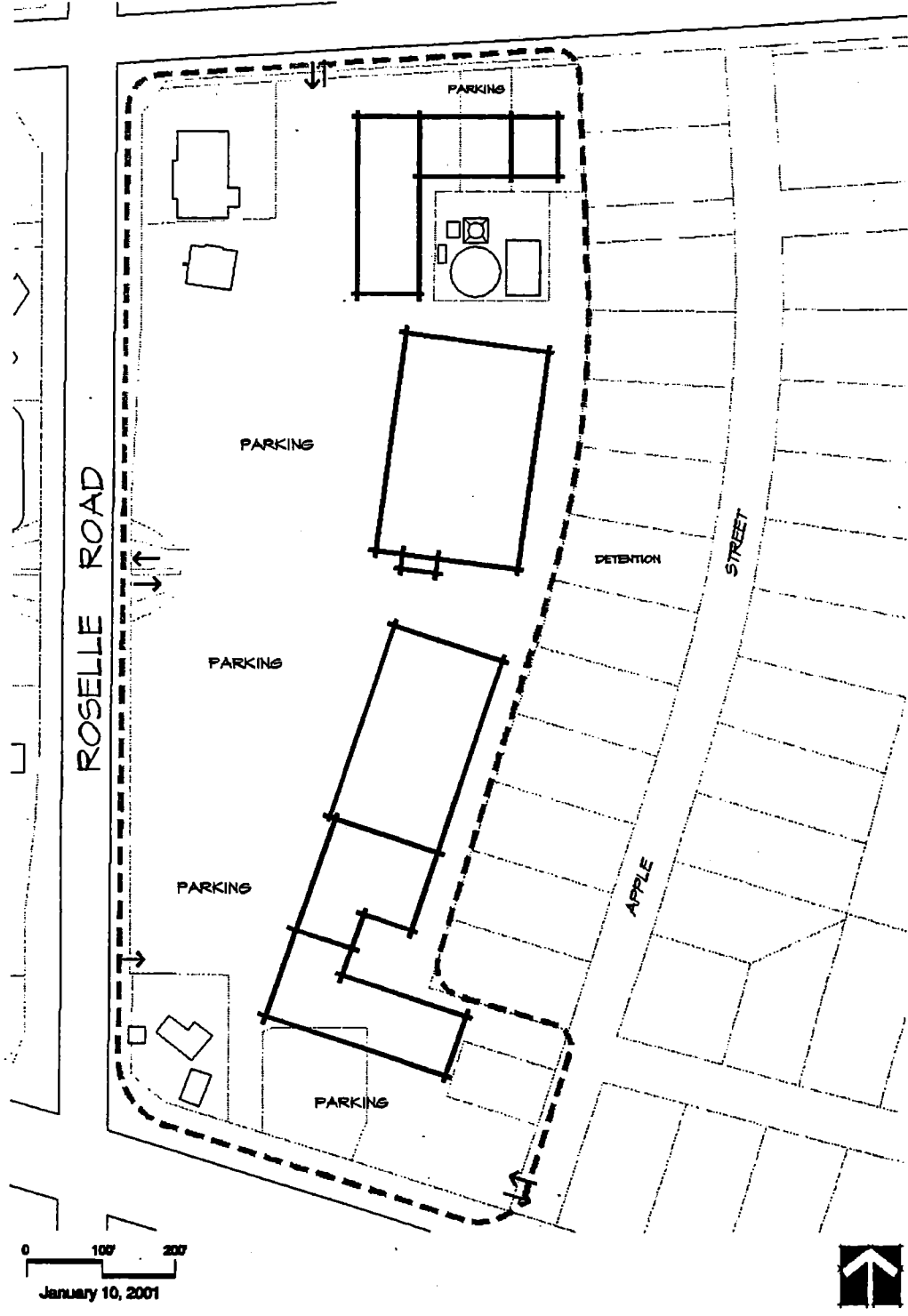
- Future site, building, and landscape design should create significant pedestrian areas and buffer/screen the cluster of unattractive municipal structures north of the existing Jewel.

Investment In this Concept B-2, Jewel reconstructs on its existing pad, either through significant remodeling and expansion or complete tear-down and reconstruction. Significant costs in removing the "L" leg and the associated loss of rental income to the property owner will drive the need for the establishment of the additional stores at the north entry. There are significant costs associated with site assembly, relocation, and site reconfiguration. Some businesses will be displaced or relocated.

- The owner/developer's interest in removing the "L" leg is linked to the ability to establish additional and more attractive (higher rent yielding) space elsewhere.

Staging This Concept B-2 suggests a series of stages and priorities. The first priority must be the redevelopment of the Jewel/Osco facility, since it will act as the anchor and driving force for the remainder of the redevelopment. A second priority would be the redevelopment of the northern gateway stores and the accompanying entry from Golf Road. A third priority would be removal of the southern leg of the "L" and the relocation of viable business so as to create improved visibility, parking, and site circulation. A fourth priority and stage would induce the redevelopment of one or more of the businesses facing Golf Road to enhance the unity and visibility of the center from Golf Road. Last, is the redevelopment of business on Higgins Road to improve site access and circulation.

- Establishing a phasing plan prior to beginning redevelopment efforts will preserve uses not included in the primary redevelopment plan.
- Highest priority is placed on the replacement of Jewel and filling or redeveloping the Syms space. Secondary priority is placed on the north gateway and removal of the "L".



Illustrative Example B-2

Revitalization Concepts for the Roselle Road Corridor Business District



Concept B-3

Concept B-3 anticipates the construction of a new Jewel-Osco on the site of the former Syms, and the rehabilitation and reuse or redevelopment of the Jewel-Osco site for other mid-size retail uses. Similar to B-2, other quadrant changes would establish a gateway to Golf Road past an attractive corridor of small retail shops, the enhancement of the site circulation, and improved visibility to the principle buildings.

Visibility As is the Concept B-2, this Concept B-3 seeks to improve visibility by opening an attractive entry to Golf Road. A more substantial building is shown at the northern gateway to the quadrant on a pad currently occupied by Village water tower, water storage, other Village facilities, as well as existing businesses along Golf Road. This Gateway, with its considerably larger visual opening into the center, creates the greatest window from Golf Road into the Hoffman Center, and potential to the Golf Center from westbound Golf Road traffic.

