

New Promise for Downtown Harvey

Harvey Transit-Oriented Development Plan Update





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Foreword from the Mayor

Downtown Harvey is on the cusp of the most significant wave of investment in a generation. New transit facilities, housing renovation and development, work on city streets, investment in UChicago Medicine Ingalls Memorial Hospital and a major new job-generating state of the art Amazon distribution facility at nearby 159th Street hold new promise for sustained investment into the future.

This plan addresses a new economic and development context and new opportunities.

Harvey has faced challenges in recent decades, across population, housing and fiscal domains. Going forward, however, this investment wave and the wider economic growth across the Southland region can be tapped, leveraged and steered to set a new trajectory. This is a time of opportunity for Harvey. This plan provides a framework and strategy for how that promise can be grasped, linking public, private and non-profit investment to

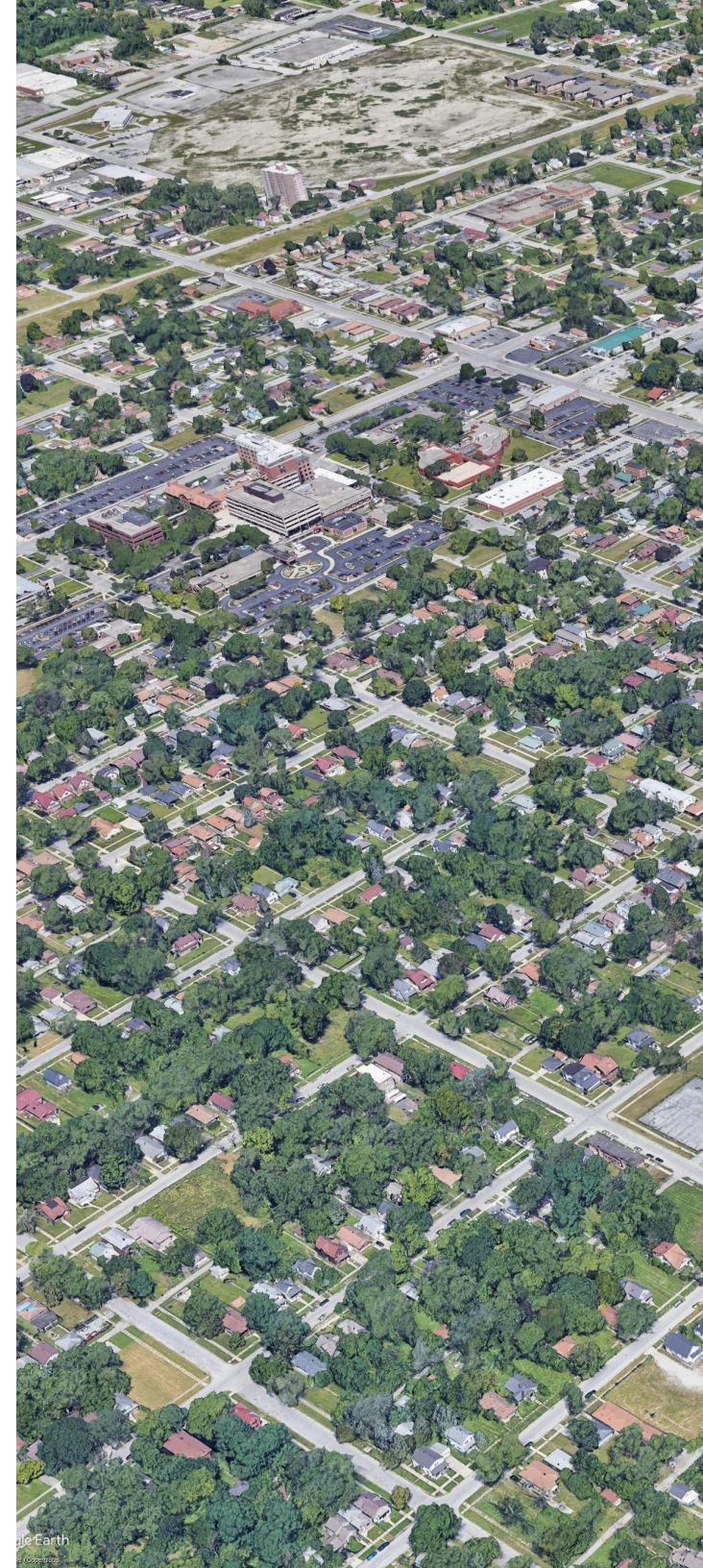
benefit Harvey's residents and businesses.

