



Addison Town Center Redevelopment Master Plan

Autumn 2005

Prepared by:
Hitchcock Design Group

In association with:
Business Districts, Inc.
Oppermann Architects
Metro Transportation Group, Inc.

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Executive Summary

October 11, 2005

Honorable Larry Hartwig
Mayor
Village of Addison
One Friendship Plaza
Addison, Illinois 60101

Dear Mayor Hartwig,

The publication of the Addison Town Center Redevelopment Plan marks the end of a thoughtful and collaborative planning process that began in December 2004. The process of creating a distinctive civic heart for Addison has involved much more than knitting together various land parcels into something that can be identified as a classic downtown business district. This was a true team effort in which community leaders and citizens contributed considerable amounts of personal time and energy towards the common goal of making Addison a better place to live. The camaraderie and shared sense of purpose that successful planning initiatives foster within a community are perhaps more important than the plan itself. The spirit of productive cooperation is a valuable civic asset that plays an increasingly important role as the plan moves forward towards implementation.

While this planning initiative was motivated by a strong consensus among Town Center Redevelopment Task Force members and other key stakeholders regarding the need to create a clearly recognizable Addison Town Center, the process itself has been energized by two realities that became increasingly clear during the analysis phases of the project. First, our market review indicates that current market conditions and Addison's geographic location within the regional marketplace make the new Town Center a very attractive site for retailers. In short, the new Town Center is the right concept at the right place at the right time. The second important reality is that Addison has the vital resources needed to realize the Town Center Master Plan objectives—there is a critical mass of under utilized land along or adjacent to two busy streets and there are public incentives available to help facilitate crucial catalyst projects during the early stages of Town Center development. Additionally, and perhaps most importantly, this initiative has the strong support of Village leadership that is absolutely essential for successful plan implementation.

The same spirit of collaboration that characterized the plan development process will now be needed in outreach efforts during the implementation phase of the project. Successfully collaborating with property and business owners, developers, county officials, and the Illinois Department of Transportation will be especially critical during the early stages of redevelopment in the Town Center's core retail area. Similarly, collaborations leading to the successful redevelopment of strategic properties along the corridors leading to the core retail area will become increasingly important as time goes by.

As we move forward with Master Plan implementation, we do so with the confidence of having a clearly established *primary goal*:

Create a compelling Town Center that becomes the centerpiece of the community.

Similarly, our Master Plan *objectives* are clear—to enhance and lead the community image, to dramatically improve visibility and pedestrian/vehicular access, to create a genuine place to live, work, shop, dine, and play, and to sustain and increase tax revenue.

To accomplish this goal and accompanying objectives, we have created a long range plan and identified short term opportunities. Short term opportunities focus on projects that can develop quickly to provide the revenues that can be used to support the cost of future public improvements and/or close the financial gaps that may exist in early or complex developments. There are several highly visible and under utilized parcels along Addison Road north of Lake Street that might be ideal sites for catalyst projects that will eventually form a core retail area. In addition, the core retail area's close proximity to the Addison Community Park provides a valuable resource whose enhancement will help to attract prospective residents of the new Town Center. There are also several redevelopment opportunities in the study area's southwest quadrant, some of which were contemplated before this planning process began.

Through the continued successful redevelopment of study area properties we will over time create a Town Center that includes classic downtown qualities—a compact retail core, mixed use structures and superb automobile and pedestrian connectivity. Addison will not only have a true civic heart, but will benefit economically as well. We believe that by 2020 the value of the Town Center could increase by nearly \$300 million, producing over \$500,000 in annual property tax and over \$700,000 in annual sales tax.

Public improvements will play an important role in attracting the kinds of retailers identified in our market analysis as being a good fit for the “main street” environment we seek to create. Analysis of short term opportunities indicates that a \$10-12 million public investment in infrastructure and other development-related activities will help to generate private investments in excess of \$200 million, producing over \$1.4 million per year in incremental property tax revenue. This is a revenue stream capable of supporting the debt service to cover the initial public investment.

While the plan's goal and objectives are clear, and the potential economic benefits very attractive, successful plan implementation will face a number of challenges. The first and perhaps most important challenge will be to communicate to the broader public that we are seeking to create a true Town Center and not just a collection of new shopping centers. The distinction is important. We must strive at all times to ensure that the Town Center creates and maintains the kind of vital public spaces that only bona fide municipal downtown environments can provide. The Village of Addison must be prepared to support the creation of a true public realm that attracts the attention and affection of the public, one that clearly differentiates the Town Center from both private market competitors and other nearby town centers.

Other challenges that must be met to ensure successful implementation of the Master Plan revolve around the role the Village will play in the redevelopment process. A number of complex issues regarding public policy, organization and finance identified in this Master Plan must be addressed. In addition, clarifying the type, character and cost of public

improvements is vital. Finally, the Village must skillfully navigate between their resolve to create the new Town Center and the rights and interests of property owners, potential development partners and community at large.

We believe there are two critical elements that are especially important for the Village to successfully manage and control. The first is the Town Center infrastructure. Without public control of the infrastructure, there is no guarantee that it will be maintained and improved over time. This doesn't mean the Village has sole responsibility for financing and constructing the entire Town Center infrastructure. However, the Village does need to retain control over the design and operation of the streets, utilities, streetscapes, plazas, parks and parking lots that are shared by property owners, merchants and visitors.

Because the Village is an investor in their Town Center, it must also have a voice in its marketing, management, business recruiting and event planning. We anticipate that in the early days, the Village will be the primary partner responsible for attracting attention to the new Town Center as it develops. But, over time, this role may diminish as merchant organization and finance becomes more sophisticated.

These challenges are significant and we recognize that unlike many other suburban communities, Addison does not have a traditional downtown "institutional infrastructure" because it has not had a traditional downtown. Village leadership and staff have not been structured to own and operate traditional downtown infrastructure or to support merchant organization and promotion. Over time, however, we believe the Village will excel in the expanded role it assumes.

Finally, it is vitally important to understand that despite the extraordinary opportunities the Village has to create a dynamic new Town Center, everything cannot and should not happen at once. Patience and perseverance are the watchwords. Despite the tremendous efforts made by Village leadership and other committed stakeholders to create this Master Plan, extraordinary efforts still need to be made to successfully engage prospective development partners in both the private and public sectors, including public stakeholders. And, though the work will be challenging, the results can indeed be extraordinary.

On behalf of BDI, Oppermann Architects and Metro Transportation Group, thank you for asking the Hitchcock Design Group Team to participate in this important project.

Sincerely,



Richard G. Hitchcock
President, Hitchcock Design Group

Introduction

The area surrounding the intersection of Lake Street and Addison Road has traditionally been considered the town center in Addison. Village Hall and the public Library are located here along with the Village's earliest commercial center. In the 1950's the first shopping centers in Addison were constructed at this location and were popular shopping destinations.

Over the years, other areas of the Village (particularly the west side) have grown along with the surrounding communities. Competition from these areas has caused the town center to gradually lose its designation as the center of the community.

Despite the fact that a number of private owners continue to reinvest in their properties, vacancies have increased in recent years. This fact along with the desire to create a more traditional town center, which has never really existed in Addison, has caused the current Village leadership to make redevelopment of the town center a priority.

To assist with the Town Center redevelopment, in November 2004 the Village engaged the consultant team of Hitchcock Design Group, Business Districts, Inc, Oppermann Architects and Metro Transportation Group to explore the marketplace and recommend a viable redevelopment strategy for the subject properties.

Our three-phased work scope included a three-month long Preliminary Opportunity Analysis during which we explored the existing conditions and potential development opportunities. During the Alternative Strategies Phase that began at the end of February, 2005, we defined alternative and recommended land uses and an appropriate implementation strategy. The project team refined these concepts in a series of meetings and presentations that took place throughout the spring and summer. Our work concluded with the publication of this Master Plan that recommends planning and design guidelines and documents our conclusions and recommendations.

Please remember that the existing and near-term market for retail, residential and office space, the documented behavior of retailers, the existing conditions and our interviews with developers active in the market have guided the analysis that follows. Although values discussed are estimates that can guide initial decision making, they cannot substitute and may vary significantly from the final appraised values that result from more detailed examination of the properties.



Existing conditions

Opportunity Analysis

Goals and Objectives

The following project goals and objectives were determined as a result of interviews with Village staff representatives, Town Center Redevelopment Task Force members, interviews with other stakeholders and input from the public.

Goal

Create a compelling Town Center that becomes the centerpiece of the community.

Objectives

1) Image

Enhance and lead the community image.

2) Circulation

Dramatically improve visibility and access (both pedestrian and vehicular).

3) Destinations

Create a genuine live, work, shop, dine, play environment.

4) Economic Development

Sustain and increase tax revenue.

Physical and Regulatory Conditions

In order to accomplish our goals and objectives, we explored 9 different dimensions of the study area including; context, ownership, use, access, natural features, infrastructure, stakeholders, jurisdiction, and finance.

Context

For the purposes of this planning study, the study area generally follows the commercial land use boundaries surrounding the intersection of Lake Street and Addison Roads. The study area is approximately 125 acres. In addition to the study area, we considered the opportunities and impacts related to the adjacent public and private properties.

The location of the Village Hall within the study area as well as a centralized Chicagoland location and close proximity to expressways contribute to the perception that this is the traditional town center of

Regional Context





Land Ownership

The majority of the study area is privately owned consisting mainly of commercial properties. The Green Meadows Shopping Center is the predominant land use in the Northwest project quadrant, along with the adjacent shopping center, which is a long-term land lease. Other smaller commercial properties line Lake Street and Addison Road within the study area.

Publicly owned property within the study area consists of the Village Hall and Library complex, the Addison Township property, and the Addison Park District Community Park.

The property at the southwest corner of Addison Road and Lake Street is one residential property with a small manufacturing plant on-site.

Adjacent to the study area are single-family owner occupied, multi-family owner occupied, and rental properties.



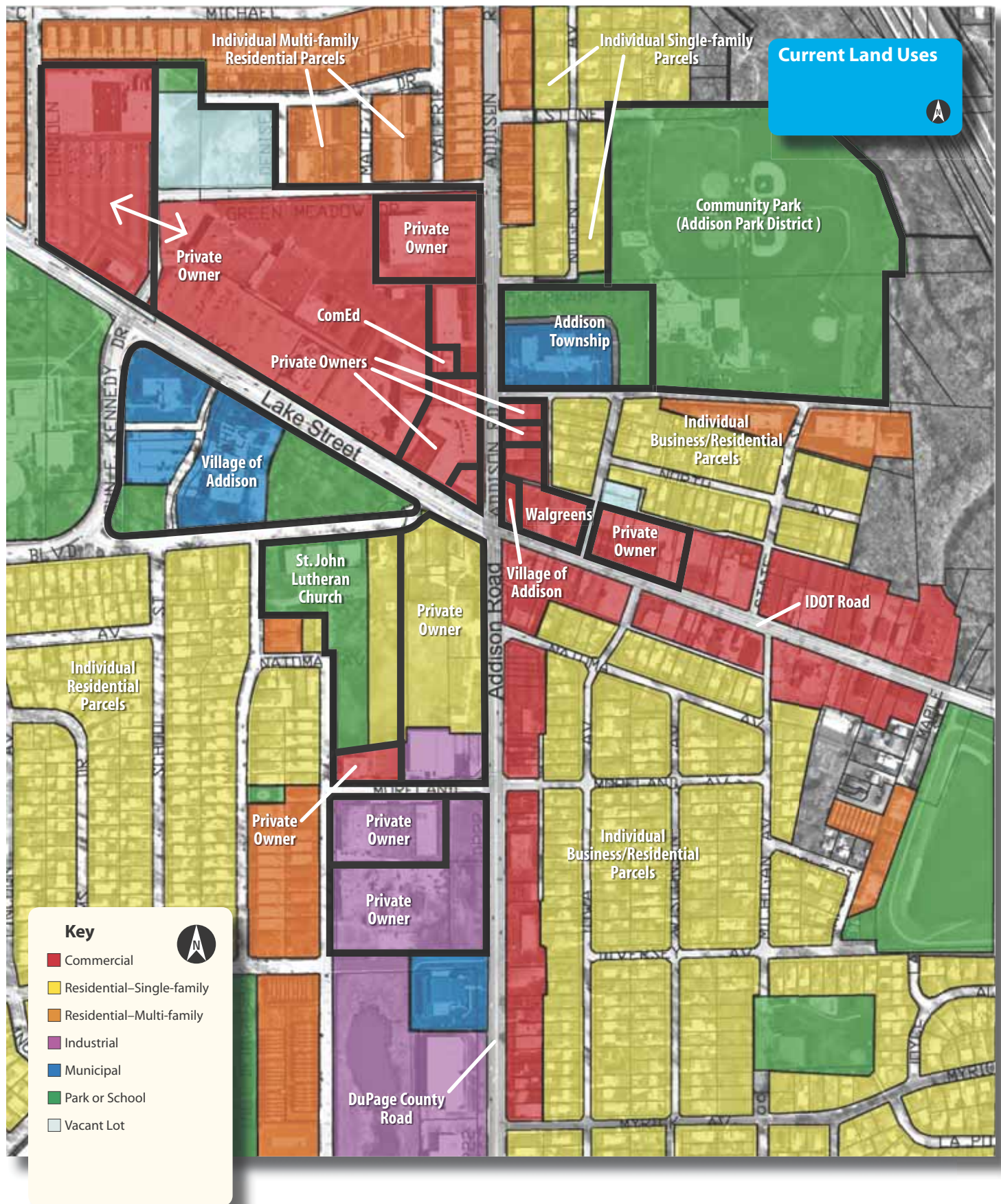
Village Hall



Existing multi-unit housing near Village Hall



Existing commercial corridors include a variety of small businesses in buildings constructed after the Second World War



Current Land Use / Zoning

The majority of property within the study area is zoned Business (B/P Office, B1 Local Business, B2 Community Business, B3 Service Business). A small area at the southwest corner is zoned Residential (R2 Single Family Residence). A small area at northwest corner is zoned Manufacturing (M1 Limited Manufacturing) and an area at the southwest corner is zoned Manufacturing (M2 General Manufacturing).

Properties adjacent to the study area are primarily zoned Residential (R2 single family residence, R3-D multi-family residence, high density).

Most of the properties within the study area are in fair condition although many are not up to current commercial property standards. There are traditional suburban shopping center developments along with individual small business uses. There is some vacant land, although the majority of land has been developed at one time or another.

Some of the multi-family rental housing adjacent to the study area is in poor condition. The majority of single-family homes in the area are in fair condition and some tear down activity is occurring.