- Install unifying-image entry monuments and new site and store signs.
- Remove the southern "L" leg of Hoffman Road and acquire outparcel buildings on Golf Road necessary to establish a significant entry into the center from Golf Road to improve visibility of the center from Roselle, Golf, and Higgins Roads.
- Relocate the Village water/municipal facilities off-site.

Convenience The addition of a legitimate entry onto Golf Road would improve the circulation and accessibility of the site. So too would a legitimate access to Higgins, even if it is only right in-right-out. As compared with Concept B-2, this concept provides a smaller parking field directly in front of Jewel/Osco, strengthening the argument for redeveloping the existing Jewel for a shallower set of retail store spaces once the new Jewel/Osco is established and relocated. Again, the traffic lighting at the Roselle Road intersection will have substantial benefits toward creating a more convenient access to the Plaza.

- Provide ample parking with direct pedestrian access to the center.
- To improve access and convenience, the entry point along Golf Road should have extensive landscaping, abundant lighting, and provide clear signage.

Shopping Destination Site shape, long and squeezed on the south end, is a significant deterrent to developing connectedness within the site. Circulation among the uses at the southern end of the quadrant may improve the sense of unity, but they may remain in a cluster of their own. Improved access and identity connection to an improved Golf Center will strengthen the ability of both centers to attract customers. This Concept B-3 would create a more elongated center with a degree of separation between buildings which would tend to support distinguishable clustering of like functions...restaurants in one group, small specialty goods and personal services in another. However, a stronger center would be created if only one of the clusters were used for the smaller stores while the other was used for a larger community anchor such as the hardware or furniture store suggested in the Market Assessment.

- Establish the primacy of the Roselle Road entry, emphasizing the unity and connection to Golf Center.
- Encourage streetscape and/or entryway design that establishes a common theme and connection between the Golf Center and Higgins Center.
- Removing the southern "L" structure will help connect the entire quadrant.
- Recruit and group stores with complimentary uses within proximity and direct visibility of each other to encourage comparison shopping and multi-task shopping trips.

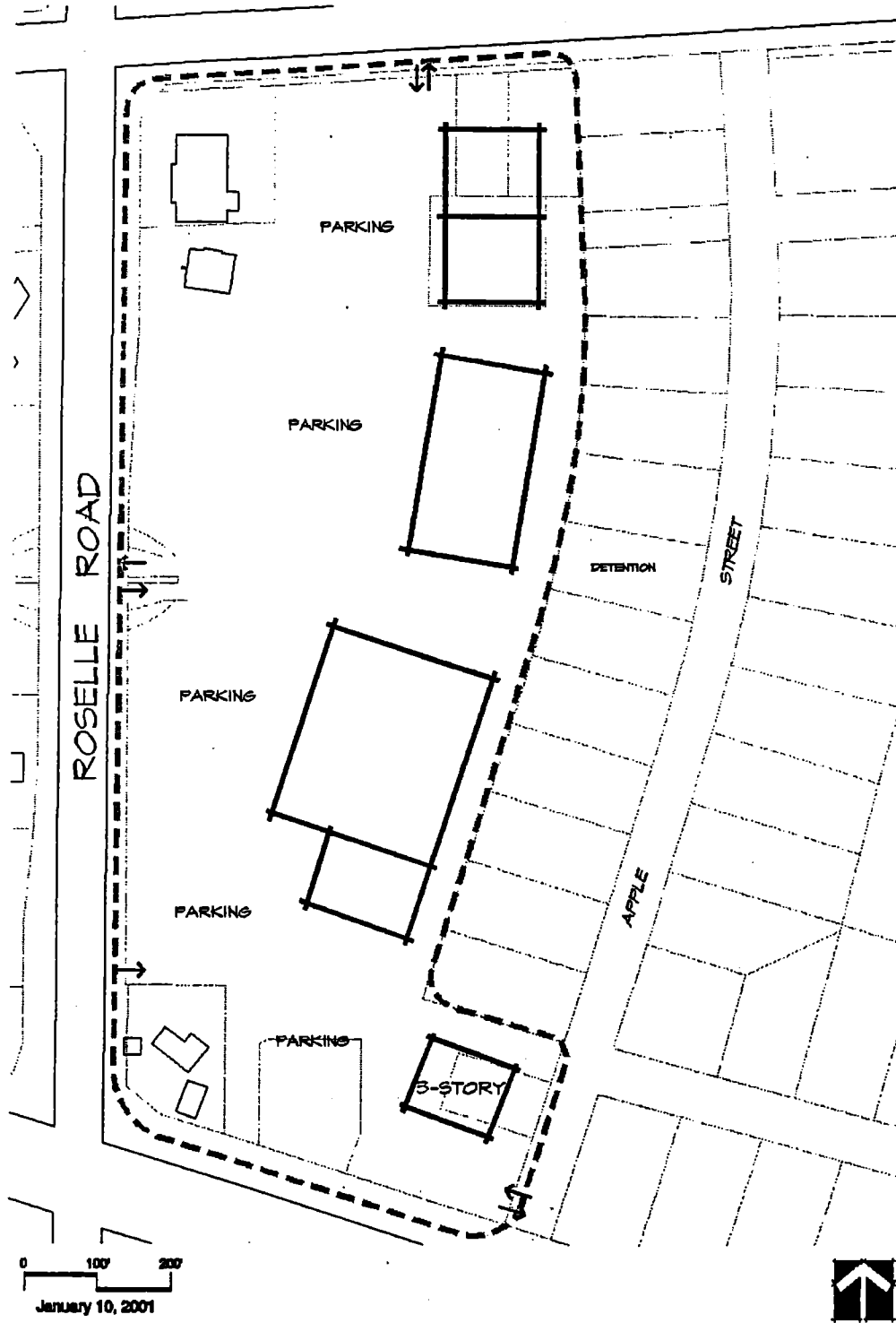
Aesthetics Building characteristics and alignments may permit pocket plazas in the nooks and crannies along the front sidewalk along with real outdoor seating areas at restaurants/café's, etc. Lighting and landscaping to enhance the entries and to distinguish the circulation and buildings is needed, as well as a uniform and attractive sign program.