This plan organizes and focuses development density, to create clear destinations and support new business growth, while also respecting existing neighborhoods. The range of opportunities in Harvey means the City can present a diverse housing mix, in distinct neighborhoods, with their own character.

Increasing population and residential density means a city has more residents to support local businesses and to contribute financially to city services for all residents.

The City of Harvey and the Regional Transportation Authority have come together to set a path that can drive these opportunities and achieve transformational change.

**Mayor Christopher J. Clark,
City of Harvey**





Executive Summary

Summary

Harvey is strategically located in Chicago's Southland suburbs. It is also seeing a substantial wave of investment – in new transit facilities, new high capacity bus connections, renovated and new housing development, medical facilities, and street and broadband infrastructure.

This plan focuses on an area including Downtown Harvey and an approximately ¼-mile radius area west of the Harvey Metra station area and the Pace Transportation Center. This area also includes the E.154th Street and E. 155th Street corridors between Park Avenue and South Wood Street, including the area around UChicago Medicine Ingalls Memorial Hospital.

Hub for Transit

Downtown Harvey continues to serve as a major transit hub for the city and the region. The combination of various bus routes traveling in and out of the Pace Suburban Bus Transportation Center and people boarding and departing the Metra Commuter Rail Station generate an average of over 3,400 bus and commuter rail trips per day.

Housing Market

Harvey's rental housing market is relatively strong, with opportunities for market-rate, affordable and senior housing developments. Property sales values are relatively low in Harvey, though median sales prices have been increasing steadily over the last five years from a post-recession trough. The new job-generating state of the art Amazon distribution facility at nearby 159th Street will add to local housing demand.

Investments

Retail investment can be focused in key locations to take advantage of multiple customer bases, including local residents; transit commuters; passing auto traffic, UChicago Medicine Ingalls Memorial Hospital employees and visitors, Thornton High School staff, students and parents and future residents.

Harvey's future success will be linked to creating a critical mass of investment in key locations and building out from there. This plan organizes development height and density to respond to existing block contexts and provide the diverse range of housing types that Harvey and the Southland region needs.

Downtown is an obvious place to focus, with its concentration of transit and civic assets, and its role as a place many different users live close to, access transit and civic assets, or travel through. This is the anchor for the

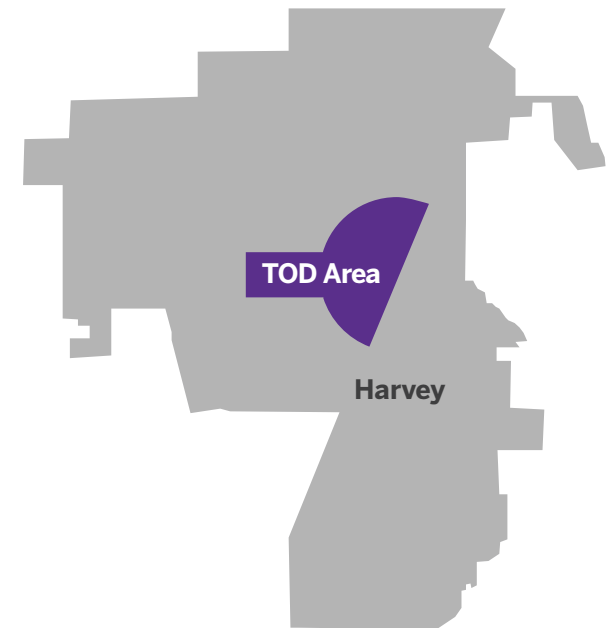
Transit Oriented Development Plan, concentrating the greatest density and the buzz of activity to generate a vibrant downtown.