Green Meadows Shopping Center



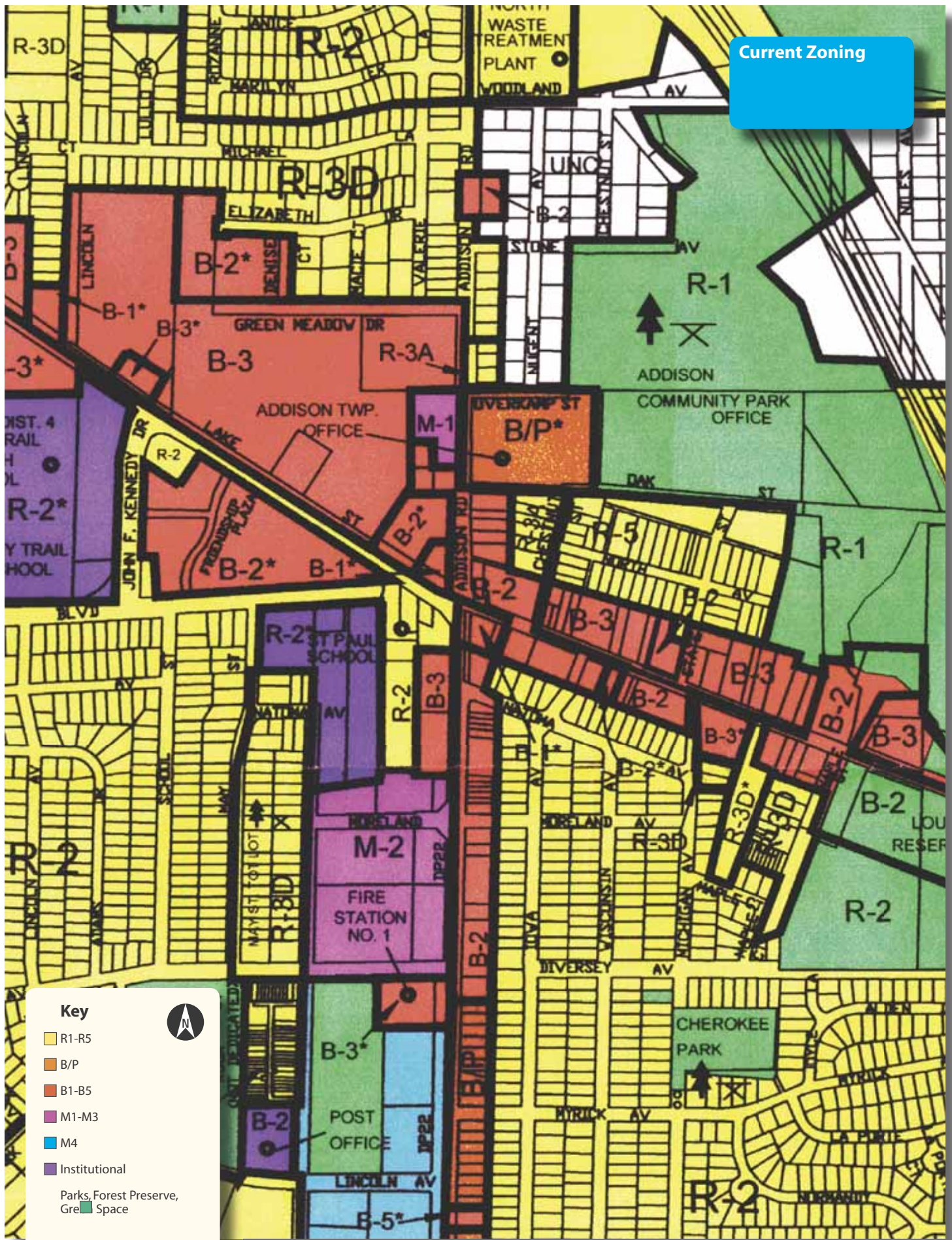
Multi-unit rental housing north of Green Meadows Drive



Existing manufacturing facility



Our new Town Center will create vibrant, pedestrian friendly streets on sites that are currently underutilized



Access

The study area is in close proximity to major expressways (I-355, I-290, Route 83). Lake Street is a State route, busy but not congested (by IDOT standards) with ADT's (average daily trips) of 28,800 which effectively divides the study area. IDOT intends to reconstruct Lake Street west of Addison Road, currently scheduled for 2005-2006, with streetscape improvements similar to those recently completed on the east side of Addison Road. Addison Road is a DuPage County road. The area south of Lake Street gets some manufacturing truck traffic with ADT's of 20,200, and the area north of Lake has traffic counts that are significantly less at 15,500 ADT's.

Addison is not serviced by rail transportation. The closest rail service is north 3 miles in Wood Dale and south 3 miles in Villa Park.

Pace bus service stops at Fullerton and does not extend into the project area.

While the possibility of an interchange being constructed at I-290 and Addison Road was mentioned during interviews, this improvement is not currently in IDOT's plans for the foreseeable future.

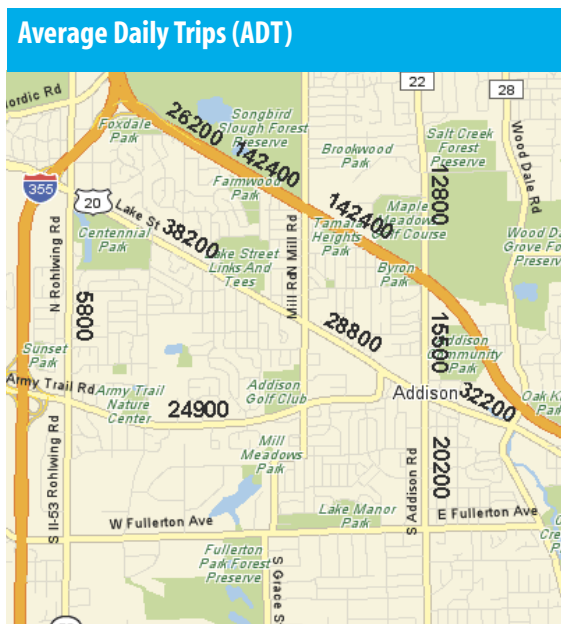
On-street parking exists only on local streets and is not allowed on Lake Street or Addison Road.

No current bike routes exist within the study area, although a regional bike path is planned for the Salt Creek corridor through Community Park.

Sidewalks exist but pedestrian connectivity is limited due to the division created by Lake Street and Addison Road.

Natural Features

Salt Creek is the only significant natural feature and is immediately adjacent to the northeast portion of the study area. Excellent opportunities exist to link new development to this area.



Community Park



Friendship Park

Infrastructure

The project area is adequately served by sewer, water, power and communications utilities. A large stormwater management project was recently completed adjacent to the study area that has alleviated past flooding. Stormwater management will need to be addressed for any new improvements within the study area and is subject to DuPage County requirements, although the Village is the reviewing agency.

Some reinvestment is currently in progress on privately owned properties. However, most properties with the study area are not historically or architecturally significant.

Streetscapes within the study area have undergone some improvements in recent years. Enhancements to John F. Kennedy Drive have created an attractive gateway to the Village's municipal campus.

IDOT right-of-way improvements to Lake Street east of Addison Road (and soon to

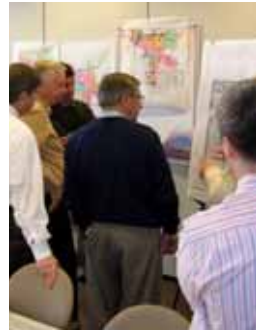
be implemented west of Addison) represent marked improvements over previous conditions. However, additional streetscape improvements will be required along Lake, Addison and adjacent streets to ensure that the new Town Center is a comfortable and user-friendly environment that attracts high levels of pedestrian activity.

Stakeholders

A number of individuals have been included in the project process to date and will continue to be involved. These individuals include Village representatives, private property owners/ investors, business owners, workforce, residents, Park District representatives, the school district, library and historical society.

Jurisdictions

Development within the project area is regulated by the Village of Addison. IDOT has jurisdiction over improvements and access to and from Lake Street. DuPage County has jurisdiction over Addison Road.



A number of stakeholders have been included in the Town Center planning process



Existing substation



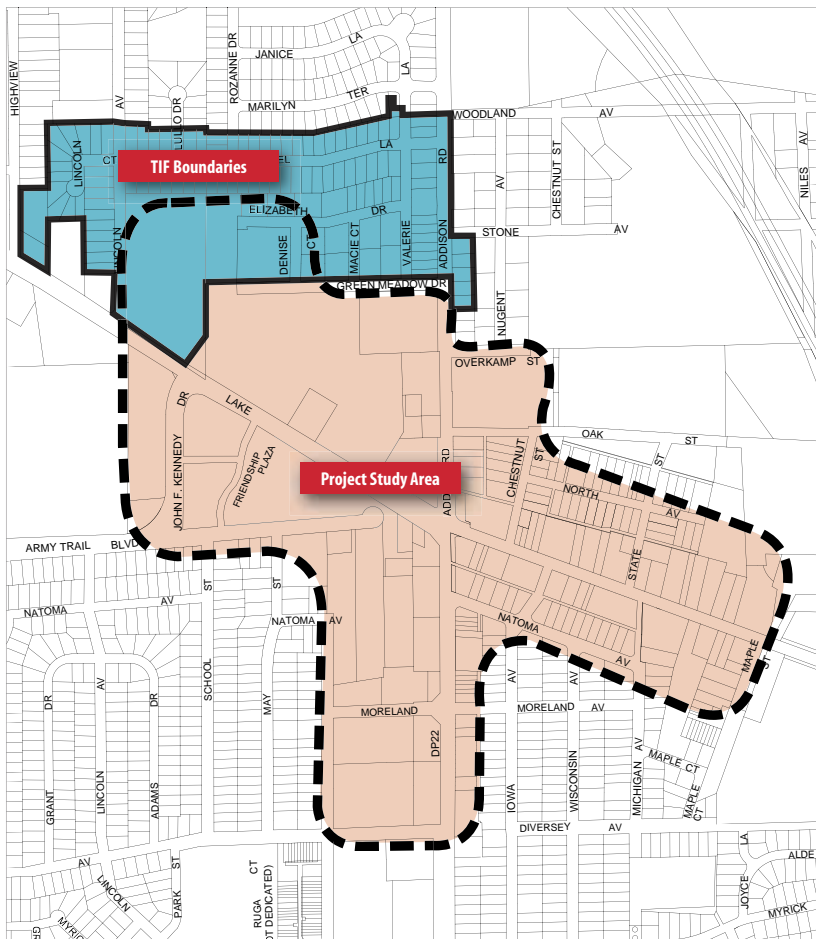
Existing retention area



Typical Illinois Department of Transportation (IDOT) streetscape improvements

Finance

Since the Village does not own the majority of the property within the study area, improvements have traditionally been financed by private land owners and investors. The Village of Addison has a history partnering with the private sector on selective projects and will be seeking to do so again on the Town Center redevelopment to ensure the land use and design quality align with the Long Range Plan. There is also one existing Tax Increment Financing District (TIF) covering a small portion of the project area.



Public Input

A variety of methods have been employed in order to solicit public input. Stakeholders were interviewed individually, a public visioning workshop was conducted and a visual preference survey was given. Refer to the Appendix for results of the public input sessions.



Marketplace Conditions

An important part of the Town Center redevelopment strategy is building a solid connection to the marketplace. To provide an understanding of how to make that connection, Business Districts, Inc. (BDI) reviewed market and economic data to:

- Determine current market conditions:
 - > SWOT
 - > Trade Area
 - > Competitive positioning
- Identify opportunities to add new uses.
- Establish development objectives for the Town Center.

The market review that follows relies on generally accepted commercial development principles, site visits, an examination of market data, and interviews with stakeholders including elected officials and property/business owners.

Current Project Area Commercial Market Conditions

Before assessing the details of the study area market, it is essential to grasp the area's scale. As mentioned previously, there are over 100 acres containing more than 100 businesses. As presently configured there are three types of business clusters:

1) Community Attraction

The International Council of Shopping Centers defines a community shopping center as having at least 100,000 square feet of store and restaurant space anchored by a supermarket, home improvement and entertainment uses. The Green Meadow Shopping Center and adjacent properties provide that type of cluster to the study area. The drawing power of a community center is an approximately five-minute drive or up to three miles.

2) Auto Oriented Uses

A number of destination businesses on Lake Street east of Addison Road rely on the automobile for customers. Some of these uses, such as muffler shops and quick lube outlets serve autos while others, like the Dunkin Donuts and banks, rely principally on drive-thru access for their business. Lake Street's average daily traffic count of nearly 30,000 provides the customers for these businesses.

3) Neighborhood Businesses

North and south of Lake along Addison Road are the services and quick serve restaurants most valued by nearby residents. Many of these businesses have an ethnic focus with multilingual owners and specialty goods. Many are relatively low volume and rely only on "word of mouth" to find new customers.

The uses in these clusters are largely successful and the continuing presence of these businesses will be important to the plan's ultimate success.

SWOT

Key to formulating a Town Center Plan, is grasping the project area's relative *strengths*, *weaknesses*, *opportunities*, and *threats* collectively called "SWOT." These factors contributed to the district's current situation and will remain factors for the foreseeable future.

Strengths: Assets which will most likely continue and remain a key building block.

Weaknesses: Liabilities which will most likely remain and must be "worked around."

Opportunities: Positive trends or elements which can become a catalyst to achieving improvement.

Threats: Negative trends or elements that could impede implementation.

Strengths

- Dense surrounding neighborhoods that provide substantial spending power.
- Expanded regional access via Lake Street's connection to expressways.
- Land, both vacant and underutilized, that should be available at prices competitive with nearby "greenfields."
- An attractive green space, Friendship Park, that can host events and serve as an oasis from the intense commercial environment.
- Strong buyer interest in all types of housing as demonstrated by sales at nearby condominium developments and the tear down and infill construction of single family homes.

- The business park extending south along Addison Road provides nearby employment for residents and customers for study area businesses.
- The elected officials and staff strongly support this initiative and have created support programs like the Tax Increment Financing District.
- Meetings and interviews conducted for this study revealed a community consensus to move forward.

Weakness

- The 30,000 cars traveling Lake Street everyday discourages pedestrian activity and dictates a segmented approach to enhancing the study area.

Opportunities

- Anticipate using TIF to fund public/private development partnerships
- It is expected that regional residential developers may well be attracted to build projects that capitalize on the strong local residential market.
- Green Meadow Shopping Center is undergoing a transition due to recent vacancies and the potential to redevelop the Jewel grocery store. This could be an opportunity to change the center's configuration as a more pedestrian-friendly center.

- Lake Street has the visibility and access to attract quality retailers
- The study area is more than five miles from major malls, which could be an opportunity to draw retailers with geographical lease restrictions.

Major Regional Malls



The study area is more than five miles from major malls, which could be an opportunity to draw retailers with geographical lease restrictions.

- Addison has a local reputation for ethnic food that could be enhanced by adding more restaurants to create a cluster that capitalizes on a national trend of families dining out more often.

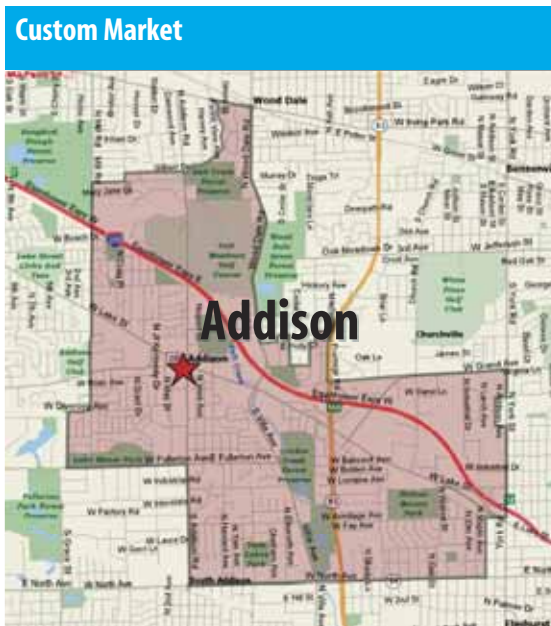
Threats

- Difficulty assembling land from multiple owners.
- Relatively low vacancy rate, resulting in high average rents which drives up the cost to acquire properties.
- Demolition and land remediation costs which often make the initial investment necessary to redevelop higher than cost associated with building on green fields.
- Overcoming the public perception of the subject area.

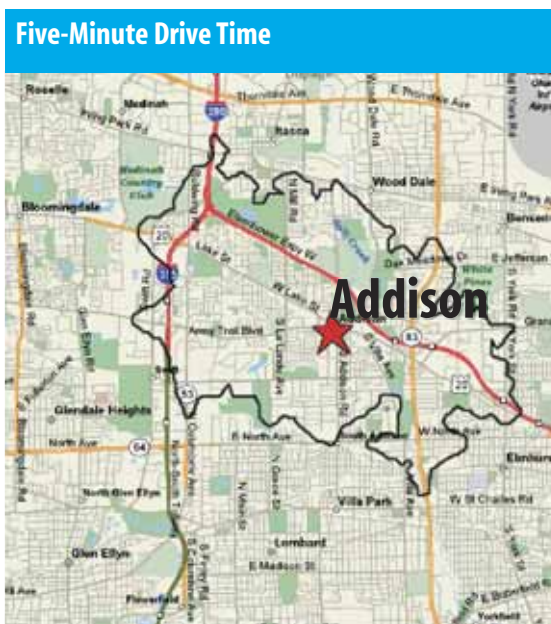
Target Markets

The target market for the study area is defined as the area from which businesses are most likely to draw their customers. It is based on the mix and attraction power of existing stores; quality, quantity and location of competitive shopping areas; ease of access; and presence of physical and perceptual barriers. The “Five-Minute Drive Time–Custom Market” table (below right) looks at the community as a whole, a custom market that considers competition and the five-minute drive time typical of a community center.

All of these data sets present attractive markets. As the presence of tenants like Walgreens, Portillos and Dunkin Donuts verify, regional and national chains are willing to consider locations with over 50,000 residents within a five- to seven-minute drive time. This study area market has the additional advantage of a substantial employee base that would be expected to frequent restaurants for lunch, making this an area of particular interest to restaurants. The previously mentioned nearly 30,000 average daily traffic count further enhances the appeal of sites visible from Lake Street. Although interviews with local stakeholders implied a low income market, these demographics reveal little deviation from community income averages. In summary, the characteristics of the market accessible to study area businesses do not limit the ability to attract additional store and restaurant uses.



Custom market reflecting modifications to the drive time market based on the impact of the competition on consumers' shopping location choice.