- Future site, building, and landscape design should create significant pedestrian and outdoor seating areas and buffer/screen these areas from vehicular traffic.

Investment Although it may save Jewel/Osco the headache and expense of reconstructing on its existing pad or considerable down time if they completely redevelop on their existing pad, the loss of considerable numbers of existing stores in both the "L" and at the northern portion of the quadrant will present a very significant financial threshold for the project. Far more expensive, however, will be the cost and effort to relocate the Village water tower and storage.

- The owner/developer's interest in removing the "L" leg is linked to the ability to establish additional and more attractive (higher rent yielding) space elsewhere.

Staging As in the Concept B-2 staging of the Jewel/Osco, redevelopment would be of primary importance, allowing for the reuse or redevelopment of the existing Jewel/Osco facility once Jewel has moved. The redevelopment of the Village water storage and assorted facilities site for retail development and the opening of the northern gateway to Golf Road would be a second priority. The redevelopment of business facing Golf Road would be a third stage, and the redevelopment along Higgins Road a fourth stage.



Illustrative Example B-3
 Revitalization Concepts for the Roselle Road Corridor Business District

TESKA
 ASSOCIATES
 INC.

The Southwest Quadrant

Description

The Southwest Quadrant is defined as the area bounded by Higgins Road on the north, Bode Road on the south, the shopping center property line on the west, and Roselle Road on the east. Vacant property between this quadrant and Evanston Road to the west was dropped from review in this study when plans were announced for proposed development of that area which had no relation to the strength or success of the Roselle Road Corridor. The most significant development within this quadrant is a newly renovated strip shopping center (formerly F & M Plaza) anchored by Valli Produce. The site also contains multiple detached buildings located in the outlots along Roselle Road. One of the five remaining outlots contains a vacant building and a portion of the strip shopping center remains vacant as well. Uses throughout the quadrant include a gas station, a fast food restaurant, an express oil change, and two large auto dealerships located adjacent to Higgins Road. The largest difference between this quadrant and the others is that it was developed at a lower intensity and a large portion of it remains undeveloped.

Market

Like the other two quadrants, this shopping center is a neighborhood shopping facility. The location of Valli Produce within this quadrant and the significant amount of vacant space available within the shopping center creates an opportunity for specialty retail and/ or another specialty grocery.

Physical Conditions

The physical conditions vary throughout this quadrant. Although the strip shopping center has been recently renovated and offers the most modern facilities within the study area, two of the five buildings located in the outlots along Roselle and Higgins Road are in the process of being upgraded. Several of the remaining buildings detract from the overall appearance of the quadrant and are likely to have a negative impact on the competitiveness of the newly renovated shopping center.

Access to the Southwest Quadrant is considerably better than to other Quadrants. The limited number of curb cut access points establishes a well defined hierarchy of access to the auto dealerships, the outlots, and the shopping center.

Development throughout the quadrant is partially visible from points along Higgins and Roselle Roads. Visibility into the shopping center may be difficult for drivers traveling east on Higgins Road due to the topography and the physical layout of the center.

Conceptual Plans

Considerably fewer alternatives were examined for this quadrant owing to recent changes and limited scale of the retail facilities. The concepts are categorized primarily as site consolidation, re-tenanting and the introduction of additional retailing.

Concept C-1:

This concept is the extension of the work recently completed by Valli Produce. Valli occupies only a portion of the principal building on the quadrant and needs supporting uses to fill the remainder of the empty floor area. Valli has invested in remodeling and parking lot improvements, but these same improvements must be extended throughout the site and outparcels.

Concept C-2:

This concept responds to the same market, focusing on the rehabilitation of the in-line retailing with specialty grocery on the north end of the expanded center with Valli Produce as an anchor.

Visibility As is the case of the Northwest Quadrant, two things contribute to the lack of visibility of the site: topography and a significant number of outlot buildings which block the view to Higgins and Roselle roads. Short of a complete regrading of the site, both expensive and improbable given recent investment in the Valli Produce building and site, little will reduce the problem of topography. However, reduction in the number of outlot buildings may be worth considering.

- Acquire and remove those outlot structures that inhibit the most significant views into the center.
- Install unifying-image entry monuments and store signs.

Convenience Due in part to the number of independent outlot buildings, site circulation is neither legible, unified nor convenient. By the nature of the size and location (not on Golf Road), this site is most suitable for neighborhood level and convenience retailing which requires convenient access, circulation and parking. Recent parking lot improvements have contributed to the convenience but the unification and sharing of parking and circulation with the buildings fronting the street will be important to overall success.

- Provide attractive and functional pedestrian and vehicular access to and from the main parking area and the outlot uses.
- Establish pedestrian access to and from surrounding residential uses.

Shopping Destination Of the three quadrants, this is the most isolated with little visual or functional connection to the other two, and even less chance of shared access. However, the center will benefit by overall strength of the three quadrants in terms of marketing and recognition, and a stronger Southwest Quadrant will serve the needs for neighborhood convenience goods, and in turn allow the other two quadrants to focus more on community and sub-regional markets. Valli is not a full service supermarket, and as such lends itself to clustering with other specialty foods and convenience goods including, potentially, a pharmacy.

- Establish attractive and unifying streetscape along Roselle Road from Golf Road to Bode Road.
- Attract new specialty food or restaurant uses to fill existing center space.