UChicago Medicine Ingalls Memorial Hospital lies to the west. With an attractive, well maintained campus, this institution provides a strong physical anchor for central Harvey. Downtown and the hospital are connected by key corridors along 154th and 155th Streets. There are opportunities to initiate a housing infill program along and between these corridors around the hospital at the west of the study area.

Downtown Harvey will transform its appeal to people, businesses and investors by transforming and activating its key public spaces through “**placemaking**”. Placemaking will leverage the density of the downtown TOD area to create vibrancy and bolster the quality of life in the general neighborhood. Enhanced public spaces and streets including the Civic Green, Broadway

between 153rd and 154th Street, enhanced pedestrian connections to the new Transportation Center and a network of Complete Streets and new bike routes along key streets will raise the appeal and quality of Harvey as a place to move around and visit.

The City of Harvey will leverage recent and pending investments to initiate a sustained process of investment. This will take a concerted, long-term sustained effort on multiple fronts to improve the image, change perceptions, and provide a safe and inviting environment, that makes people want to live, invest, and spend time in the TOD area. The following provides a sequential approach to strengthening collaboration, raising visibility, attracting investment and steering it in coordination with this plan.



Implementing the Recommendations

Implementation Requirements

a. Advance Collaboration

Maintain local partnerships: City of Harvey, RTA, Metra, Pace, UChicago Medicine Ingalls Memorial Hospital

Continue partnerships: Thornton Township, Cook County, State of Illinois

Illinois Department of Commerce and Economic Opportunity: Business development, opportunity zones

Illinois Housing Development Authority: Housing, funding and tax credits

Illinois Department of Transportation: Infrastructure

Work with regional forums: South Suburban Mayors & Managers Association, Southland Development Authority, Chicago Southland Economic Development Corporation

b. Increase Visibility with Private Investors

A developer forum event promoting opportunities and resources at a joint event

Direct outreach to leading mixed-income residential developers active in the region

Invite developers individually and tour available parcels

Promotion through regional real estate industry networks including the ULI and Lambda Alpha

c. Provide a Central Resource for Investors at Harvey

Establish and market an online “Developer Toolbox” a centralized information source.

d. Assign a “Navigator”

Assign a clear first point of contact for potential investors and coordinator between agencies and departments

e. Develop a Pool of Interested Partners

Conduct simple “Letter of Interest” process

f. Continue Strategic Partnerships

Build on the City’s partnership with UChicago Medicine Ingalls Memorial Hospital

Build on the Hospital’s vision of healthcare, office needs, housing for employees, retail services and transportation options

g. Initiate Housing Renovation

Prioritize rehabbing existing homes where possible in the near term.

Continue existing small scale rehabilitation in the Study Area.

h. Focus Housing Development

Target new rental development in Downtown

Target new rental on the blocks leading to UChicago Medicine Ingalls Memorial Hospital

Fill in gaps in existing residential blocks to create a sense of completion. This will have a more positive impact than scattered site development, and will reinforce Downtown for future retail uses.

Implementation Requirements

i. Tap Public Sector Housing Resources

Promote alignment of this plan with IHDA's Community Revitalization. Economic Development: downtown revitalization, improvements in infrastructure, improvements in services. Housing Development: improvement in housing stock, infill housing/reduction in vacant lots, rehabilitation of dilapidated properties. Community Development: increase in transportation access, walkability, recreational opportunities. Housing Development: improvement in housing stock, infill housing/reduction in vacant lots, rehabilitation of dilapidated properties. Community Development: increase in transportation access, walkability, recreational opportunities.

Apply for IHDA grants for a single-family rehab program.

Use public sector resources: Low-Income Housing Tax Credits, Cook County funds, Housing Authority of Cook County project-based housing vouchers, TIF, Enterprise Zones.

Promote the Cook County tax assessment reduction for affordable housing.

Contact Cook County Land Bank and SSLB to bringing sites back into use.

j. Attract Private Sector Housing Resources

Promote Harvey to banks investing in community revitalization efforts, especially where they have local branches.

Connect to the managers of: Fifth Third Bank and First Merchants Bank.