Five-Minute Drive Time Custom Market		5 Minutes: JFK Drive & Lake	
	Addison	Custom	
Population 2004			
Population	36,421	27,707	53,131
Households	12,231	9,583	18,727
Household Income 2004			
Household Average Income	\$69,733	\$68,101	\$73,756
% Income \$75,000 Plus	34.6%	31.7%	38.3%
Business Summary 2004			
Total Employees	18,126	20,896	36,467
Consumer Expenditure 2004			
Total Retail Expenditure	\$271,781,382	\$215,410,507	\$437,518,152
Demographic data © 2004 by Experian/Applied Geographic Solutions.			

Competitive Environment

Stores choose locations that are most likely to attract their target customers. Locations must balance the importance of proximity to customers and the energy from co-tenants working to attract the same customers. The competitive environment must also consider lease restrictions imposed to preserve volumes at existing centers. For the study area, the competitive environment contains both other malls and the Main Streets of nearby communities.

With consumers attracted to locations where they can complete multiple errands, it is important to understand where those large centers with the potential to dominate markets are located. The table below lists potentially dominant retail centers with over 250,000 or more square feet of leasable space.

Note that with the exception of North Park Mall, all of these clusters are more than five miles from the study area. Additionally, although there has been remodeling, none of these large centers was built within the last 12 years.

Major Malls within Ten Minutes						
	Sq. Feet	Parking Spaces	Site Size (Acres)	Total Stores	Date Opened	Distance*
North Park Mall	333,596	1,600	25	51	1973	2.3
Villa Oaks Shopping Center	284,139	1,080	22	40	1975	5.1
High Point Shopping Center	240,666	1,200	30	25	1988	5.2
Lombard Pine Plaza	242,000	1,100	20	18	1982	5.3
Northgate Plaza	324,643	1,431	26	18	1992	5.3
Bloomington Court	604,511	2,715	37	51	1990	5.6
Melrose Crossing	317,573	1,600	27	31	1986	5.7
West Point Center	350,000	2,500	32	15	1956	6.4
Stratford Square Mall	1,311,931	6,710	96	160	1981	6.5
Oakbrook Shopping Center	2,014,000	12,000	130	166	1962	6.5
Stratford Plaza	358,274	1,967	0	30	1992	6.6
Yorktown Shopping Center	1,500,000	10,000	96	150	1968	6.9
* Distance from the Drive Time center point.						
1-800-898-MALL © 2004 Directory of Major Malls, Inc. All Rights Reserved.						

With the exception of North Park Mall, all potentially competitive malls and suburban Main Streets are more than five miles from our study area

Given this study's focus on creating an environment more like a successful suburban "Main Street," it is also important to understand where the Main Streets clusters of restaurants, services, civic uses, and entertainment are located. The map below plots those locations and reveals that there is little competition to the northwest of the study area.



An analysis of existing suburban Main Street clusters reveals that Addison has little competition to the northwest of our study area

In summary, the competitive environment suggests that the study area may be an ideal infill development site. Many retailers and restaurateurs have a renewed focus on these infill locations because they generate significant sales from day one compared to edge development in advance of desired population volume.

Business Support by Category

The substantial market verified above can be used to project the total amount of retail space supported and the number of stores that spending supports. As noted below, at national averages of \$270 of sales per square foot, the five-minute drive time market supports nearly two million square feet of retail and restaurant space. Because retail site decisions look at a combination of the market factors, the quality of the space, and co-tenancies, this strong market creates an opportunity to provide a new downtown shopping cluster by designing quality space and attracting desirable co-tenants. The table below that follows illustrates how the buying power translates into stores by category.

The key question is what market share, how many stores, can be captured by the study area. The answer depends on the ability to offer right sized spaces, desirable co-tenants, and an appropriate financial environment. For example, today's expanding book stores and appliance and electronics stores are large format operators who would require other large format co-tenants that typically build new stores on sites of at least ten acres and often as much as 20 acres. Although it may be possible to create that type of site in the study area, it will be much easier to provide space for a full service restaurant that can provide convenient parking and a signature building on a site as little as ½ acre. Other potential tenants for downtown type space include apparel tenants like Chico's and personal services.

Five-Minute Drive Time Aggregate Dollars 2004		
	Total Spending	Stores Supported
Appliances and Electronics Stores	\$7,241,245	0.9
Book Stores	\$3,274,152	1.6
Full Service Restaurants	\$22,507,217	11.3
Limited Service Restaurants	\$22,882,829	11.4
Furniture Stores	\$7,940,922	2.0
Gasoline Stations with Convenience Stores	\$36,520,077	5.2
Gasoline Stations without Convenience Stores	\$16,181,814	4.0
Grocery Stores	\$90,235,024	4.5
Hardware Stores	\$3,330,107	1.7
Nursery and Garden Stores	\$2,092,098	1.0
Office and Stationary Stores	\$956,422	0.5
Pet and Pet Supply Stores	\$1,358,519	0.7
Pharmacy and Drug Stores	\$11,802,215	3.4
Sporting Goods Stores	\$4,195,485	2.1
SQFT Supported		
Total Aggregate Annual Retail Sales	\$515,618,634	1,909,699

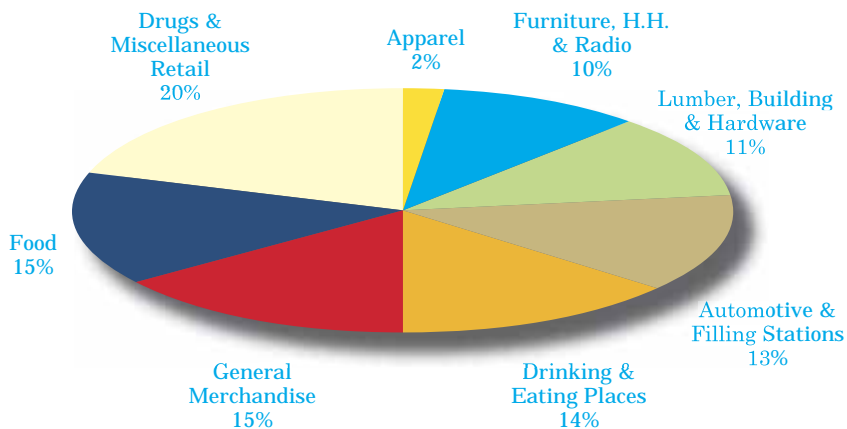
The key question is what market share, how many stores, can be captured by the study area

Village's Current Sales

As the retail spending totals by category derived from the Illinois Department of Revenue's Sales Tax Reports reveals, sales taxes paid to Addison are nearly double the resident's spending, taxes were paid on retail sales of \$546 million and Addison resident's retail expenditures are estimated at \$272 million. As the table below reveals, the Village of Addison supplements the sales taxes collected by local stores and restaurants with manufacturing and agricultural product uses that produce sales taxes.

Consumer Spending Categories		Sales
Agriculture & All Others		\$155,760,323
Drugs & Misc. Retail		\$72,380,217
Food		\$53,700,028
General Merchandise		\$52,581,318
Drinking and Eating Places		\$48,823,206
Automotive & Filling Stations		\$44,695,785
Manufacturers		\$38,311,528
Lumber, Bldg, Hardware		\$37,770,598
Furniture & H.H. & Radio		\$35,480,888
Apparel		\$6,342,373
Total		\$545,846,264

The key to understanding the potential to capture more spending is examining only the consumer spending categories. With the exception of apparel those sales are spread fairly evenly among the merchandise categories.



With that focus, the capture rate declines to just less than 130% of Addison residents' retail spending potential and the capture rate by category varies greatly.

Consumer Spending Capture Rate by Category		Capture Rate
Drinking and Eating Places		167.0%
General Merchandise		131.7%
Food		84.0%
Automotive & Filling Stations		45.4%
Apparel		42.0%

Categories with high capture rates have the covenancies desired by others selling similar goods and suggest the presence of a cluster that could be expanded. This is consistent with the desire for more restaurants expressed by residents interviewed for this study. The low capture rate for automotive and filling stations is a result of the absence of auto dealerships, a characteristic of Addison's economy that is unlikely to be changed by this study. The apparel category has traditionally been absent from all communities without regional malls. Recently, apparel retailers have led the transition to open air lifestyle centers. That change has opened the possibility for well designed Main Street environments to add an apparel cluster.

Competitive Positioning Summary

Despite recent development to the west of the study area, vacancies are minimal, verifying that this market can support at least the existing volume of commercial space. There is also opportunity through this plan to offer more commercial development, added residential development, and public infrastructure improvements. The elements of a "Main Street" style entertainment and restaurant cluster are present and could be enhanced with modern space for more dining, entertainment, services and unique specialty businesses.

Current Residential Market Conditions

Addison’s location between two tollways, makes it a very desirable place to live because residents have quick access to many major employment centers. As this chart reveals, Addison’s housing offers price and variety that allows residents to “move-up” and stay in Addison.

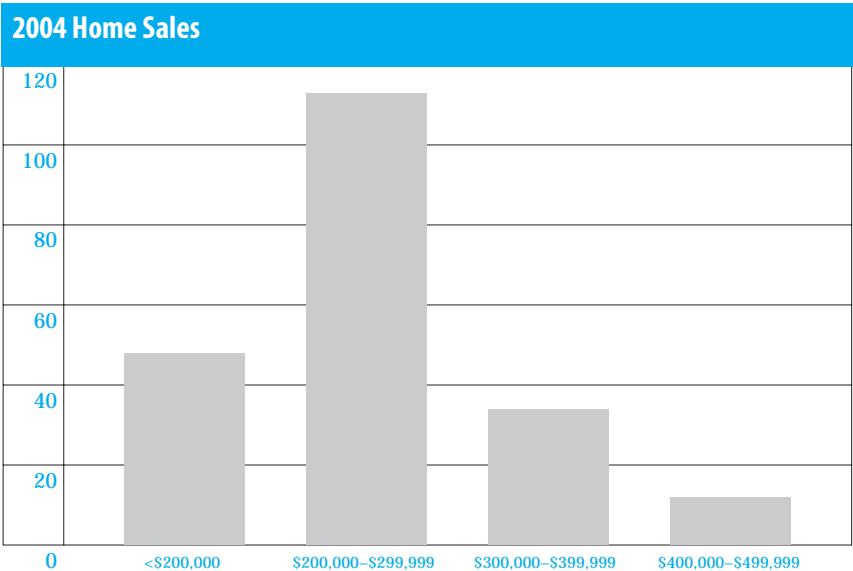
The 216 units sold in 2004, were at a median price of \$243,000 and an average price of \$271,000.

Condominiums on the Market
The strong Addison condominium market supports the addition of an equity multi-family product into the town center development.

In the study area as in the main streets previously identified, condominiums and townhomes could sell at a 10% premium due to a master developed project’s appeal. That could result in prices as follows:

- Average condominium price: \$260,000
- Average townhome price: \$350,000

The buyers of these properties would be a mix of first-time home owners, empty nesters, and non-traditional households like divorced parents and never married professionals. As in nearby communities like Palatine that have offered this type of product, an aggressive annual absorption would be 125 to 150 units.



2-Bed/ 2-Bath: \$243,400



2-Bed / 2-Bath: \$229,000



3-Bed / 2.5-Bath: \$309,900



3-Bed / 2-Bath: \$249,900

Alternative Strategies

Village Role

Because the majority of the property within the project area is privately owned, the Village must decide what role to play in redevelopment.

The Village can choose to minimize any role it might take in directing Town Center development and let the marketplace take its course. This has been the strategy in the past, but the Village now recognizes that in order to advance the identified goals and objectives, the Village must play a more significant role in guiding the redevelopment process.

Another option would be for the Village to take a highly active role in directing all aspects of development. This would mean acquiring property, preparing the property for redevelopment, and acting as the master developer in order to ensure that the end results clearly meet the intended goals and objectives. Although this strategy has been employed with success in other communities, the Village of Addison does not see this strategy as necessary in this situation.

Based on the circumstances, the most appropriate role for the Village to play is to plan and facilitate selective strategic aspects of development. By adopting this Master Plan and following the steps outlined in the Implementation Strategy, the Village can play a significant role to guide redevelopment in order to meet the identified goals and objectives.

Land Use Alternatives

Numerous alternatives were explored for the project area, each taking a different approach to organizing commercial, residential and mixed-use land uses in order to create a meaningful town center. The following 3 options were presented to the Town Center Redevelopment Committee for consideration.

Option 1

Town Center Focus in Northwest Quadrant

Prior to conducting the Opportunity Analysis the most obvious solution seemed to be for the Green Meadows Shopping Center property to redevelop into a pedestrian oriented town center. However, because this property is privately owned and redevelopment is contingent on the owner's participation, the consensus was to explore other options for the focus of the town center development.

Option 2

Town Center Focus in Southwest Quadrant

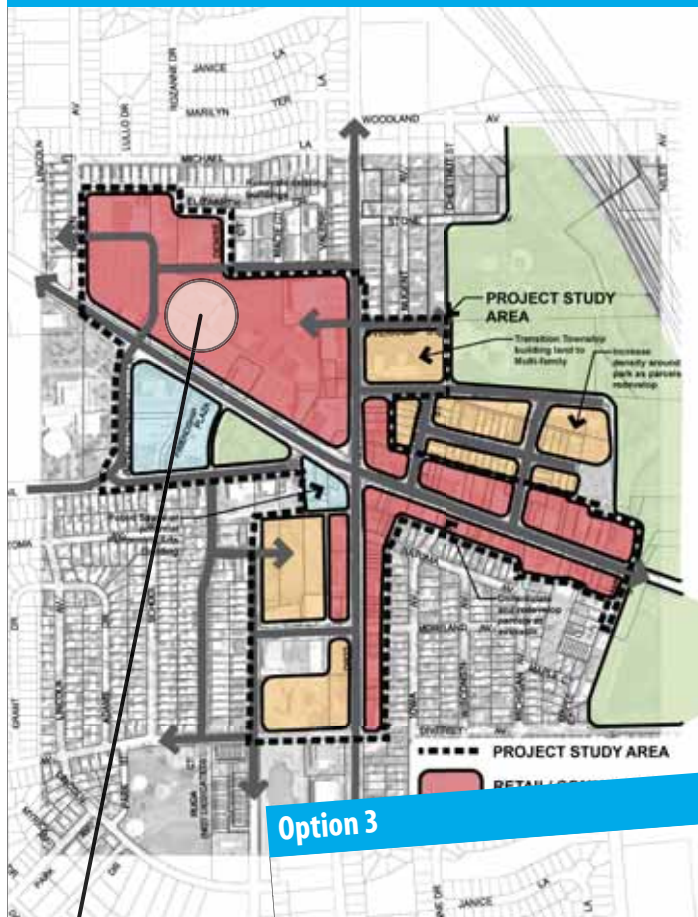
A significant opportunity exists for development in the southwest quadrant since there is a considerable amount of property in this area that is un-developed and controlled by relatively few property owners. A mix of residential, commercial and mixed use properties could be organized around a street grid in order to create a traditional style town center development in this area. Although this could become a compelling town center environment, there is some concern that the area may be too removed (visibly and physically) from Lake Street and Addison Road to be attractive to retailers.

Option 3

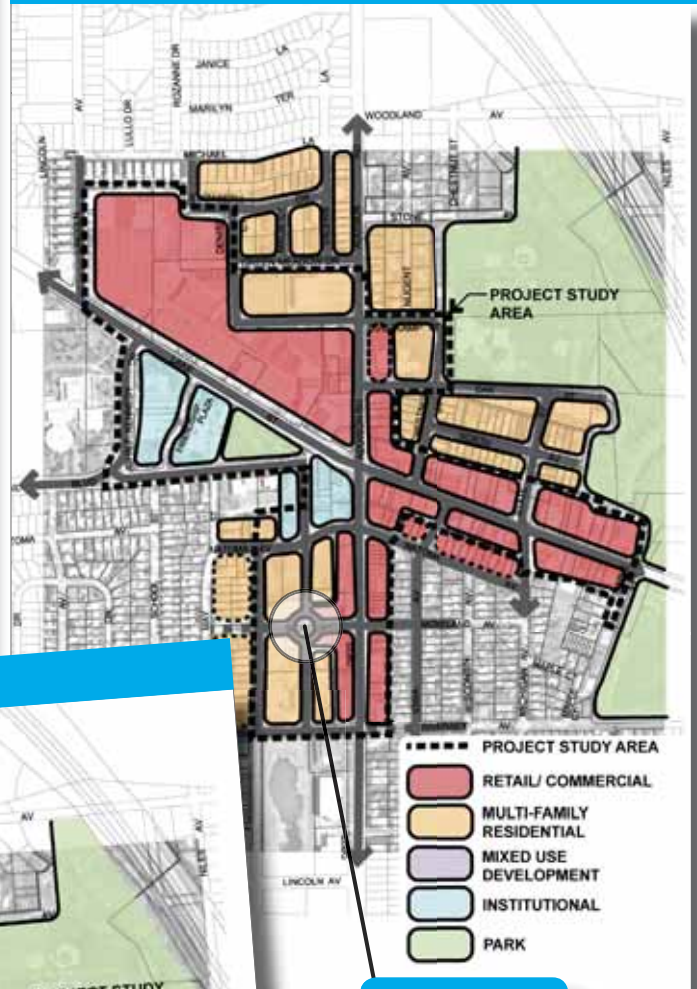
Town Center Along Addison Road, North of Lake Street

Although Addison Road is a major roadway, north of Lake Street the traffic counts are manageable, while still being a highly visible area. Also, the properties on either side of the street are controlled by relatively few owners with a willingness to participate. Based on these factors (among others), a viable option is to redevelop the property on both sides of Addison Road, north of Lake Street with a mix of commercial, residential and mixed-use developments in order to create a town center environment. Adding on-street parking along Addison Road is critical to this idea in order to create the type of environment that is considered desirable for retailers. The Town Center Development Committee agreed that this is the most desirable concept to pursue.