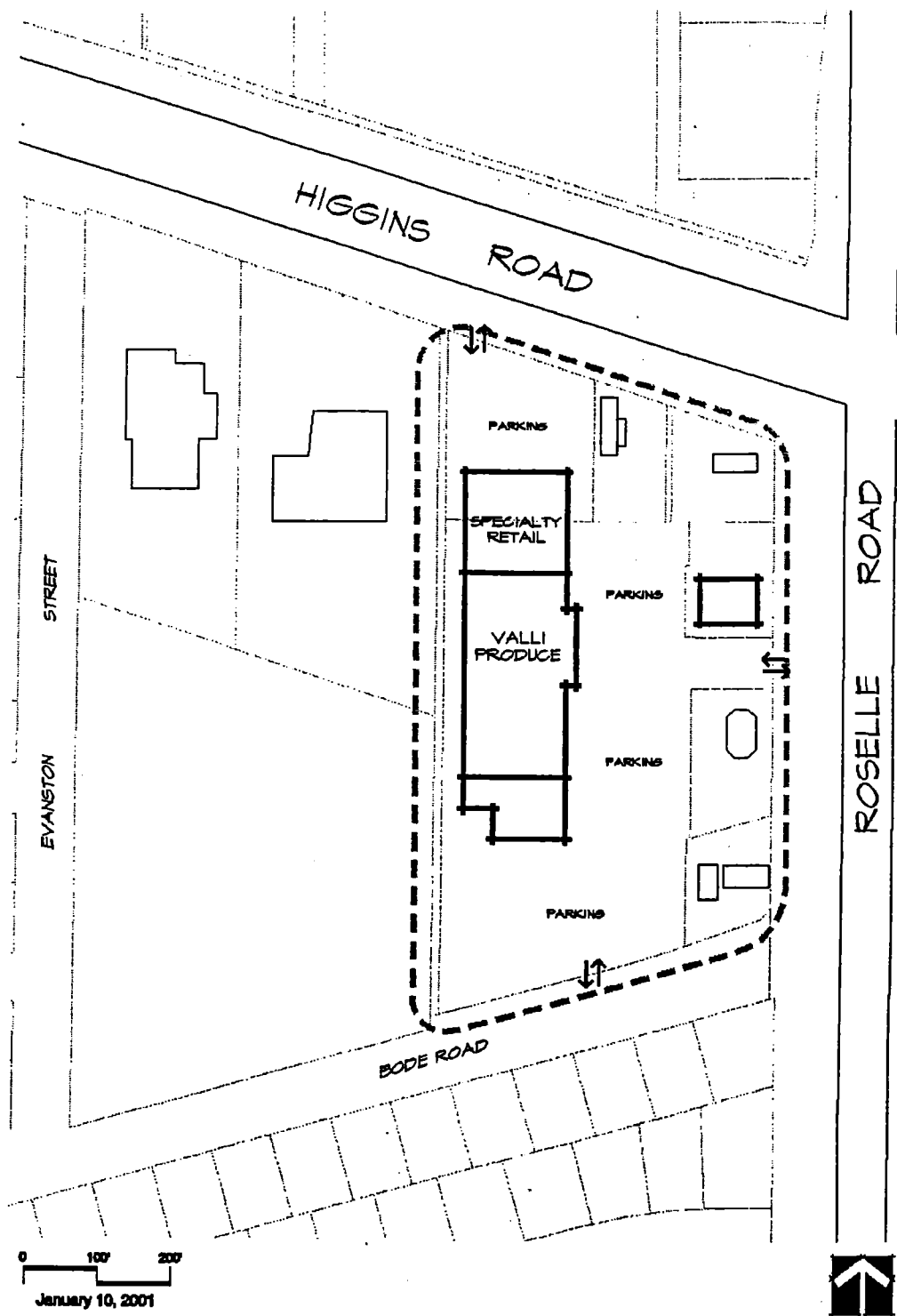
Aesthetics Depending on the nature of the additional specialty foods or restaurants added to the center, outdoor plaza/seating may be appropriate. Landscape buffering and berming has provided an opportunity for attractive landscape features. Convenient, appropriately illuminated parking may be this site's greatest amenity.

- Highlight food related uses with well appointed, well landscaping and attractively illuminated common outdoor seating.

Investment Site consolidation and reduction of outlot buildings may be a considerable expense to be offset by rent for a limited amount of additional convenience retail floor area.

- On the basis of a well thought out plan, the center can be redeveloped in phases that require incremental capital investments over an extended period of time as the market allows

Staging The northern rehabilitation/addition to the center to accommodate speciality retailing and parking/circulation improvements may be accomplished in a single stage.



Illustrative Example C-2
 Revitalization Concepts for the Roselle Road Corridor Business District

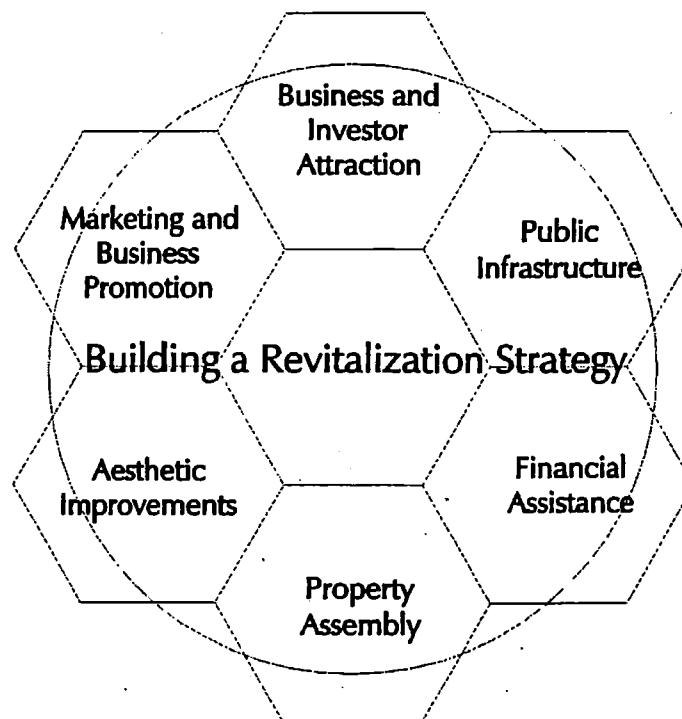
TESKA
 ASSOCIATES
 INC.

Revitalization Tool Box

The Concepts illustrated above fall within three general approaches: Those which focus on appearances only; those which encourage infill and refocusing the mix of uses; and, those that anticipate substantial change from the existing land-use or development intensity. No single tool nor single action by the Village, property owners or business operators will implement the Concept. The Village will need to choose wisely from the wide range of tools and actions to forge an appropriate strategy. In developing its strategy, the Village should consider the relationship between the resources that may be needed (both public and private) and the potential physical and fiscal results of redevelopment alternatives.