Promote employer assisted housing by UChicago Medicine Ingalls Memorial Hospital, local banks and other companies.

Promote affordable for-sale homes as a later phase, 155th Street and nearby blocks.

k. Focus Commercial Renovation

Focus on small-scale, low cost, retail opportunities: pop-ups, micro-retail, farmers' markets at visible Downtown locations.

Target rehabilitation of downtown buildings for smaller locally oriented retail and business tenants.

Cluster commercial development.

Identify public sector financial assistance.

Foster partnerships with local and national banks focused on community development in underserved areas.

Investigate Cook County Class 6, 7, and 8 property tax assessment reduction, to keep taxes and occupancy costs more reasonable for cost conscious businesses.

Consider designations such as TIF and Enterprise Zones.

Tap Southland Development Authority and Allies for Community Business for technical assistance.

Build relationships with local bankers and other organizations that assist and fund small and minority entrepreneurs: Fifth Third, U.S. Bank, PNC, BMO Harris, and JP Morgan Chase.

Collaborate with local commercial brokerage community to identify potential tenants and to market space Downtown.

Establish an updated website that provides information on available buildings, sites and contacts.

l. Attract and Retain the Next Generation of Residents

Promote Harvey's housing opportunities to potential residents from across Chicago Southland communities

Promote housing opportunities to nearby employees.

Promote current assets, upcoming housing, transportation, public realm and broadband investments through regional press or directly through larger local employers.

Link to Cook County Land Bank and its "Homebuyer Direct" rent to own program for residents.

A Multi-Use Street at Broadway

Downtown Harvey will transform its appeal to people, businesses and investors by transforming and

activating its key public spaces through placemaking.



Looking south on
Broadway from 153rd Street

A Vibrant New Setting for City Hall



A Civic Green at
Broadway and 153rd Street

Introduction

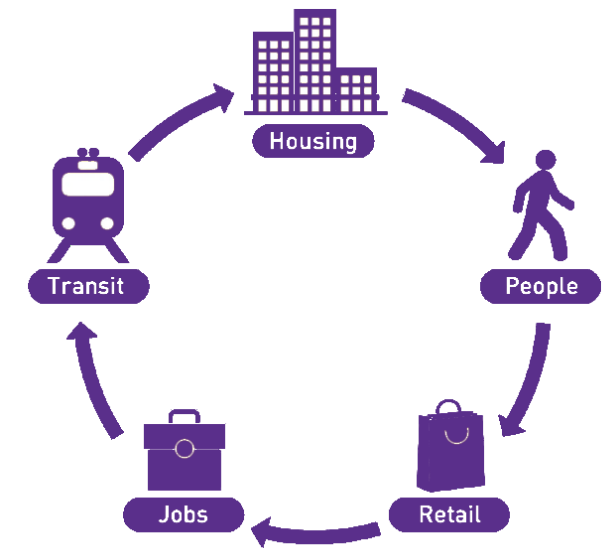
Purpose of the Plan

This plan focuses on an area including Downtown Harvey and an approximately ¼-mile radius area west of the Harvey Metra station area and the Pace Transportation Center. This area also includes the E.154th Street and E. 155th Street corridors between Park Avenue and South Wood Street, including the area around UChicago Medicine Ingalls Memorial Hospital.

This study area was selected based on its connection to regional transit, a collection of civic assets and institutions, key street intersections and walkable streets. The plan addresses land use, housing, retail and economic potential, new public realm opportunities and connectivity to transit in the center of Harvey. Building on a housing and retail and office market analysis and transportation and mobility assessment, a framework to guide coordinated investment and growth is provided.

The City of Harvey in partnership with the Regional Transportation Authority set joint objectives for this plan.

- Create more development density near the station area.
- Facilitate walkability and housing in proximity to transit.
- Support the use of and access to transit services in Harvey.
- Diversify and strengthen the tax base.
- Promote strategies for economic renewal in today's changing office/retail environment.
- Improve the quality of life.