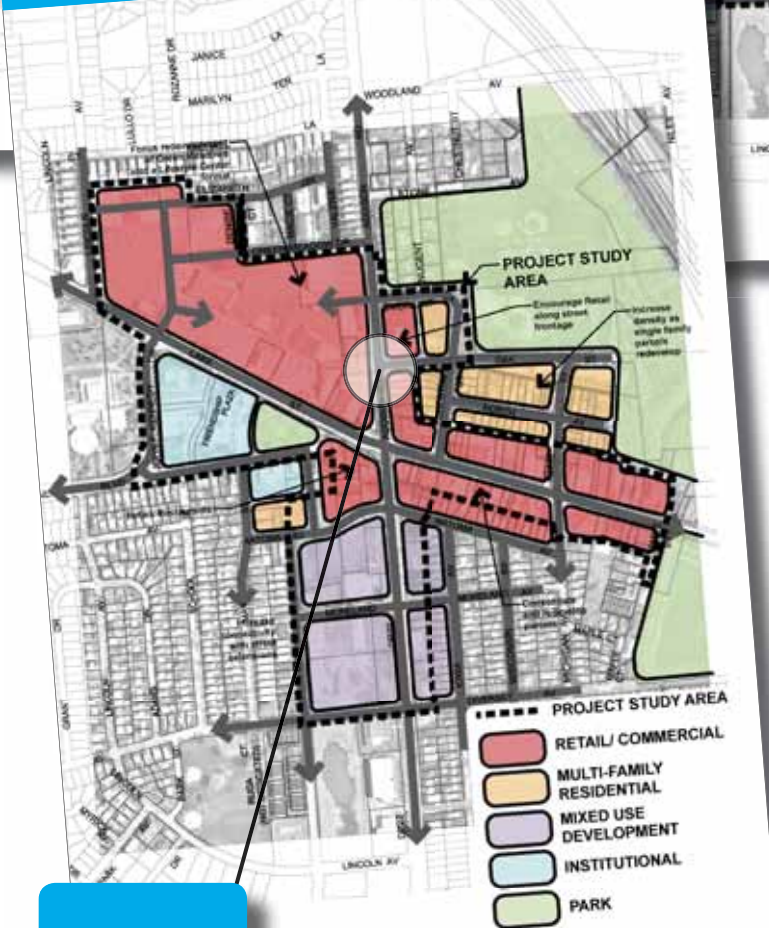
Option 1



Option 2



Option 3



- PROJECT STUDY AREA
- RETAIL/ COMMERCIAL
- MULTI-FAMILY RESIDENTIAL
- MIXED USE DEVELOPMENT
- INSTITUTIONAL
- PARK

Town Center Focus

Numerous alternatives were explored for the project area, each taking a different approach to organizing commercial, residential, and mixed use land uses. Of the three final alternatives considered, Option 3 was selected as the most desirable concept to pursue.

Town Center Focus

Long Range Plan

Goals and Objectives

Based on the information learned through the Opportunity Analysis, a concept plan was developed for the entire project area, illustrating the vision of the town center area in 15 years. It is worth repeating the project Goal and Objectives at this point for reference as the Long Range Plan is described:

Goal

Create a compelling Town Center that becomes the centerpiece of the community.

Objectives

1) Image

Enhance and lead the community image.

2) Circulation

Dramatically improve visibility and access (both pedestrian and vehicular).

3) Destinations

Create a genuine live, work, shop, dine, play environment.

4) Economic Development

Sustain and increase tax revenue.

Concept

Our concept for 2020 is to create a classic “downtown” at Addison and Oak Streets with a compact retail core, mixed use structures and superb automobile and pedestrian connectivity that is accessed along four distinctive and rejuvenated highway corridors that lead to it.

A key element of our concept is creating and maintaining the public infrastructure needed to assure that our new Town Center will be an attractive and user friendly place for years to come. High quality streetscapes and special places such as plazas, greens and parks that provide the space for casual social interactions are essential features of this concept. Assuring that there is plenty

of safe and convenient public parking is another key responsibility that the village must systematically manage.

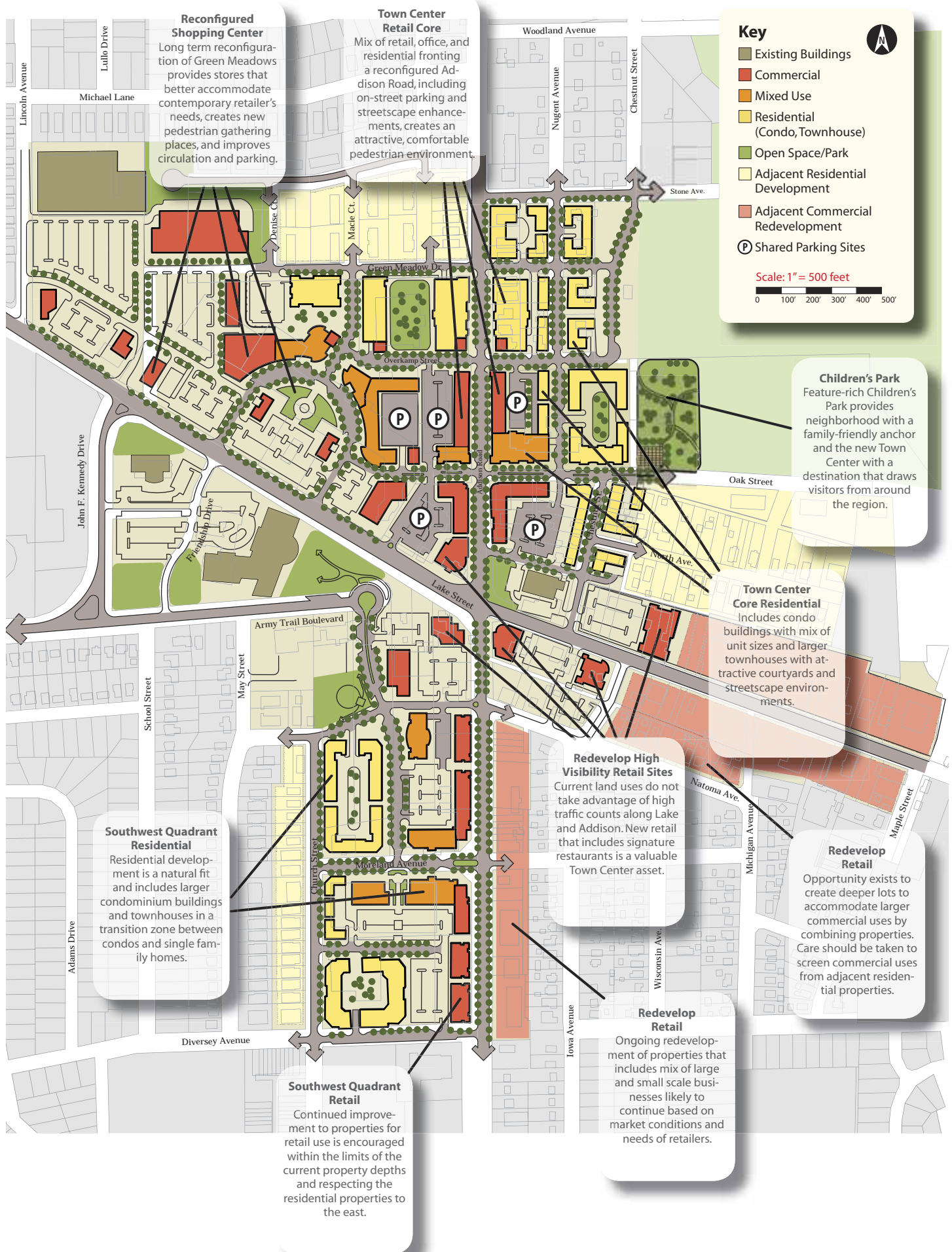
While the focus of our initiatives is the establishment of a core retail area at Addison Road and Oak Street, we anticipate that over time there will be significant redevelopment in all four of the corridors surrounding the Lake/Addison intersection. Based on the concept illustrated on the facing page, by 2020 the Town Center will create 350,000 to 400,000 square feet of additional commercial space (retail, office, restaurant) and include 500 to 600 additional residential homes (townhouse and condominiums).

Potential Economic Benefits

In addition to increasing shopping, dining and entertainment options and enhancing Addison's community image, the Town Center provides a number of economic benefits for the community:

- Development and reinvestment in the Town Center increases tax increment (both property and sales).
- Increased tax revenues pay for Town Center public improvements and offset extraordinary costs of complex development.
- Vacant and publicly owned sites create the biggest increment.
- Appreciation increases the increment even more.
- Reinvestment and appreciation in properties adjacent to Town Center will also increase tax revenues.

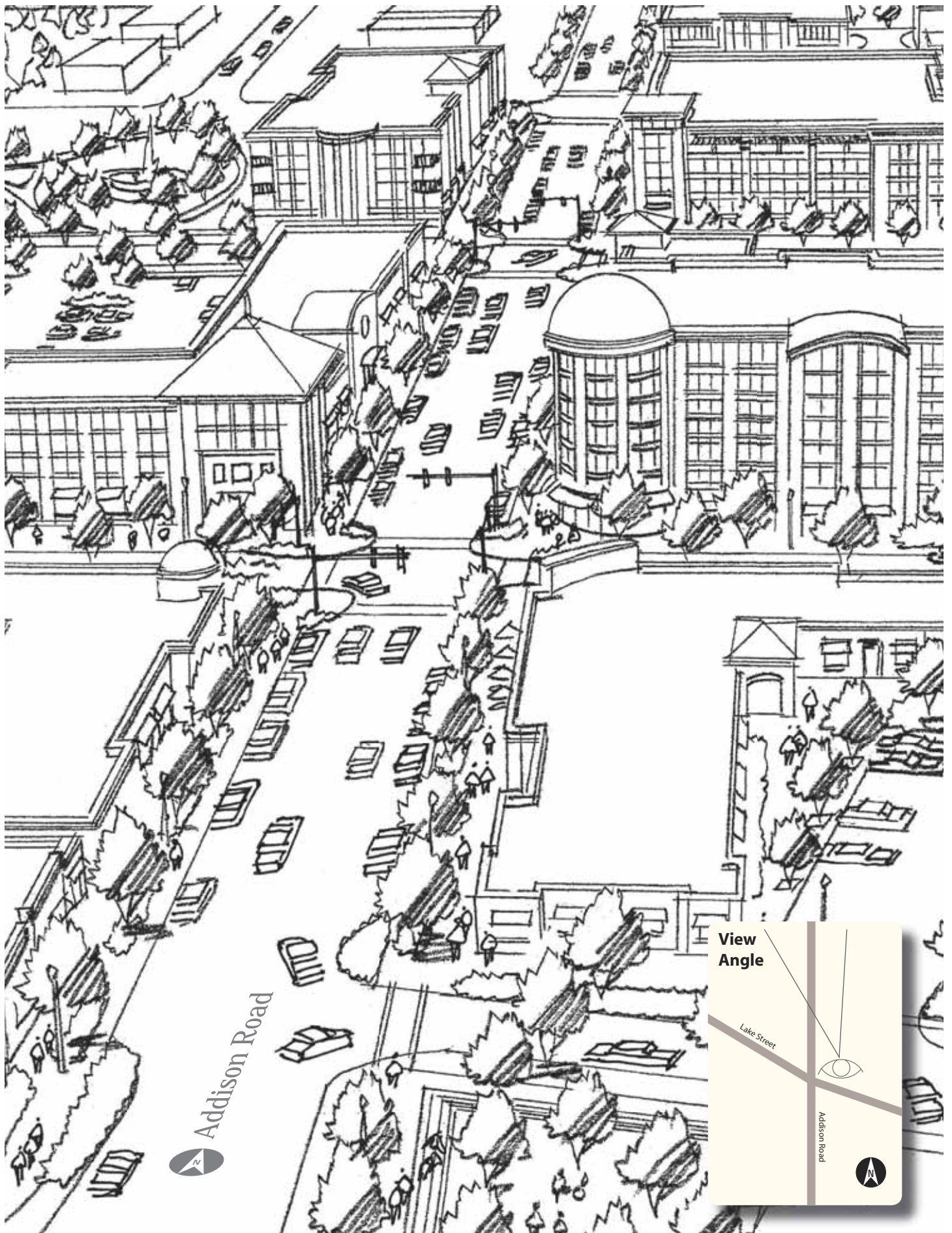
If completed by 2020 as conceived, the value of the Town Center could increase by nearly \$300 million, with annual municipal property tax revenues increasing by more than \$500,000 and annual municipal sales tax increasing by more than \$700,000. In addition, the school district would receive over \$5 million with very little student population change.



Town Center Retail Core

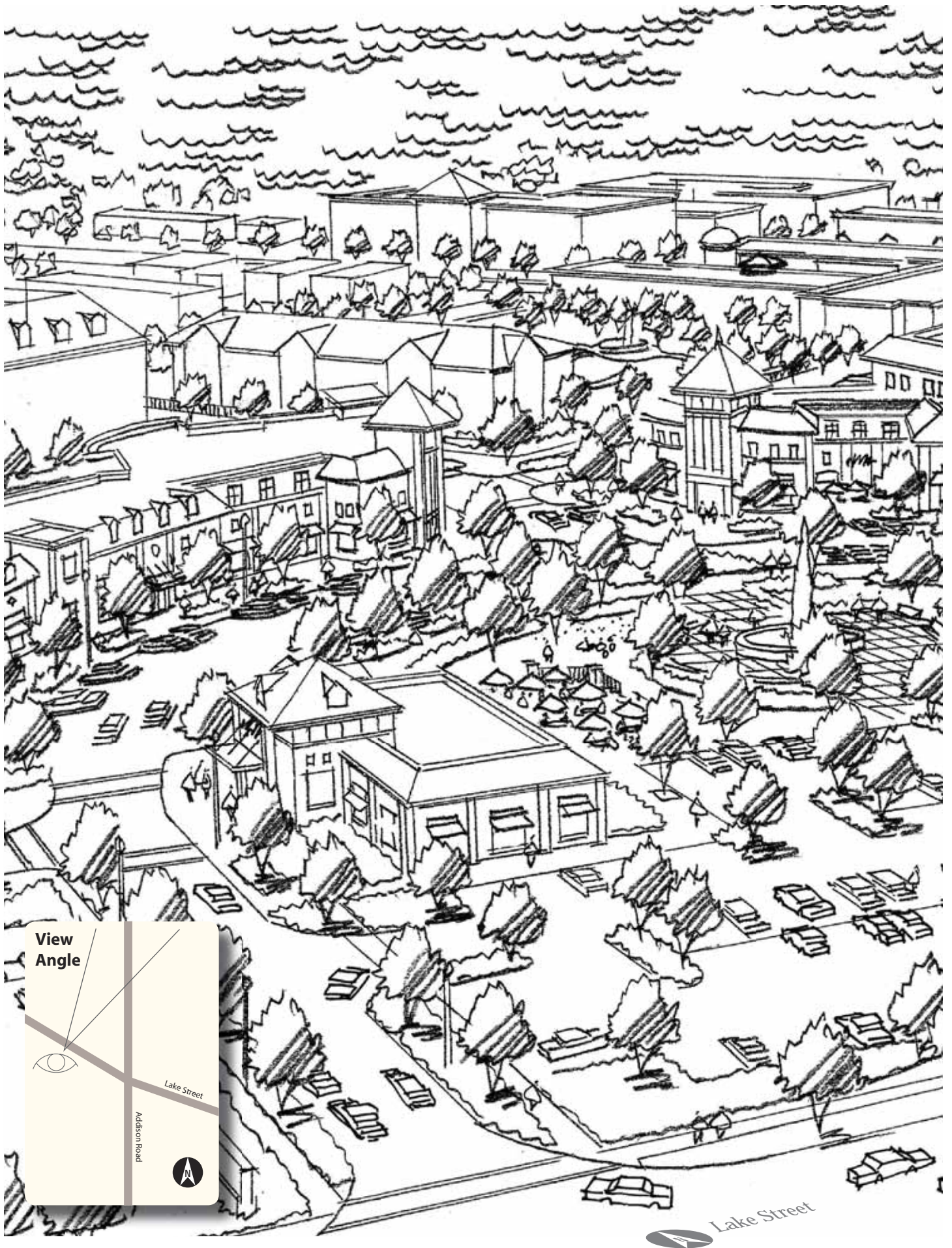
The focus of the Town Center is a new, more traditional downtown at the intersection of Addison Road and Oak Street. A mix of retail, office and residential uses fronting a reconfigured Addison Road, including on-street parking and streetscape amenities, will create an attractive, comfortable pedestrian environment that does not exist today.