On the graphic below, the categories of available tools: public infrastructure, marketing and business promotion, business/investor attraction, character/aesthetics, property assembly and financial assistance, are shown as being elements of an overall revitalization strategy. Each tool has a different risk and reward in that the cost of using the tool and the potential for leveraging real change to the district is not the same for each tool. In the process of developing a strategy, the Village may consider the tools it is most comfortable with, or the tools it believes to be most effective in using its limited resources. Further, the Village may choose to pursue some of the tools now and different tools later depending on market conditions or the rate of change within the district. (What are the priorities for the first year? An intermediate term? The long term?)

On the pages which follow, the consultant has chosen a series of tools from the tool box, and has recommended a series of actions to form a strategy. The tools have been organized on the basis of the Development Principles described earlier in this report. The tools respect more than one principle and can be used in pursuit of different development concepts for each of the quadrants. They are neither all encompassing nor self sufficient; they must be assembled and used in a coordinated approach to the District.



Principle	Action	Potential to Prevent Decline/ Leverage Change	Potential Responsible Parties	Consultant /Staff Recommended Priority
Emphasize Visibility	<ul style="list-style-type: none"> Establish site, building and sign standards for quality and consistency within the district, against which new development and rehabilitation can be measured. 	High	Village	Short Term
	<ul style="list-style-type: none"> Establish center identity features and wayfinding aids as part of the overall enhanced image and character of the centers. 	High	Village, Business Operators, Property Owners	Short/Middle Term
	<ul style="list-style-type: none"> Establish a coordinated marketing strategy for all three centers targeting market area residents including the following features: <ul style="list-style-type: none"> • Listing of businesses, goods and services available • Coordinated store hours, available parking resources • Co-op advertising between synergistic businesses • Preferred customer/ frequent buyer programs • Joint use of direct mail, radio and cable advertising • Unified seasonal decoration and lighting • Coordinated year-round program of family, civic, entertainment and cultural events 	High	Village, Business Operators	Middle Term

Principle	Action	Potential to Prevent Decline/ Leverage Change	Potential Responsible Parties	Consultant /Staff Recommended Priority
Promote Convenience	<ul style="list-style-type: none"> • Improve/control access, traffic control, and street lighting. Particular emphasis is placed on the establishment of an effective four-way, traffic control intersection as the main entry point to the Northeast and Northwest quadrants on Roselle Road. 	High	Village	Short/Middle Term
	<ul style="list-style-type: none"> • Establish attractive and convenient access into the centers from Golf Road. 	High	Property Owners, Village	Middle/Long Term
	<ul style="list-style-type: none"> • Work with business community and property owners to develop business mentoring and support programs (seminars on store management, marketing, merchandising, window displays, customer satisfaction, etc.) 	Low	Business Operators, Property Owners	Middle/Long Term

Principle	Action	Potential to Prevent Decline/ Leverage Change	Potential Responsible Parties	Consultant /Staff Recommended Priority
<p>Create a Shopping Destination</p>	<ul style="list-style-type: none"> • Market to new store site selection decision-makers. • Develop marketing and demographic materials which characterize the demand for goods and services from Hoffman Estates, with specificity on the primary and secondary markets around the Roselle Road Corridor. • Develop a promotional campaign which features distribution of marketing and demographic materials to local and regional brokers and retail siting specialists, follow-up contacts, and promotional events. • Information on available sites and buildings. • General image marketing campaign, advertising and promotions in trade publications (Illinois Real Estate Journal, Crains, etc) and website. • Representation within brokerage community through involvement (NICAR, etc.) to attract brokers to seek deals in Hoffman Estates. • Participation in trade and matchmaking conferences through regional and national ULI, ICSC, Restaurant Association, NACORE, etc. • Prepare guides to Village assistance and process. 	<p>Medium</p>	<p>Village, Property Owners</p>	<p>Short Term</p>
	<ul style="list-style-type: none"> • Where necessary, in conjunction with owner/developer funding, use Village authority to assemble leaseholds or fee interest in property to assist property owners with infill development opportunities. 	<p>Medium</p>	<p>Village, Property Owners</p>	<p>Long Term</p>

Principle	Action	Potential to Prevent Decline/ Leverage Change	Potential Responsible Parties	Consultant /Staff Recommended Priority
<p>Enhance Aesthetics and Attract Customers to People-Friendly Amenities</p>	<ul style="list-style-type: none"> Work with owners and tenants to identify changes which would encourage or support greater investment in site, facilities or tenant investment. 	<p>Medium</p>	<p>Village, Business Operators, Property Owners</p>	<p>Short/Middle Term</p>
	<ul style="list-style-type: none"> With local banks, provide low interest loans, or provide grants for building rehab or facade improvements. 	<p>High</p>	<p>Village, Property Owners</p>	<p>Middle Term</p>
	<ul style="list-style-type: none"> Improve the character and identity of publically controlled areas (streetscape, entry features, lighting on R.O.W.s, water tower, etc.) 	<p>Medium</p>	<p>Village</p>	<p>Middle/Long Term</p>

Principle	Action	Potential to Prevent Decline/ Leverage Change	Potential Responsible Parties	Consultant /Staff Recommended Priority
<p>Recognize the Nature of Real Estate Investment and Decision-making</p>	<ul style="list-style-type: none"> Provide targeted assistance in the resolution of existing business issues such as sub-leases which do not benefit ownership, business tax impacts, and other owner/tenant issues which stymie the rational re-use, re-tenanting, or redevelopment of opportunity sites within the district. 	Medium	Village, Property Owners	Middle/Long Term
	<ul style="list-style-type: none"> Seek to establish Tax Incremental Financing in support of the significant project expenses necessary to achieve large scale changes. 	High	Village	Long Term (Not Currently Eligible)
	<ul style="list-style-type: none"> Where necessary, assemble or consolidate property, right-of-way access, and ownership in advance of conveyance of redevelopment sites to private developers. 	High	Village	Long Term
	<ul style="list-style-type: none"> Assist with relocation and re-establishment of viable businesses within the business district. 	Medium	Village, Property Owners	Middle Term
	<p>Where the real estate industry fails to recognize the potential opportunities, initiate the redevelopment of one or more redevelopment sites within the district with the following steps:</p> <ul style="list-style-type: none"> Obtain control of property. The Village determines the required and desired elements of a redevelopment project (whether in design features, character, floor area, uses, etc.) so that it may distinguish between competing proposals. Prepare and distribute development prospectus which describes the opportunity, project background, potential public participation/incentives, site characteristics/market demographics, the selection process, the basis for selection, etc. Select developer and negotiate agreement outlining roles, responsibilities, financial commitments, commitments to specific improvements, timing, and methods of sharing redevelopment revenues. 	Medium	Village	Long Term

Fiscal Analysis

In establishing a strategic approach, the Village must remain cognizant of both the public and private cash flows which drive and are driven by revitalization. No development is likely to occur where the market does not reward a developer's investment through lease and rent revenues. The municipality can make investments in the form of public improvements and assistance, but it is likely to do so where it has knowledge or commitment that there are revenue sources to make those investments and that the return in the form of benefit to the public is balanced by the costs and risks involved.

This report can suggest only a characterization of the costs and revenues that the Village may anticipated with respect to the broad range of above described revitalization concepts and illustrative examples. The projections that are summarized below rely on existing data (such as the existing assessed values of property and building areas), estimated existing data (such as the estimated retail sales), and projected data (based on comparable experiences elsewhere.) They are offered as a framework to compare costs and revenues, but are not intended to establish real expectations for budgeting, nor do they suggest any commitment on the part of the Village regarding actual or eventual funding of public improvements. Each of the following tables is based on the illustrative examples for each of the three quadrants in the business district.

Revenues

Sales Tax Generated

The sale tax generated by new development throughout the study area is projected as the difference between the existing sales tax collected and the projected sales tax collected. Since the State of Illinois reports sales taxes in a way that protects the identity of individual retailers, no site specific data are available. As such, projections must be made on the basis of comparison to national or regional averages. To calculate the existing sales tax collected, the total sales dollars must be calculated first. Total sales dollars were calculated by determining the area of each existing use and multiplying by the sales per square foot value from Dollar and Cents of Shopping Centers: 2000 (the Sales Tax Generated table shows values for median and top 10% shopping centers to establish a probable range of revenues). The local sales tax rate is applied to total sales dollars to estimate the existing sales tax collected.

Projected sales tax collected as a result of revitalization and redevelopment can be estimated using the same method; however, the square footage from the illustrative examples are used to determine new sales area and resulting total sales dollars. Since the uses and square footage differs between the illustrative examples (i.e. between B2 and B3), the Sales Tax Generated table shows both. Using the projected sales tax collected and the existing sales tax collected, the incremental sales tax generated can be calculated. Further, the municipal portion of the sales tax generated can be determined as well.

Property Tax Revenues

The property tax generated by new development throughout the study area is determined by the difference between the existing property tax collected and the projected property tax collected. Existing property taxes are available in county tax assessment records. To calculate the property tax collected, the equalized assessed value must be calculated first. The equalized assessed value is calculated by determining the assessed value of properties and multiplying it by the equalization factor for the tax year. Applying the local property tax rate to the equalized assessed value will determine the existing property tax collected.

The projected property tax collected is determined using the same method; however, the projected assessed value is based on the new development depicted in each of the illustrative examples. The existing assessed value is broken down into the value of the land and the improvements. The projected assessed value is determined by using the same value of the land and adding the value of the new improvements. Since the improvements differ between the illustrative examples (i.e. between A2 and A3), the Property Tax Generated table shows both. Using the projected property tax collected and the existing property tax collected, the property tax generated can be calculated. Further, the municipal portion of the property tax generated can be determined as well.

Analysis of Revenues

Sales taxes from the site, and specifically incremental sales taxes due to increased floor area and increases in the sales per square foot of occupied space comprises a far greater potential revenue source than property taxes from the site. Little increase in floor area or rents under the concept A1, B1 and C1 will generate little if any sales or property taxes. However, the range of potential increased sales taxes is considerable: as little as \$840,000 annual sales taxes increases for Concept 3 if stores operate as average sales, to a high estimate of more than \$2,400,000 sales taxes if the stores operate as a top ten sales site. Property tax increase could be anticipated to range between \$280,000 and \$350,000 annual.

Revenue Projections
Revitalization Concepts for the Roselle Road Corridor Business District

**Sales Tax
 Projections**

Total Sale Tax.
 Rate: 8.25%

Municipal
 Tax Rate: 1.5%

Concept Plan(s) 2	Existing	Proposed		Change	
	Median	Median	Top 10%	Median	Top 10%
Site A2	\$30,980,687	\$80,616,401	\$114,856,040	\$49,635,714	\$83,875,353
Site B2	\$36,783,949	\$49,460,783	\$74,673,216	\$12,676,834	\$37,889,267
Site C	\$6,275,007	\$31,561,879	\$46,869,557	\$25,286,872	\$40,594,550
Total Sales	\$74,039,643	\$161,639,063	\$236,398,814	\$87,599,420	\$162,359,170
Municipal Levy	\$1,110,595	\$2,424,586	\$3,545,982	\$1,313,991	\$2,435,388

Concept Plan(s) 3	Existing	Proposed		Change	
	Median	Median	Top 10%	Median	Top 10%
Site A3	\$30,980,687	\$53,142,908	\$73,256,677	\$22,162,221	\$42,275,990
Site B3	\$36,783,949	\$45,577,763	\$68,274,852	\$8,793,813	\$31,490,903
Site C	\$6,275,007	\$31,561,879	\$46,869,557	\$25,286,872	\$40,594,550
Total Sales	\$74,039,643	\$130,282,549	\$188,401,086	\$56,242,906	\$114,361,443
Municipal Levy	\$1,110,595	\$1,954,238	\$2,826,016	\$843,644	\$1,715,422