Additional Retail/ Mixed-Use Development

There are numerous opportunities for retail and mixed-use development (and redevelopment) in addition to the Town Center core.

Although some reinvestment has occurred in the Green Meadows Shopping Center over the years, a more significant reconfiguration and architectural upgrade would increase its size, better accommodate contemporary retailer's needs, provide important pedestrian amenities and gathering spaces, and create improved parking and vehicular circulation. As part of this reconfiguration, a new stand-alone grocery store can be constructed which is a valuable town center asset, along with additional outlot developments along Addison Road with excellent visibility. This reconfiguration could be phased over time, in order to accommodate existing tenants during construction.

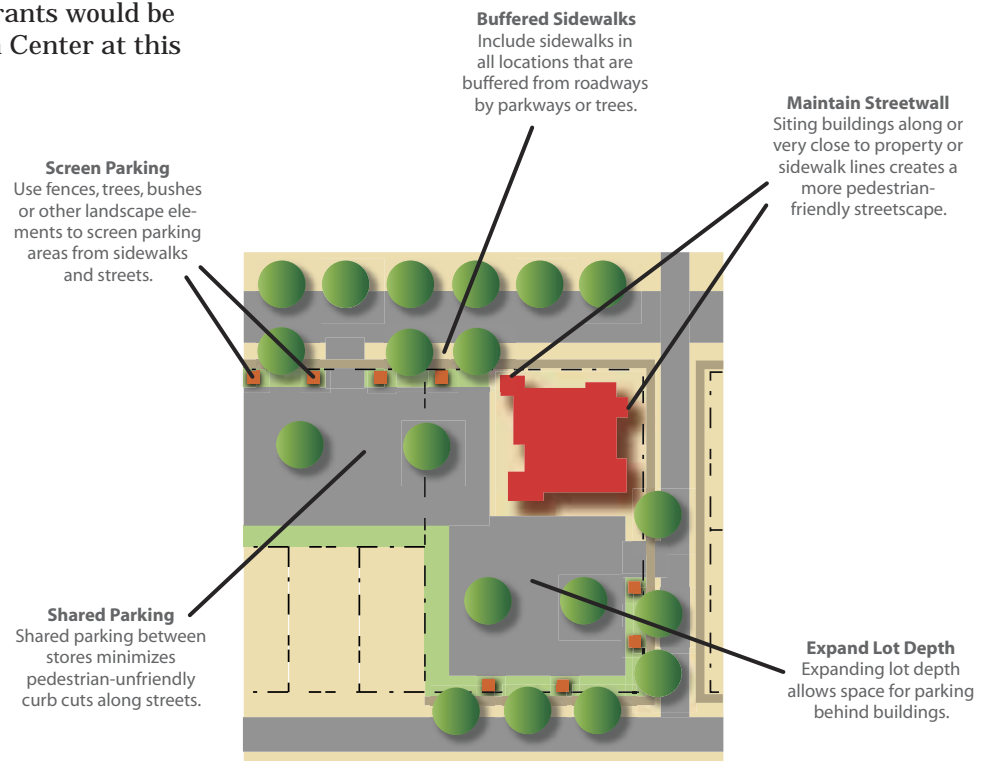
The intersection of Lake Street and Addison Road is highly visible with significant traffic counts (ADT's) which is very attractive to retailers. The current land uses surrounding the intersection do not take full advantage of this opportunity. New retail buildings containing signature restaurants would be a valuable asset to the Town Center at this intersection.

The property south of Lake Street, west of Addison Road is currently underutilized considering the proximity to the intersection of 2 major streets. There are opportunities for the area along Addison Road to develop as retail/ office that would benefit from great visibility and access.

On the east side of Addison Road, south of Lake Street, re-investment in existing properties is occurring today, although existing lot depths and adjacent residential properties limit the development potential. Continued improvement to properties for retail use is encouraged within the limits of the current property depths and respecting the residential properties to the east.

The area along Lake Street, east of Addison Road, contains a mix of large and small scale retail businesses and building types that have evolved over the years. This trend will likely continue, as properties are redeveloped to accommodate retail needs. On the south side of Lake Street, the opportunity exists to create deeper lots to accommodate larger commercial uses, by combining properties south to Natoma Avenue. Care should be taken to screen the commercial uses from the adjacent residential properties.

Creating a Pedestrian Friendly Retail Corridor (Lake Street East of Addison Road)



View northwest across Lake Street from a point just west of Village Hall.





View
Angle



Lake Street

Addison Road



Residential Development

Based on the Opportunity Analysis, significant opportunity exists for residential development. Townhouse and condominium development is not only in demand, but is a critical component of the Town Center concept.

Adjacent to the Town Center Retail Core, condominium buildings are proposed that would contain a mix of studio, one, and two bedroom units to accommodate a variety of users. Larger townhouse units would be arranged beyond the condominium units in a traditional street grid with attractive courtyard and streetscape environments. These units would take advantage of adjacent park views and open space.

Opportunity also exists north of the Green Meadows Shopping Center for Condominium and Townhouse development. It is expected

that over time, the adjacent rental properties will improve as a result of the Town Center improvements.

In the southwest quadrant, residential development is a natural fit. The amount of property available would accommodate a fairly large condominium building(s) as part of a mixed-use development. Also, townhouses along Church Street would be a good transition to the adjacent residential properties. In fact, the possibility exists for the residential properties along the west side of Church Street to redevelop as townhouses as well. Additionally, there is an opportunity for senior housing on the property currently owned by the Church.

The majority of the land area surrounding the Town Center is single family residential today. It is expected that over time, reinvestment in these properties will continue to occur to the benefit of the community.

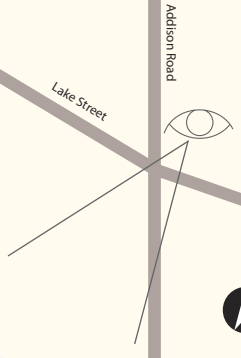


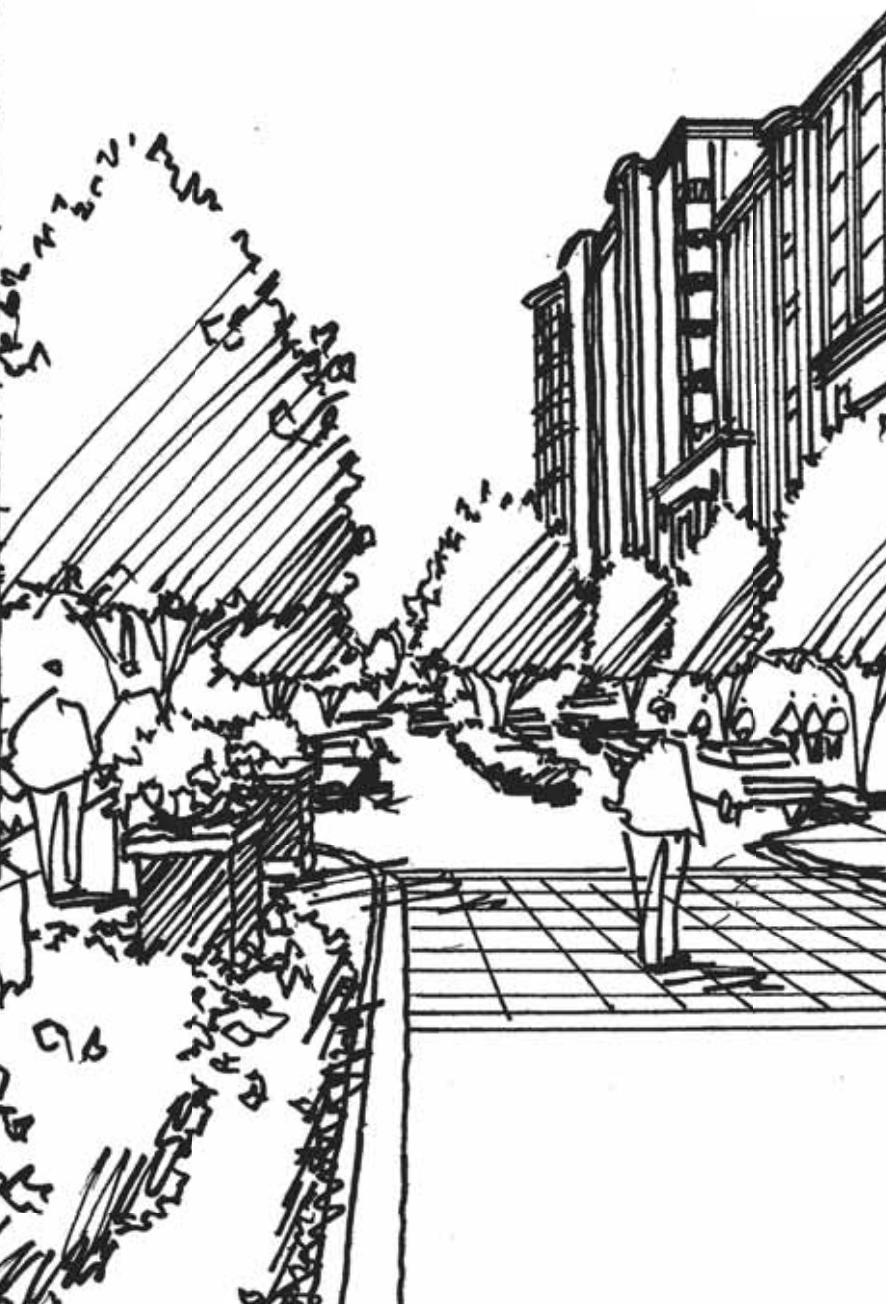
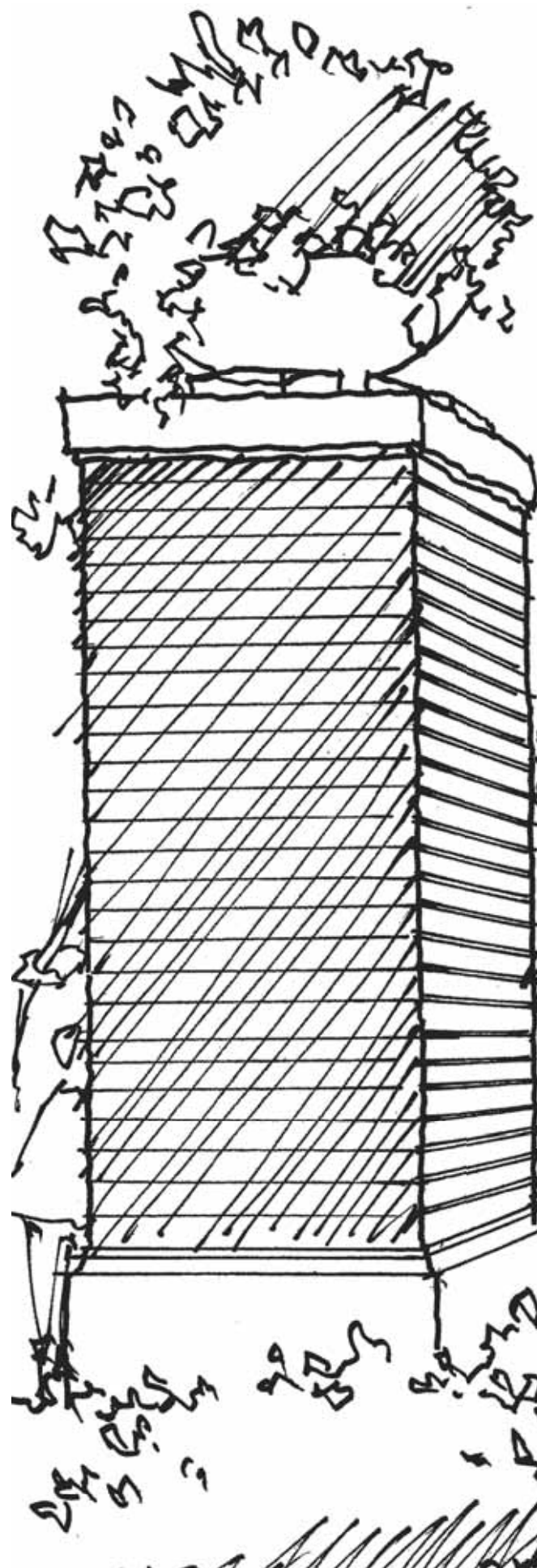






**View
Angle**





Municipal / Park District Uses

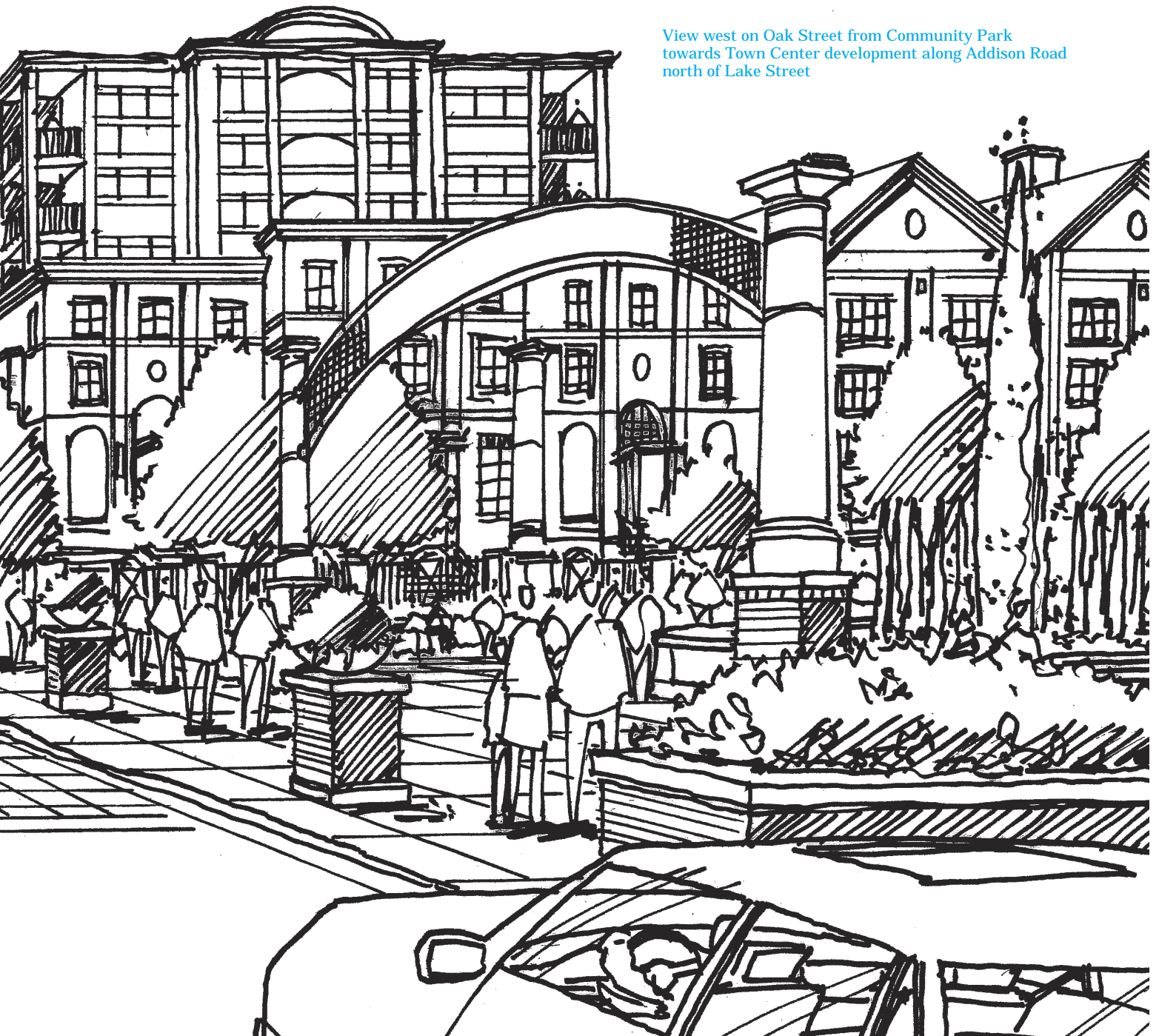
The Village recently made a significant investment in the Village Hall which is an important Town Center element. It is expected that the Village Hall campus and adjacent park will continue to be a community focal area.