Property Tax Projections

Total Property
Tax Rate: 10.024%

Municipal Tax
Rate: 1.156%

Concept Plan(s) 2	Existing		Proposed		Change	
	EAV	Property Tax	EAV	Property Tax	EAV	Property Tax
Site A2	\$13,019,254	\$1,305,050	\$29,974,786	\$3,004,673	\$16,955,532	\$1,699,623
Site B2	\$9,668,696	\$969,190	\$18,683,008	\$1,872,785	\$9,014,312	\$903,595
Site C	\$5,658,680	\$567,226	\$9,836,433	\$986,004	\$4,177,753	\$418,778
Total	\$28,346,630	\$2,841,466	\$58,494,227	\$5,863,461	\$30,147,597	\$3,021,995
Municipal Levy		\$327,687		\$676,193		\$348,506

Concept Plan(s) 3	Existing		Proposed		Change	
	EAV	Property Tax	EAV	Property Tax	EAV	Property Tax
Site A3	\$13,019,254	\$1,305,050	\$24,076,335	\$2,413,412	\$11,057,081	\$1,108,362
Site B3	\$9,668,696	\$969,190	\$18,746,325	\$1,879,132	\$9,077,629	\$909,942
Site C	\$5,658,680	\$567,226	\$9,836,433	\$986,004	\$4,177,753	\$418,778
Total	\$28,346,630	\$2,841,466	\$52,659,093	\$5,278,547	\$24,312,463	\$2,437,081
Municipal Levy		\$327,687		\$608,739		\$281,052

Public Improvement Costs

The revitalization concepts identified a considerable number of public improvements which could be made as a part of an overall revitalization strategy to improve the character and functionality of the Golf, Roselle and Higgins Road corridors. Improvement costs for many of these are summarized below. These are estimates of potential costs based on costs incurred by other municipalities for similar improvements are made for comparison only. What cannot be estimated without considerable further engineering evaluation are potential assistance to private property owners for private stormwater management solutions. No costs for these necessary improvements are included. Also not estimated are the cost of financial assistance to private property owners and store operators for improvement to private retail facilities; such assistance if provided can be any minor or substantial portion of the actual cost of construction or of the costs to borrow funds for such private improvements. Nothing in the estimates below should be construed to represent Village intent or commitment to fund any or all of these costs

Streetscape Improvements	Subtotal	Total
<i>Roadway Lighting: (Substitution of attractive fixtures and luminaires)</i>	\$150,000	\$150,000
<i>Pedestrian Lighting: (Introduction of attractive lighting poles and fixtures for sidewalk illumination)</i>	\$288,000	\$288,000
<i>Banners: (Installation of seasonal banners on existing street lighting poles)</i>	\$24,000	\$24,000
<i>Landscaped Median: (Introduction of landscaped center median in Roselle Road where median safely introduces both traffic management and corridor character improvement)</i>		\$214,353
Trees	\$60,000	
Plant Materials	\$37,500	
Demolition	\$3,333	
Curb and Gutters	\$23,520	
Retaining Wall	\$90,000	
	Total	\$676,353

Other

<i>Traffic Signalization and Interconnects:(At the principal access points off Roselle Road to Golf Center and Hoffman Plaza, permitting improved access to both).</i>		\$200,000
<i>Gateway Improvements (Streetscape/Plaza features (landscaping and lighting) to highlight the community entry and strengthen the links between quadrants.)</i>		\$160,000
Roselle and Golf	\$80,000	
Roselle and Higgins	\$80,000	
<i>Water Storage Facilities (Removal and/or relocation of Village water storage facilities adjacent to Hoffman Plaza).</i>		\$1,625,000
Move Above Ground Facilities:		
demolition	\$150,000	
construct new	\$200,000	
Move Below Ground Facilities:		
demolition	\$75,000	
construct new	\$1,200,000	
	Total	\$1,985,000
	Total	\$2,661,353

Appendix

Village of Hoffman Estates

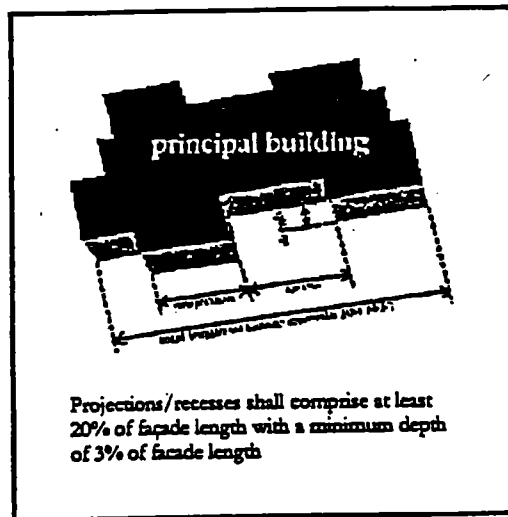
Business District Development Standards

These development standards are proposed for application in the Business District. These standards supplement the existing Village development requirements and would apply only when a site or building was altered or redeveloped. These standards will be in effect until replaced with permanent standards.

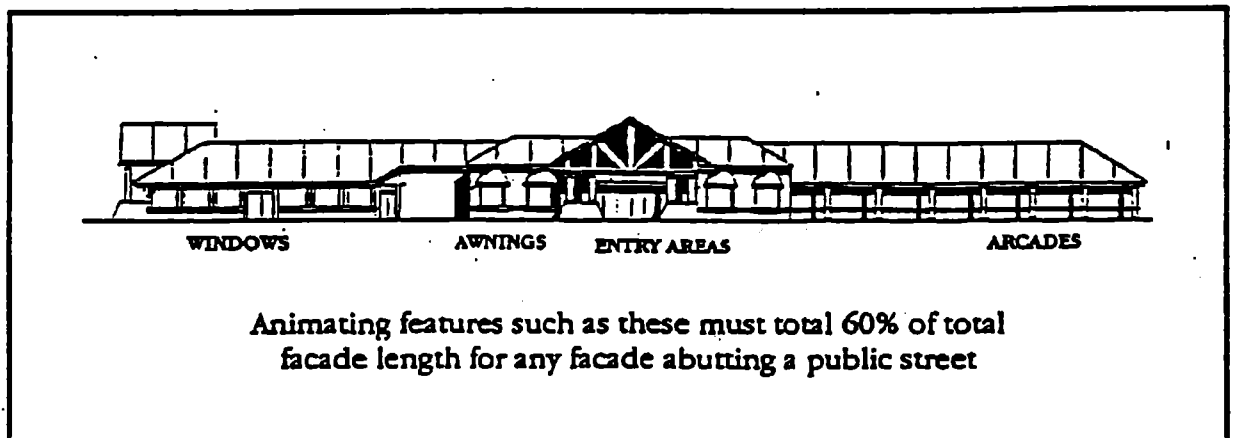
Aesthetic Character

Facades:

1. No uninterrupted length of any facade of a building shall exceed one hundred (100) feet without wall plane projections or recesses having a depth of at least three (3) percent of the length of the facade and extending at least twenty (20) percent of the length of the facade. However, all front building facades equal to or less than one hundred (100) feet shall have at least one projection or recess as specified above or a significant three-dimensional architectural structure (e.g. entrance feature) that adds visual interest to the building.



2. Individual buildings or in-line stores greater than or equal to twenty-five thousand (25,000) square feet of gross floor area shall have arcades, display windows, entry areas, awnings or other such features along no less than sixty (60) percent of their horizontal length on facades that face streets or parking areas.



The facades of freestanding buildings less than twenty-five thousand (25,000) square feet of gross floor area shall have windows that are at least five (5) feet high for no less than forty (40) percent of the horizontal length of the building facade facing streets, parking lots, or other areas typically accessed by the public, where it is determined to be feasible by the Village.

The facades of individual in-line stores that occupy less than twenty-five thousand (25,000) square feet of gross floor area shall have windows that fully occupy the area between the height of three (3) feet and eight (8) feet above the walkway grade for no less than fifty (50) percent of the horizontal length of the building facade facing streets, private travel aisles, parking lots, or other areas typically accessed by the public, where it is determined to be feasible by the Village.

All stores shall have windows that fully occupy the area between the height of three (3) feet and eight (8) feet above the walkway grade adjacent to the customer entrance(s) for no less than ten (10) percent of the horizontal length of any building facade with a customer entrance or fifteen (15) feet, whichever is greater (total for each facade), where feasible. However, no windows shall be required along a rear wall of a building other than in cases where customer parking serving that building is located facing such a wall.

In areas typically accessed or visible to the public, a high level of visual interest should be provided by a combination of the building design and landscaping on the facades of buildings where no or very few windows are provided,

3. Detail Features. Monotony of design shall be avoided. Variation in detail, form, and setting shall be used to add visual interest to structures, including facade and roof elements. Variation shall be balanced by coherence of design elements. Variation shall be achieved by facade color, texture, material, or an expression of architectural or structural bays through a change in plane no less than twelve (12) inches in width, such as an offset, reveal, or projecting rib.
4. Roofs. All rooftop HVAC, antenna, and other mechanical equipment shall be screened by a parapet wall or other approved enclosure of a height sufficient to provide complete screening for all adjacent properties. Such parapets shall provide visual interest to the building such as three dimensional cornice treatments, overhanging eaves, or the incorporation of varying roof planes. Parapet material shall be consistent with wall materials used in the building.

Materials and Colors:

1. Predominant exterior building materials shall be high quality architectural grade materials, including, but not limited to, brick, limestone, other native stone, and painted or tinted/textured concrete masonry units or pre-cast concrete, but shall not include smooth-faced concrete block, tilt-up concrete panels, or prefabricated metal panels. The natural integral color of brick, natural stone, and other similar materials shall be maintained as originally made; these materials may not be painted. Concrete masonry units shall be limited to use on the bottom half of walls and not exceed 50% of the wall surface (excluding windows) on walls that face streets, parking lots, travel aisles, or other areas typically accessed by the public. In order to provide for an enhanced architectural entry feature stucco, dryvit and other exterior finish insulation system finishes, shall be limited to areas more than eight (8) feet above the adjacent grade within ten (10) (horizontal) feet of the primary customer entrances.

2. Building colors shall be harmonious and use compatible accents. Facade colors shall be low reflectance, subtle, neutral, or earth tone colors other than black. Building trim and accent areas may feature brighter colors, including primary colors, but illuminated tubing (e.g. neon or fiber optic), metallic, or fluorescent colors shall not be an acceptable feature.

Entryways

1. Each large retail establishment (25,000 square feet or greater) on a site shall have clearly defined, highly visible customer entrances featuring enhancements such as the following:
 - a. canopies or porticos;
 - b. overhangs;
 - c. recesses/projections;
 - d. arcades (a walk along a building covered by a roof, but open to the side or front);
 - e. raised corniced parapets over the door;
 - f. peaked roof forms;
 - g. arches;
 - h. outdoor patios;
 - i. display windows;
 - j. architectural details, such as tile work and moldings which are integrated into the building structure and design;
 - k. integral planters or wing walls that incorporate landscaped areas and/or places for sitting.

Pedestrian Circulation

1. Walkways along the full length of the building along any facade with a customer entrance shall be no less than eight (8) feet in width for buildings greater than or equal to twenty-five thousand (25,000) square feet, and no less than five (5) feet in width for buildings less than twenty-five thousand (25,000) square feet. Five (5) foot wide walks shall be provided along any other facade abutting public parking areas or as necessary to provide for access to public streets for all buildings. All of the above-required walks shall be located to provide for minimum three (3) foot wide planting beds (or equivalent) for foundation landscaping, except where features such as arcades or entryways are part of the facade. Such walkways shall be separated from the drive aisles by raised curbing, except at major building entrances.
2. Sidewalks along the building adjacent to customer entrances shall be provided weather protection features for the benefit of pedestrians such as covered entrances or arcades.
3. Pedestrian crosswalks serving major building entrance points from the parking lot shall be distinguished from driving surfaces through the use of durable, low maintenance surface materials such as pavers, bricks, or scored and colored concrete to enhance pedestrian safety and comfort, as well as the attractiveness of the walkways.

Central Features and Community Space

1. Each shopping center shall establish private community or public spaces by providing at least two (2) of the following: patio/seating area, pedestrian plaza with seating, outdoor restaurant seating area, kiosk area, water feature, entry or gateway and/or a focal feature or amenity that, in the judgment of the Village, adequately enhances the identity of the shopping center or provides an amenity for the use of customers and the public. Any such areas or features shall not be constructed of materials that are inferior to the principal materials of the building and landscape.