The current library is in need of additional space and the current thinking is that either the existing building will be remodeled or a new facility will be constructed within the existing civic campus.

Proximity to the Community Park provides a unique opportunity to create a new feature-rich *Children's Park* that will appeal to prospective new Town Center residents, serve the needs of the existing community and become a distinctive neighborhood landmark that attracts Town Center visitors from around the region.

In addition, many pedestrian gathering spaces, or mini-parks, are identified throughout the town center area.

View west on Oak Street from Community Park towards Town Center development along Addison Road north of Lake Street



Public Infrastructure, Streets, and Parking

A major component of creating a compelling town center is development of attractive and accommodating public spaces including streets with on-street parking and traffic calming features, streetscape environments including trees, lighting and pedestrian amenities, and a logical and attractive wayfinding system.

Ensuring that convenient, accessible and attractive parking is provided is critical, especially during the early stages of development in the core retail area.

Residential development throughout the Town Center must provide on-site parking that meets the quantity, configuration and appearance standards established by the Village.

Businesses and shopping centers along Lake Street and Addison Road corridors must also provide on-site parking that meets Village standards.

In the core retail area, some of the commercial parking requirements can be met with on-street parking. However, because of the mix and configuration of desired land uses, additional shared surface (and eventually decked) parking will be required to ensure the area's successful development. Consequently, the Village needs to actively facilitate the design of the parking facilities and exercise long-term control over the operation of parking facilities in the Town Center core retail area.

Budgeting estimates for public improvements can be derived from the public improvement system costs included in Appendix A.

Storm Water Management

Storm water management requirements should be considered for the town center area as a whole, rather than on an individual property-by-property basis. A good portion of the existing area is impervious today, and should be considered as storm water management requirements are determined.

Due to the value of property in this area, underground storm water management, although more costly, is an appropriate solution. Above ground storm water retention ponds, where possible, should be developed as open space amenities. The potential of providing above ground storm water retention in the Community Park should be explored as well.

Sustainable Development

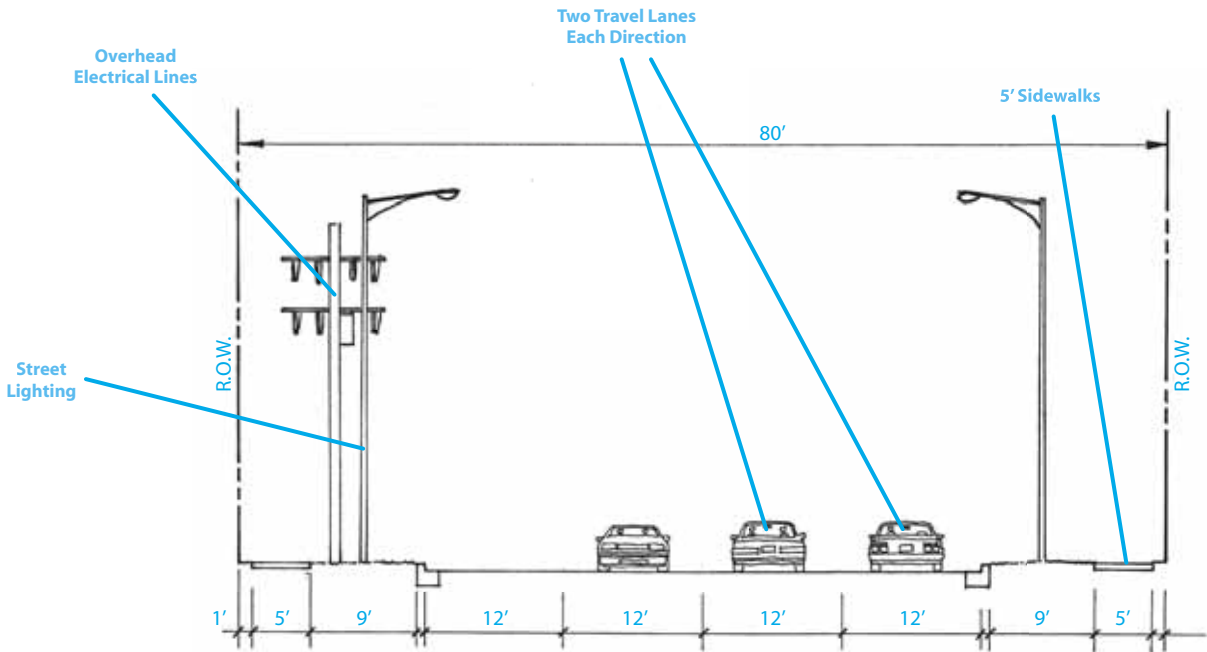
The environmental, economic and social benefits of sustainable design have been widely acknowledged by cities throughout the country. Creating municipal programs that facilitate the community-wide application of sustainable design principles is increasingly regarded as a best management practice worthy of adoption. The U.S. Green Building Council's website (www.enermodal.com/ten_steps.html) summarizes the issues addressed by sustainable development:

"A truly sustainable building must address all environmental impacts of building. The design should address site development, water consumption, energy use, material selection, waste management and indoor environment. Similarly, energy efficiency plans should address all energy and uses: heating, cooling, fans, lighting, water heating and process loads."

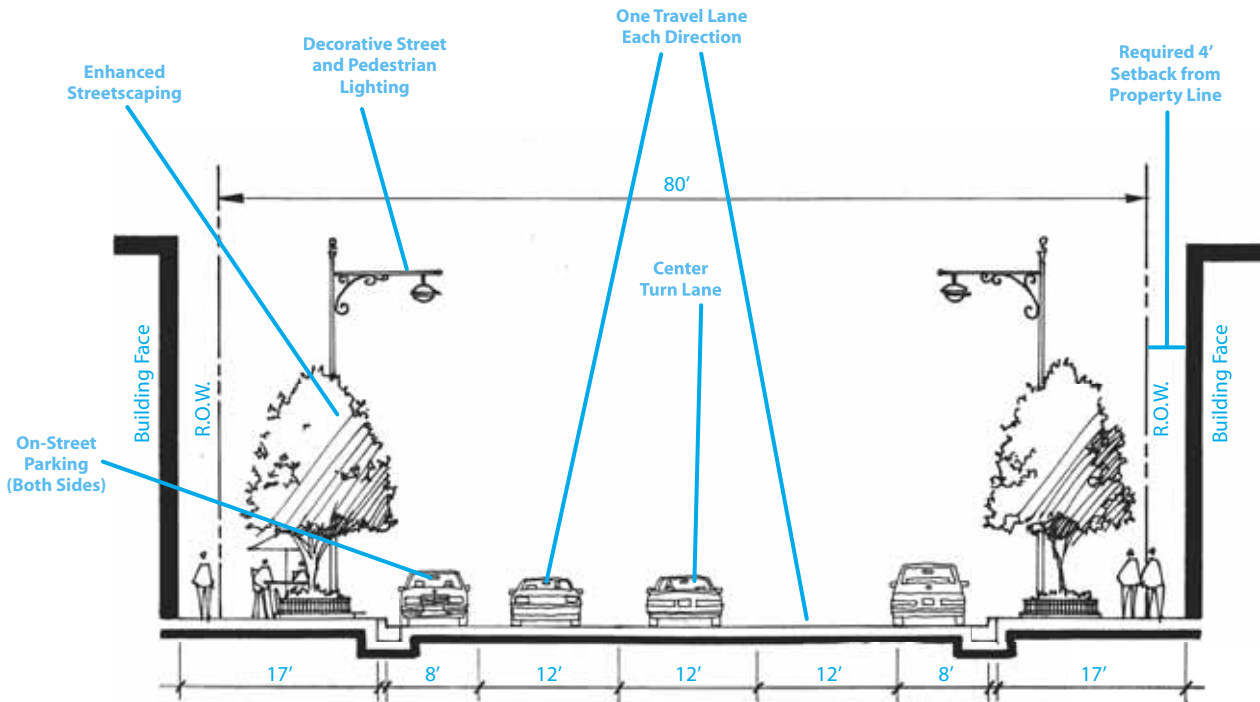
The Village should seize every opportunity they have to encourage Town Center development that strives to attain the LEED (Leadership in Energy and Environmental Design) standards established by the U.S Green Building Council and/or incorporates other conservation practices that protect natural resources.

Addison Town Center Streetscape Recommendations
(Addison Road North of Lake Street)

Existing
Conditions



Recommended
Approach



Short Term Opportunities

A number of short term redevelopment opportunities exist throughout the project area. Since the Village does not own the majority of the property in the subject area, the main factor contributing to the short term opportunities is the willingness of property owners to participate. For this reason, the following opportunities have been identified as short term opportunities. However, additional properties and developments may occur sooner rather than later as the master plan is completed and adopted.

Addison Township Property

Addison Township is interested in relocating and the former school building that they occupy is in need of extensive repair. The property happens to be located in the retail core area with frontage on Addison Road and the Community Park, so development on this site would become a catalyst and demonstration project for future development.

New Grocery Store

Currently, Jewel occupies a relatively small space (approximately 35,000 s.f.) in the Green Meadows Shopping Center. Jewel has an interest in staying in the Town Center area, although would like to build a new, larger facility (approximately 50,000 s.f.). A new Jewel store could be constructed on vacant property adjacent to the existing store, the existing store could remain open during construction, and once complete, the existing store could be demolished completing the transition.

Hardware Store/ Gas Station Relocation

In order to make way for new redevelopment to create the Town Center Retail Core, the existing Ace Hardware and gas station would need to be relocated. It is anticipated that both could remain in the Town Center. The gas station could be relocated close to the intersection of JFK Drive on property that would allow a larger convenience store and car wash. The hardware store could be relocated any number of places, but perhaps the most appropriate would be as a stand alone store just east of the existing Walgreen's. This would be contingent on conversations between property owners resulting in positive outcomes for all parties involved.

Mixed-use Development on Addison Road, North of Lake Street

Once the hardware store and gas station are relocated, a substantial amount of property will be available along the west side of Addison Road for redevelopment. Retail and mixed-use buildings fronting on Addison Road, combined with similar buildings across the street on the Township property would complete a significant portion of the Town Center retail core.

Children's Park

Create a new feature-rich Children's Park to provide the neighborhood with a family-friendly anchor and a destination that draws visitors from around the region.

Church Site

St. Paul's Lutheran Church owns a sizable piece of property behind the Church that could be developed as housing to fit with additional future development in the southwest quadrant. This may be an opportunity for senior housing in the Town Center.

Southwest Quadrant Residential Development

Condominiums have already been contemplated in the southwest quadrant, just north of Diversey Avenue. These condominiums can happen sooner rather than later with the understanding of how the development would relate to future additional development in the southwest quadrant.

Library Improvements

Based on the Library Board's intentions, a new library (or existing library improvements), are planned for the near future. These improvements will be a welcome contribution to the Town Center redevelopment.

Public Infrastructure

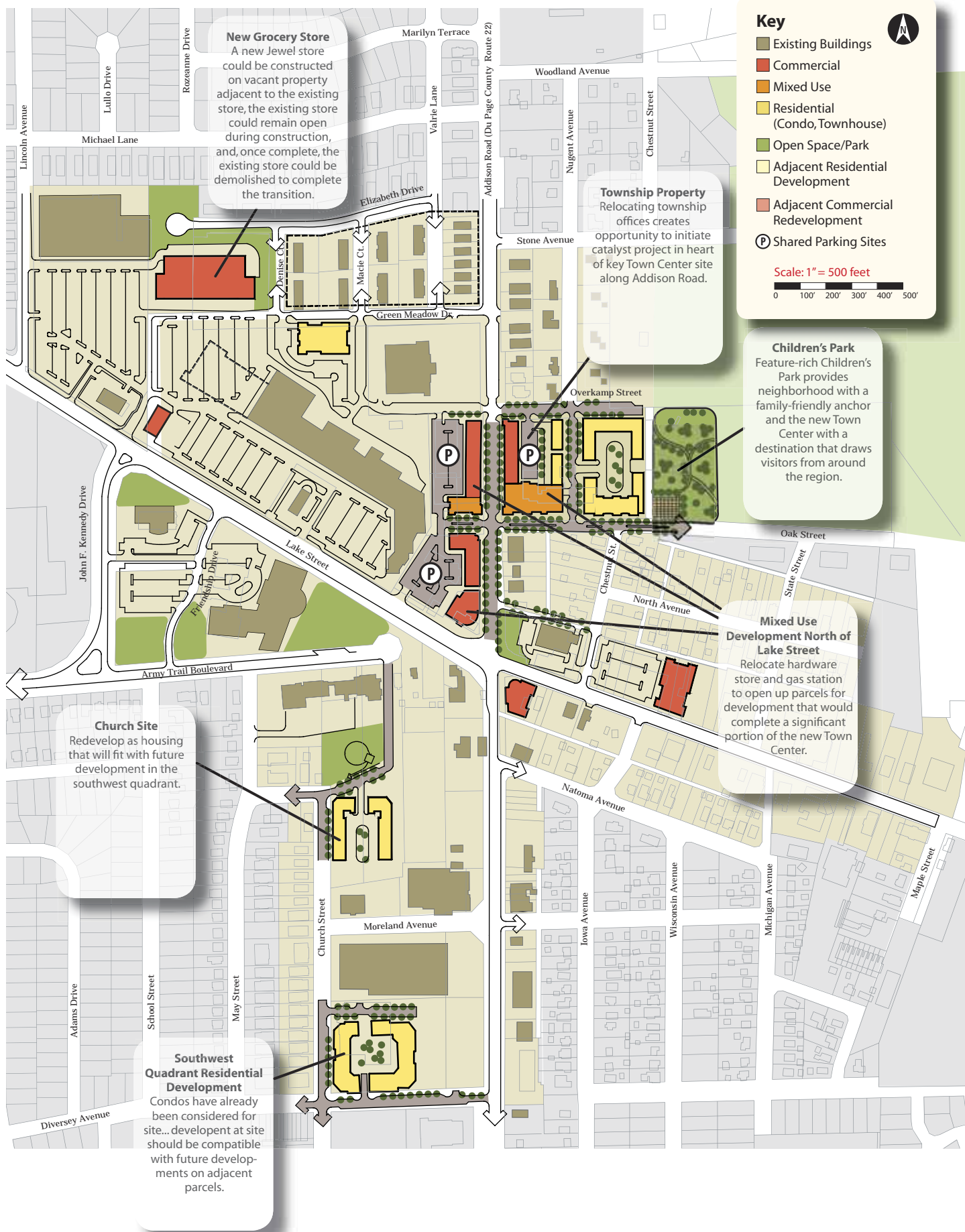
Public infrastructure improvements will be necessary as part of all of the short term improvements described above. Public utilities, storm water management, shared parking, street and streetscape improvements should all be coordinated among the various anticipated projects. Costs for public improvements are included in Appendix A on pages 57-58.

Potential Tax Increment

As part of a larger TIF, the targeted sites will generate a substantial amount of additional tax revenue for the Village that can be used to support the cost of constructing important public improvements and/or closing financial gaps that may exist in early or complex developments.

For example, if the Township site, the hardware store and the gas station north of Lake Street (collectively, about 8.3 acres) are developed along with the 5 acres of vacant property south of Lake Street, approximately 100,000 square feet of new commercial space and about 300 new residential units will be created. By themselves, these sites could produce over \$1.4 million per year in incremental property tax revenue to the TIF district or approximately \$39 million over the life of the district. That revenue stream is capable of supporting debt service for \$13 million in general obligation bonds for project related infrastructure and/or gap financing or for other Town Center related amenities. The actual amount will be dependent on the requirements of the school district. There will also be a corresponding, but moderate increase in sales taxes, as well.

This, of course, represents a very small, but particularly productive, area of the total master plan. Additional larger scaled development, reinvestment in existing businesses and property appreciation in Town Center will add significantly to municipal tax revenues.



Implementation Strategy

The Master Plan illustrates an exciting and ambitious vision that includes many opportunities for success within the first five years, including the initial pieces of a genuine Town Center that can become one of the most beloved places in Addison. However, despite the compelling opportunity, it is easy to become overwhelmed by the degree of change, the scale of the project area and the complexity of the tasks at hand.

We believe that the Addison Town Center vision can become a reality because of the following critical success factors:

Need

Creating a Town Center is a compelling need and has already begun to galvanize the community's spirit and leadership.

Opportunity

Sufficient, accessible and underutilized land in an attractive marketplace is hard to beat.

Strategy

The Long Range Concept Plan, Short Term Opportunities and Implementation Plans are exciting, integrated and manageable.

Resources

A committed, public/private sector team, stable Village finances, TIF funding and other potential financial tools will all be required.

Commitment

Community leaders are committed to making the vision a reality.

Process

What is the Village's role in development and management of the Town Center?

Unlike many other suburban communities, Addison doesn't have a traditional downtown. Consequently, its leaders are not accustomed to owning and operating traditional downtown infrastructure such as streets, streetscapes, plazas and parking lots or participating in merchant organization and promotion activities.

Municipal design, control and operation of the Town Center infrastructure are critical to the success of the Master Plan.

Without public control of the infrastructure, there is no guarantee that it will be maintained and improved, from time to time, for the benefit of the community. However, this does not mean the Village has the sole responsibility for the financing and construction of the entire Town Center infrastructure contemplated in the Master Plan. In fact, in many circumstances, it may be appropriate to have property owners and developers design and construct public improvements in accordance with detailed design and financing guidelines that have been adopted by the Village or in accordance with detailed development agreements. Regardless of the method of construction, the Village must retain control over the design and operation of the streets, utilities, streetscapes, plazas and parking lots that are shared by the property owners, merchants and visitors.

Because the Village will be an investor in the Town Center, it must also have a voice in its marketing, management, business recruitment and event planning.

In the early days of redevelopment, the Village will be the primary partner responsible for attracting attention to the Town Center. But, over time, as the area develops and the merchant organization and its financing becomes more sophisticated, the Village role may diminish.

Implementation Action Plan

The Implementation Action Plan recommends a systematic series of actions that will advance the Short Term Opportunities and the 2020 Vision. These actions include:

Public policy

- 1) Adopt the Master Plan as public policy October 2005.
- 2) Confirm municipal role in the implementation process (planning/design/engineering, facilitation of public and private sector development, infrastructure construction/ownership/management, property assembly and clean-up, developer recruitment/assistance, business and event promotion).
- 3) Confirm State and County roles in redevelopment of Addison Road in the Town Center Retail Core.
- 4) Confirm structure and role of Task Force in master plan implementation.
- 5) Confirm and prioritize development and capital (public improvement) projects.
- 6) Explore alternative strategies for developer participation in designing, financing and constructing public improvements.
- 7) Confirm entitlement and development procedures for priority opportunities in order to promote confidence about Village commitment and timing.
- 8) Refine the master plan guidelines and adopt additional design standards for both public and private sector development, as necessary, to promote quality development consistent with the master plan.

Organization

- 1) Maintain the existing Village Center Steering Committee as the Master Plan Implementation Team.
- 2) Consider adding Task Force members with experience in public relations, finance, recreation and other skills not currently represented.
- 3) Consider adding Library, School District and Park District representatives to the Task Force.
- 4) Retain Task Force to assist consultants, property owners, developers and Village leaders throughout the implementation process.
- 5) Consider establishing a separate or subsidiary merchant/property owner committee, with Village participation, to represent and promote Town Center operational interests as the plan advances (see management and promotion).
- 6) Create and update prioritized annual Task Force work plans.
- 7) Determine staffing and/or consulting services required for master plan implementation.

Finance

- 1) Create a five-year capital improvement plan that includes the cost for priority public improvements and projects.
- 2) Complete the TIF eligibility analysis and related modeling of increment vs. bonding capacity.
- 3) Meet with school district representatives to promote the master plan and identify TIF strategy.
- 4) Develop criteria for developer assistance (gap financing).
- 5) Identify grants that may be available, such as ITEP, brownfield, etc. for specialized applications.
- 6) Consider an SSA (Special Service Area) for assistance in funding maintenance, management and/or marketing of Town Center.
- 7) Identify lenders and/or grant programs for façade and property improvement programs for existing businesses.
- 8) Develop a five-year macro financing plan that balances sources and uses of funds.

Public Improvements

- 1) Carefully coordinate the final expansion plans for the library to set aside appropriate land and financial resources.
- 2) Identify the type, character and cost of, and construct or facilitate the construction of public infrastructure and amenities that will serve as a catalyst for, or support private sector investment, business marketing and recruitment. Focus on those that will create the high quality public spaces identified in the master plan, particularly in the Retail Core and other priority opportunity sites.
 - Streets and streetscape network.
 - On and off street public parking in sufficient quantities to support early and mature stages of development.
 - Sewer and water service.
 - Storm water management facilities.
 - Public plazas and other public open space.
 - Wayfinding and sign graphics.
- 3) Coordinate with the Park District to create a feature-rich Children's Park where Community Park meets the retail core at Oak Street east of Addison Road.

New Development

1) Identify existing property owner and tenant interests for Town Center Retail Core and other priority opportunity sites identified in the master plan.

2) Facilitate the assembly and development of Town Center retail core properties at Oak Street and Addison Road, with emphasis on:

- High profile restaurant.
- Ground floor retail.
- Residential above retail.
- Residential adjacent to park.
- Relocate gas station and hardware store nearby.

3) Facilitate assembly and development of vacant sites in the southwest quadrant of Lake Street and Addison Road, with emphasis on residential.

Re-use and Redevelopment

1) Identify existing property owner and tenant interest for non-core properties.

2) Facilitate remodeling of existing properties to meet contemporary tenant requirements.

3) Actively recruit carefully targeted businesses to fill vacant spaces.

Management and Promotion

1) Create a management strategy for on- and off-street public parking that includes evaluations of supply/demand, user satisfaction, operations and maintenance.

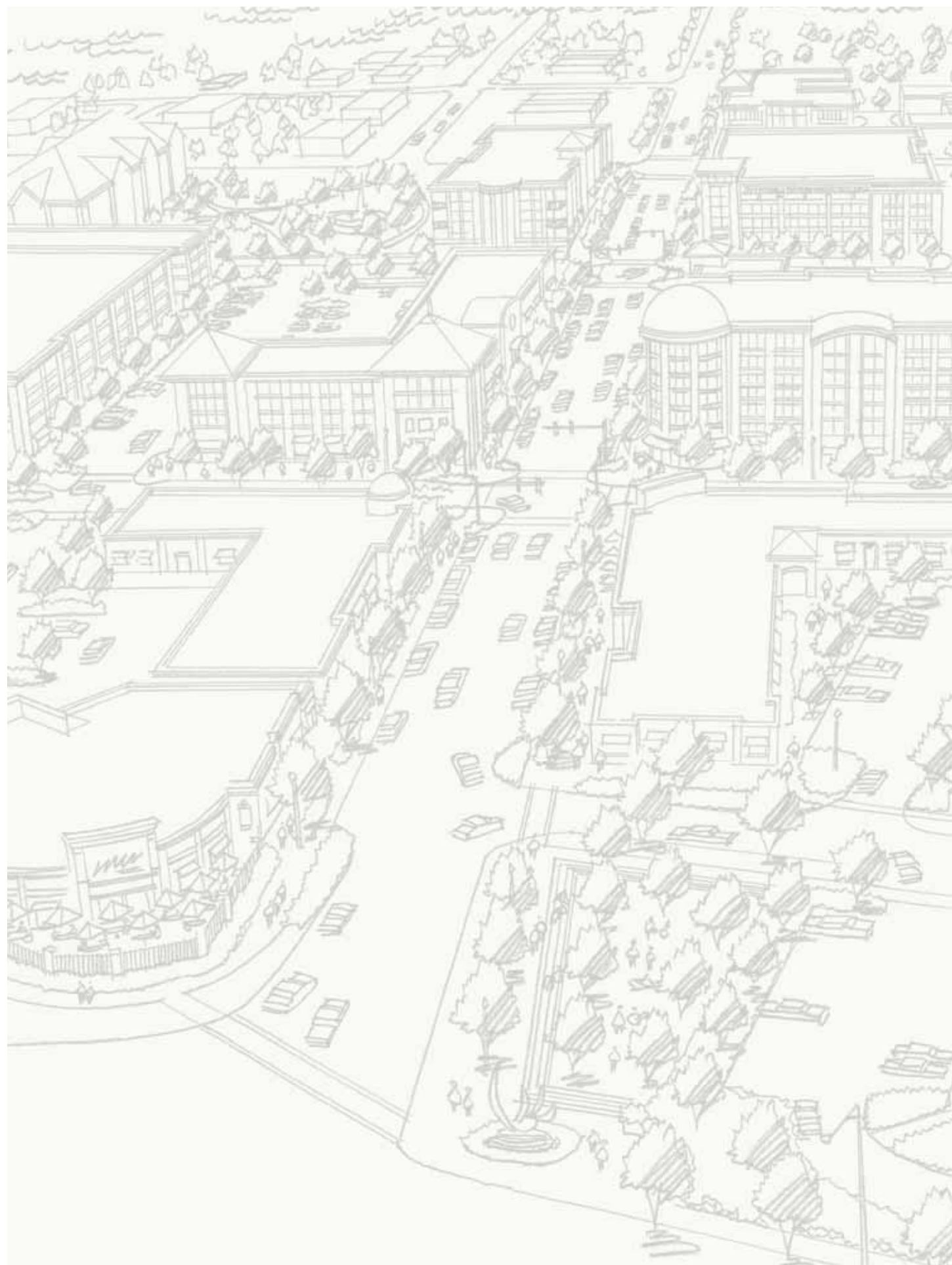
2) Create a maintenance strategy for public streets, parkways and plazas that includes routine operations, seasonal enhancements and special events.

3) Create an integrated marketing strategy that clearly identifies and consistently promotes the Town Center brand.

4) Identify and manage special events, such as sales, fairs, exhibits, concerts, etc., that attract visitors to the Town Center and particularly the core retail area.

5) Actively and appropriately communicate the master plan and related strategies to public officials, property and business owners, real estate developers and brokers and the general public.

6) Annually evaluate and update the work plan and report back to appropriate constituents.



Development Guidelines

Private Improvements

Applicable Development Regulations

- Conform to the Village of Addison Zoning Ordinance, Subdivision Control Ordinance and Standard Specifications for Design and Construction except as described in these guidelines.
- The developer is responsible for all applicable entitlements and permits.
- Development which does not conform to existing zoning will be processed as a planned development.

Land Use and Density

- Retail (variety of uses in corridor, town center, community and neighborhood center formats).
- Mixed-use retail/ office.
- Mixed-use retail/ office/ condominium.
- Condominium (studio, one and two bedroom units, 800 s.f. minimum).
- Rowhouse (Two stories plus lower level).
- Platting waivers, including but not limited to lot areas, widths and required yards, may be granted to create zero lot line units, unit lots, or other needs to facilitate sales.

Height, Bulk, Setback and Orientation

- Orient building facades and entries towards streets.
- Recommended setbacks:
 - > Rowhouses: 15'
 - > Condominiums: 25'
- Mixed Use retail (on public ROW): variable to achieve proper pedestrian walking areas.
- Considering the proximity of public open space to this development the yard requirements may be relaxed in favor of the development depending on design specifics.
- Corner retail buildings should take advantage of their location by angling or articulating their entry architecturally to serve as gateways and create distinction for the town center.



Rowhome.



Condominium.



Mixed use (retail / commercial / residential).



Five-story midrise.



Community retail center.



Orient building facades towards streets.



High density mixed use.



Low density retail.



Recommended row house setbacks are 15 feet.



Maintain continuous building street frontage.



Corner buildings should articulate their entries architecturally to serve as distinctive Town Center gateways.



Large buildings housing small businesses should have architecturally sub-divided facades.



Provide convenient pedestrian access.



Pedestrian access markings at vehicular crossing.

- Large buildings housing small businesses should have architecturally sub-divided facades for pedestrian scale.
- Maintain a continuous building street frontage, providing breaks only for pedestrian access or plazas.

Motorist and Pedestrian Access

- Maintain existing street pattern, whenever possible.
- Consolidate entry points and driveways to serve multiple developments while minimizing traffic congestion and conflicts.
- Provide convenient pedestrian access from public sidewalks to primary building entries.
- Pedestrian access markings and groundplane materials to take precedence at vehicular crossings.

Buildings

- Size and massing: A variety of sizes and massing is encouraged within the overall development.
- Building Height Range: Two-eight stories
- Facade proportions: The building facade should exhibit a base, middle and top.
- Character:
 - > Subdivide large facades vertically with windows, columns and other architectural features.
 - > Ornamentation should be limited and, where used, integral to the overall design concept. Applied decorative elements are discouraged.
- Materials and systems:
 - > Front facades should utilize brick and/or stone as their primary material.
 - > Accent features including columns, balusters, railings, cornices, bays and dormers are encouraged and may be painted or stained wood.
 - > Foundations are to be cast in place concrete.
 - > Exterior wall construction is encouraged to be masonry, architectural precast, natural stone, cast stone, glass or a combination of these materials.

- > Exterior wall construction is encouraged to be masonry, architectural precast, natural stone, cast stone, glass or a combination of these materials.
- > Building structures are to be cast in place concrete, precast concrete, steel framed, light gauge steel frame, masonry bearing wall construction, or stick built for lower density/lower story townhome units.
- > Front door stoops, porches, bay windows and balconies shall be allowed to encroach within the front and side yards.
- > Roofs may be either flat or pitched; pitched roofs are encouraged to be 4/12 or greater.
- > Windows may be either operable units within masonry openings or curtain-wall type systems of a scale appropriate for residential design. Window construction shall be either painted/coated aluminum or wood construction.
- > Mechanical systems and equipment shall either be fully enclosed within buildings, or fully screened within rooftop enclosures. Thru-wall or window air conditioning units are not acceptable.
- > Buildings are to be protected by fire suppression systems.
- > Durable, low maintenance materials that will maintain value over time must be utilized.
- > Extensive use of the same materials utilizing changes in texture, shape or color is preferred to a larger palette of different materials.
- > Developers should be encouraged to design buildings to achieve LEED certification. However, actual certification is the developer's option.



Building façade proportions and character have special properties.



Ornamentation should be limited and, where used, integral to the overall design concept.



Front façades should utilize brick and/or stone as their primary material.



Accent features such as columns, bays and dormers are encouraged.



Masonry, architectural precast, natural stone, glass or a combination of these materials is recommended.



Roofs may be pitched or flat.





Extensive use of the same material utilizing changes in texture, shape or color is preferred to a larger palette of different materials.



Rowhouse parking is to be accessed from the rear of buildings.



For stand alone retail properties, locate parking on side or rear of buildings, allowing buildings to define street edge.



All parking is to be barrier free.



Public / private partnerships utilizing a multi-story parking facility is acceptable to offset on site residential and surrounding retail/commercial requirements.

Parking

- Number of spaces:
 - > Rowhouse: Two attached spaces per unit minimum.
 - > Condominiums: Two spaces per unit, structured above or below grade (easily accessible to units).
 - > Retail/Office: Shared off-street parking requirements will be integrated into the Village public parking facilities as negotiated with the Village of Addison. Adjacent on-street parking will also count towards Retail/Office requirements.
 - > Public/private partnerships utilizing a multi-story parking facility is acceptable to offset on site residential and surrounding retail/office requirements.
- Rowhouse parking to be accessed from rear.
- All parking to be barrier free.
- Parking areas to be well lit for pedestrian safety.
- Building style of parking decks to be complementary to adjacent buildings.
- For stand alone retail properties, locate parking on side or rear of buildings allowing building to define street edge.
- 20 year lifespan hard surface materials and systems should be used.
 - Up to 15% of spaces may be reduced-size for smaller cars.

Open Space and Landscape

- Scale, Location and Organization
 - > Provide substantial usable community open space within close proximity of the redevelopment site.
 - > Provide a distinctive feature to serve as focal point of the community space.
 - > Provide open space for formal and informal gatherings.
 - > Sidewalks should provide comfortable, continuous access throughout the development (6' minimum).
 - > Outdoor living space shall be provided in the form of open space at grade, structured plazas, terraces or balconies.
 - > Provide front yard areas adjacent to R.O.W. This area should distinguish the units from public areas with landscape and hardscape materials.
- Accessibility
 - > Open space should provide for barrier free access.
- Landscaping
 - > Utilize consistent landscape and hardscape materials throughout the development and coordinate with adjacent streetscape materials.
 - > Provide foundation and accent plantings within front yard and open space areas.
 - > Screen private property or undesirable locations from pedestrian areas with landscape and hardscape materials
- Lighting
 - > Provide well lit, safe areas to accommodate pedestrian ingress/egress.
 - > Minimize glare or spill over to adjacent properties. No wall mounted flood lights may be used on building facades.
 - > Accent lighting architectural features is acceptable.
- Other Amenities
 - > Balconies (included in usable open space ratio).



Provide substantial usable community open space.



Sidewalks should provide comfortable, continuous access through the development.



Provide foundation and accent plantings within front yard and open space areas.



Screen private property or undesirable locations from pedestrian areas with landscape and hardscape materials.



Extensive use of the same material utilizing changes in texture, shape or color is preferred to a larger palette of different materials.



Balconies are a desirable amenity that is encouraged in new development.



Provide well lit, safe areas to accommodate pedestrian activities.



Reduce service and loading hours to non-peak times of day.



When necessary, loading berths may be permitted on-street.



Screen service areas and dumpsters from view.

Loading and Service

- Reduce service and loading hours to non-peak times of day.
- Screen service areas and dumpsters from view with high quality landscaping, hardscape and/or masonry and decorative fencing complimentary to adjacent properties.
- When necessary, loading berths may be permitted on-street.

Phased Construction

- Acknowledging the likelihood that the project will be developed in phases, it is important that the design of each phase stand alone architecturally.
- At the completion of all phases the result should be a unified image.
- Phasing should be designed to create a minimum marketing mass and have adequate infrastructure to be self-supporting.
- Construction of subsequent phases must not impact the quality of life in earlier phases.

Public Improvements

Applicable Development Regulations

All public improvements whether constructed as part of a private development, or constructed as part of a public improvement project should conform to the applicable sections of the Village Zoning Ordinance, Subdivision Control Ordinance and Standard Specifications for Design and Construction. The Village will take into consideration variances as needed to allow construction as described in these guidelines.

Community Open Spaces

Open spaces located throughout the Town Center area shall be designed to serve as gathering and event spaces for Downtown and Village wide events. The following items should be considered when designing community open spaces.

- Design the space with the community's involvement and input.
- Create a traditional Village gathering spaces integrally connected with the Town Center businesses, streetscape environment and complementary of its styles.
- Create visual links with the proposed adjacent residential developments.
- Consider space for event staging.
- Consider open space for informal gatherings and concerts.
- Locate distinctive features to serve as terminus/focal points for the Town Center area.
- Utilize high quality landscape and hardscape materials consistent with those used in the Core Retail and other streetscape areas.

Wayfinding and Signage

- Provide distinct, well crafted wayfinding signage for all public parking areas.
- Provide identity signage for the Town Center at major intersections such as Lake Street and Addison Road, and directional signage at Village limits.
- Business signage should be sufficient to identify the business name without dominating the architecture.



Locate open spaces throughout the Town Center for gatherings and events.



Integrate open spaces with Town Center businesses.



Consider space for event staging.



Locate distinctive features to serve as terminus / focal points.



Provide distinct, well-crafted wayfinding signage for all public parking areas. Provide Town Center identity signage at major intersections.



Utilize high quality hardscape materials consistent with those used in the core retail area.



Business signage should not dominate the building's architecture.



Parking should be located at rear or sides of buildings.



Screen parking from view with high quality landscaping.



Break large expanses of parking with planted islands.



Create publicly owned and maintained parking areas with central access to the Town Center retail core.



On-street parking allows quick convenient access to businesses.



Streets in front of residential should be designed to allow parallel parking.



Where appropriate, side streets should be designed to allow for angled parking.



An attractive and unified signage system should be used to clearly identify parking facilities.

Parking: Off-Street

Public off-street parking in the Town Center is essential to allow dense development to occur. Off-street parking must accommodate both public and private parking requirements for the core retail area businesses.

- Create parking areas located with centralized access to core retail area businesses and access to other businesses.
- Parking areas shall be located in the rear or side of buildings in safe, efficient areas that do not disrupt the scale and character of surrounding buildings.
- Screen all parking areas from view with high-quality landscaping and/or column and ornamental fence.
- Break up large expanses of parking surface with planted islands every 10 spaces or where rows of parking abut drive lanes.
- Provide well lit, safe areas that allow for comfortable pedestrian ingress/egress.

Parking: On-Street

Shared on-street parking allows customers quick, convenient access to the businesses. On-street parking should be maximized to provide as much convenient parking as possible.

- On-street parallel parking stalls should be 8' wide x 22' long.
- Where appropriate, side streets should be designed to allow for angled parking.
- Streets in front of residential developments should be designed to allow for parallel parking.

Streets

Streetscapes are the backbone of a town center area, providing access and convenient parking for vehicles and establishing direct links for pedestrians. Streetscape elements provide a high level of comfort for pedestrians and shoppers, buffering them from traffic and unsightly views while providing places to sit and lighting for safety. The following guidelines are recommended on all public streets (except as prohibited by

- Width of roadways should be minimized to slow traffic and reduce the lengths of pedestrian crosswalks. Through lanes should have a maximum 11' width.
- Major intersections should be designed with wide, well marked pedestrian crosswalks.
- Sidewalks should provide for comfortable, continuous access throughout the Town Center.
- In the retail core area, sidewalks should allow pedestrian movement from the back of curb to the building face with an 8' minimum through route along buildings.
- In residential areas sidewalks should be a minimum of 5' wide (6' preferred) with a 5'-6' minimum parkway.
- All streets shall provide for barrier free access as outlined by the Illinois Accessibility Code.
- Create gateways either in conjunction with private developments or as a part of a coordinated public improvements program as key entrances to the Town Center.
- Each streetscape should provide a uniform appearance based on the area in which it is located.
- Seating areas should be provided.
- Pedestrian scale ornamental lighting should be used to replace taller, vehicular lighting while still maintaining safe roadway lighting levels.
- In certain accent areas, a small scale, non-slip paving unit should be used, such as brick, granite, concrete paver or stamped concrete.

The Village should develop streetscape standards to be applied in the various parts of the Town Center. As the first phase streetscape is being designed, allow that process to set standards for finishes, materials, signage and plants so that decisions are based on real world situations instead of as a 'package' which then needs to be applied to various parcels without regard for site conditions.



Major intersections should have wide, well-marked pedestrian crosswalks.



Sidewalks should provide comfortable, continuous access throughout the Town Center.



Pedestrian scaled ornamental lighting should be used.



Small scale, non-slip paving should be used in accent areas.



Residential sidewalks should be minimum 5' with 6' preferred.



Retail core area sidewalks should allow pedestrian movement from the back of the curb to the building face with an 8' minimum throughout route along buildings.



Seating areas should be provided.





Utilize, where applicable, bioswales and filtration systems in larger parking areas.



Utilize green roof technologies if feasible to reduce the amount of water running off roofs.



Underground storm water management system.

Storm Water Management

Effective Storm Water Management (SWM) limits the potential for flooding and water related losses. Contemporary techniques have made dense urban development a possibility while controlling storm water related problems. In the recent past, the storm water management system for the Town Center area has been greatly improved. As the Village addresses storm water management, existing impervious areas and systems should be taken into consideration. Also, publicly funded SWM can be viewed as a positive incentive for development. A publicly funded and maintained SWM area can compensate for the incremental new development as the Master Plan is implemented. The following guidelines are recommended as redevelopment occurs and the storm water management system is designed.

- Seek alternative methods for storm water entrapment and release, such as underground detention to allow for dense, compact buildings to be constructed without the need for open retention/detention ponds.
- Utilize, where applicable, bioswales and filtration systems in larger parking areas, allowing the water to be treated and temporarily stored on site in smaller detention basins.
- Where possible, use storm water as a feature in the development, recycling and cleaning water for use in fountains and other focal points.
- Utilize green roof technologies if feasible to reduce the amount of water running off roofs.
- Establish urban storm water management requirements, which allow for the type of dense development anticipated.
- Provide storm water management for the Town Center as a whole, rather than individual parcel mitigating their own.
- Utilize storm water management as an incentive for development.
- Landscape the site with high quality landscape materials consistent with the Town Center to provide clear views into and out of the area, minimizing potential safety problems.
- Implement alternative storage methods as required.

Appendix A: Public Improvement Costs

Public Improvement Systems Costs

The following are approximate budget costs for typical public improvements related to redevelopment. Costs will vary depending on the specific situation and should be modified accordingly.

New Public Street

Typically includes:

- approximately 36' width back-of-curb to back-of-curb
- asphalt paving
- concrete curb and gutter
- storm sewer
- sanitary sewer
- water
- street lighting

Approximate cost: \$500 per linear foot

*Does not include major utility infrastructure reconstruction

Public Street Upgrades, Improvements

Typically includes:

- basic reconfigurations necessary for new development
- curb repairs, resurfacing
- minor utility upgrades

Approximate cost: \$300 per linear foot

Basic Streetscape Enhancements

Typically includes:

- concrete sidewalk
- basic lighting
- standard street furniture
- trees in tree grates
- utility adjustments
- regulatory signage

Approximate cost: \$15 per square foot

Mid-level Streetscape Enhancements

Typically includes:

- limited specialty paving (brick pavers, textured, colored concrete)
- stylized lighting
- upgraded street furniture
- larger trees

Approximate Cost: \$25 per square foot

High Impact Streetscape Enhancements

Typically includes:

- specialty paving (brick pavers, textured, colored concrete)
- stylized lighting
- upgraded street furniture
- larger trees
- information kiosks
- informational / directional signage

Approximate cost: \$35 per square foot

Surface Parking

Typically includes:

- asphalt paving
- concrete curb and gutter
- storm drainage
- basic lighting

Approximate cost: \$6,500 per space

Parking Deck

Typically includes:

- basic parking structure costs
- limited architectural enhancements
- approximately 350 s.f. per car
- assumes approximately 300 – 500 spaces, 3 – 4 levels

Approximate cost: \$20,000 per space
(does not include purchase of land, design and engineering)

Potential upgrades:

- more attractive façade (brick, stone, interesting design)
- increased s.f. per car
- additional amenities

Costs of upgrades can increase price upwards of \$10,000 per space

Appendix A: Public Improvement Costs, *continued*

Storm Water Management Area (Surface Detention)

Typically includes:

- excavation
- clay liner
- topsoil
- seed, erosion control blanket
- storm outfall

Approximate cost: \$100,000 per surface acre

Storm Water Management Area (Sub-Surface Modular Detention)

Typically includes:

- pre-cast concrete modular detention
- concrete pad
- excavation
- installation
- backfill

Approximate cost: \$250,000 per acre foot of storage

Utility Burial, Relocation

Utility burial and relocation costs will vary considerably depending on the specific work required. Coordination between utility providers, village representatives and others involved in development should take place in order to determine appropriate budgetary figures.

Park and Open Space Improvements

Park and open space improvement costs will vary considerably depending on the specific work required. Coordination between the park district, village representatives and others involved in development should take place in order to determine appropriate budgetary figures.

Note: Prices shown do not include cost of land purchase, design and engineering

Appendix B: Visioning Workshop Summary

MEMORANDUM

Date: February 8, 2005
RE: Village of Addison – Town Center
Redevelopment
Project #: 03-0664-001-01-03

Public Visioning Workshop Summary

Attendees were asked to consider the question, “What will the Study Area look like in 2015?” Attendees were then asked to gather in small groups to discuss the possibilities. The ideas were discussed and categorized the ideas as a group. The following is a summary of the responses. All attendees were then asked to vote for their most important issues. The results are as follows:

Category:

Building Types

Votes for this Category: 29

Participant Comments:

Variety of scale
3-5 story condo/ retail
Friendly, small stores
Cohesive architectural style
Smaller buildings at Lake Street, taller in rear
Brick, stone, mid-rise, mixed use, condos, retail
Low rise, 2-3 story
Blend of uses with different scale of buildings

Category:

Uses

Votes for this Category: 24

Participant Comments:

Shop, eat, entertainment, parking
Commercial, residential mix
Multi-use
Tie both sides together
Senior housing with a mix of buildings
Small storefronts with parks
500 to 600 living units that would support the center

Category:

Transportation

Votes for this Category: 19

Participant Comments:

Ramp to 290/ 355
Park and walk, limit drive through so it is safe to walk
Convenient pedestrian access
Pedestrian bridge = connectivity
Pedestrian friendly
Pace bus connection to neighboring train stations

Category:

Open Space

Votes for this Category: 12

Participant Comments:

Town Square plaza
People places
Gathering places
Pedestrian central place
More intimate space, friendly, warm
Passive sitting areas

Category:

Aesthetics

Votes for this Category: 8

Participant Comments:

Landscaping/ rest areas
Continuity
Safe environment, small, friendly
How much money, taxes?

Category:

Identity

Votes for this Category: 7

Participant Comments:

Unique, cultural center
A unique center to bring other communities to Addison
Family oriented
Sense of place

Category:

Constraints

Votes for this Category: 5

Participant Comments:

Truck traffic
Traffic, congestion
Flooding

Appendix C: Addison Town Center Visual Preference Survey

MEMORANDUM

Date: February 4, 2005
RE: Addison Town Center Visual Preference Survey Results
Project No.: 03-0664-001-01-03

The following information has been summarized from the Visual Preference Survey conducted at the Visioning Workshop on Wednesday February 2, 2005. Complete results of the survey are available upon request.

The following general comments were received:

- The area would be full of people, all types, enjoying the atmosphere at all times of year. Entertainment and recreational activities would abound, supplemented by a variety of boutiques, retail and eating/drinking choices.
- You can walk freely from convenient parking to the retail/dining/entertainment uses along Lake St., in Green Meadows, and all around.
- Hundreds of new mid-rise residential units around the perimeter allow for easy access and create constant activity.
- There's always something to do. People are always spending and making money here like in Lincoln Park and Old Town.
- A combination of specialty stores with space for outdoor farmers market & sidewalk seating. Small play area. Nothing over three floors tall. Townhouse type buildings outside the downtown commercial area. No large office type buildings near Town Center.
- A more pedestrian friendly center that has a more old country look with more sidewalk use for businesses.
- Pace connection to train stations in adjacent communities.
- Passive sitting areas (plazas) with fountains and gardens in and around shopping plaza with coffee houses–small stores.
- Parking in a nice shady spot with lots of grass and trees around. The stores will be very modern and very clean.

- What would make me most proud / happy with Addison is a great sense of planning land use for an appropriate area. I believe the concept is key and things will fall into place based on land usage.
- There needs to be multi-purpose to their trip (i.e., go to dinner, then a show). To live close to both is even better.
- A quality three meal place to eat (like a Cracker Barrel).
- No more apartments.
- Add sidewalks to areas without them.
- Open spaces with greenery.
- Parking on site.
- More family-oriented wide safe walkways and parks
- Walk-able window shopping.
- Bowling, movies, and mini-golf.
- Ability to shop in town for all needs – new grocery or rehab Jewel.
- Vibrant stores.
- Outside café/eating areas.
- Draw people to visit just to visit.
- Center conducive to holding special events – need area for markets, too.
- A gazebo, fountain, or some other point to draw pedestrians but not overwhelm them.
- Have town center be inviting yet stand alone, be separated, stand out.
- Mix older architecture with clean new buildings.
- Signage designating it as “Town Center.”
- Lighted walking paths.
- Need a department store–no soft goods currently available.
- Mixed use first floor retail with medium to high density condo units with lofts “New Urbanism” – sufficient parking in structure.
- Some park and gathering spaces.
- Local center with street activity. Nice place to walk and visit with friends. A place supported by residents within walking distance.
- Restaurants and shops of a scale that promotes pedestrian activity.

- Architecture should be well-integrated with a sense of variety in both scale and style.
- Pedestrian overpasses are greatly needed along Lake Street.
- Primarily a town center should be able to entice people from all races and kinds to come and converge. The more people—the more business it will bring.
- Parking with walking access—small old town charm – inviting to all ages.
- Benches to sit and “catch-up.”
- Some apartments to get people familiar with Addison before buying permanent housing.
- If denser housing, then perhaps transportation to train stations.
- Possibly a bigger bookstore and grocery, but not big box hardware.
- Build a center with store fronts and town homes with 2 to 3 story condo buildings with parks and water, bucked sidewalks and an urban look.
- No apartments.
- Stores that appeal to young and old – nothing too high or too dense.
- Not too urban with seven-story housing and such, but good landscape and architectural structures in relaxing settings—middle class housing with no slum looking neighborhoods.
- Overall a place to go after dinner for dessert and to wind down without having to stay at home.
- Some people able to walk to shopping and services, restaurants from living units. Others able to drive (short distance) or ride bicycles, park, and walk to all of these things.
- Concerts and a variety of outdoor community activities.
- Combined live/shop area. Condos along drive connecting JFK Drive to Addison Road.
- A parking garage and a pocket park or square on NW corner of Addison and Lake.
- Old town type shopping district with parking on the street but primarily a several story parking garage not easily visible from the street with first floor possibly office space, professional building—Further back off of Lake and adjacent to Addison Road—town home community with a public park between town home and shopping district.



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