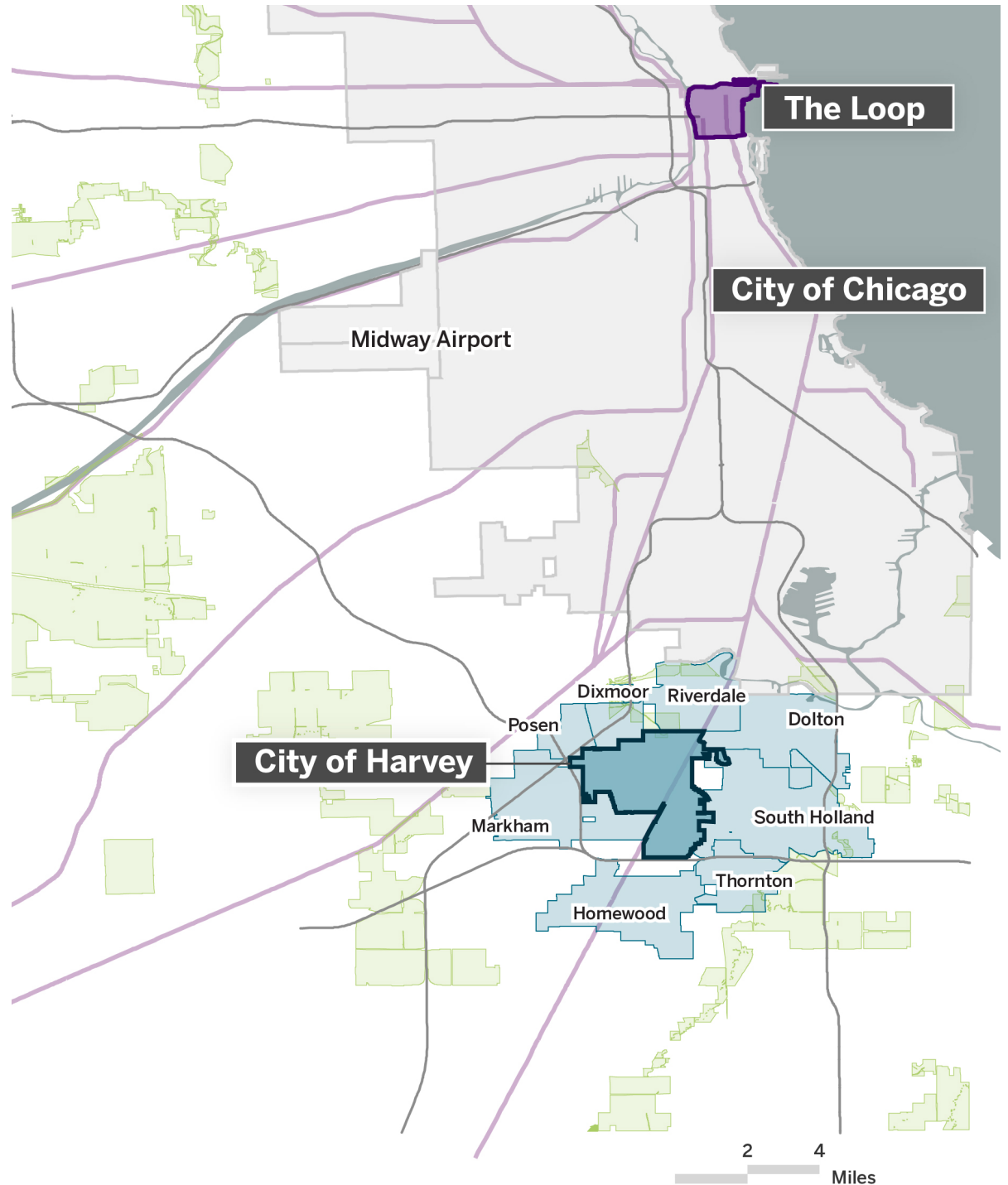


Regional Connections

Harvey is strategically located in Chicago's Southland suburbs. It has excellent highway access via I-294, I-57 and I-80 to regional jobs. The Pace Transportation Center currently serves 10 bus routes. The Harvey Metra Station has about 500 train riders, and offers connections to the University of Chicago, McCormick Place and Millennium Station in Downtown Chicago.

Downtown Harvey

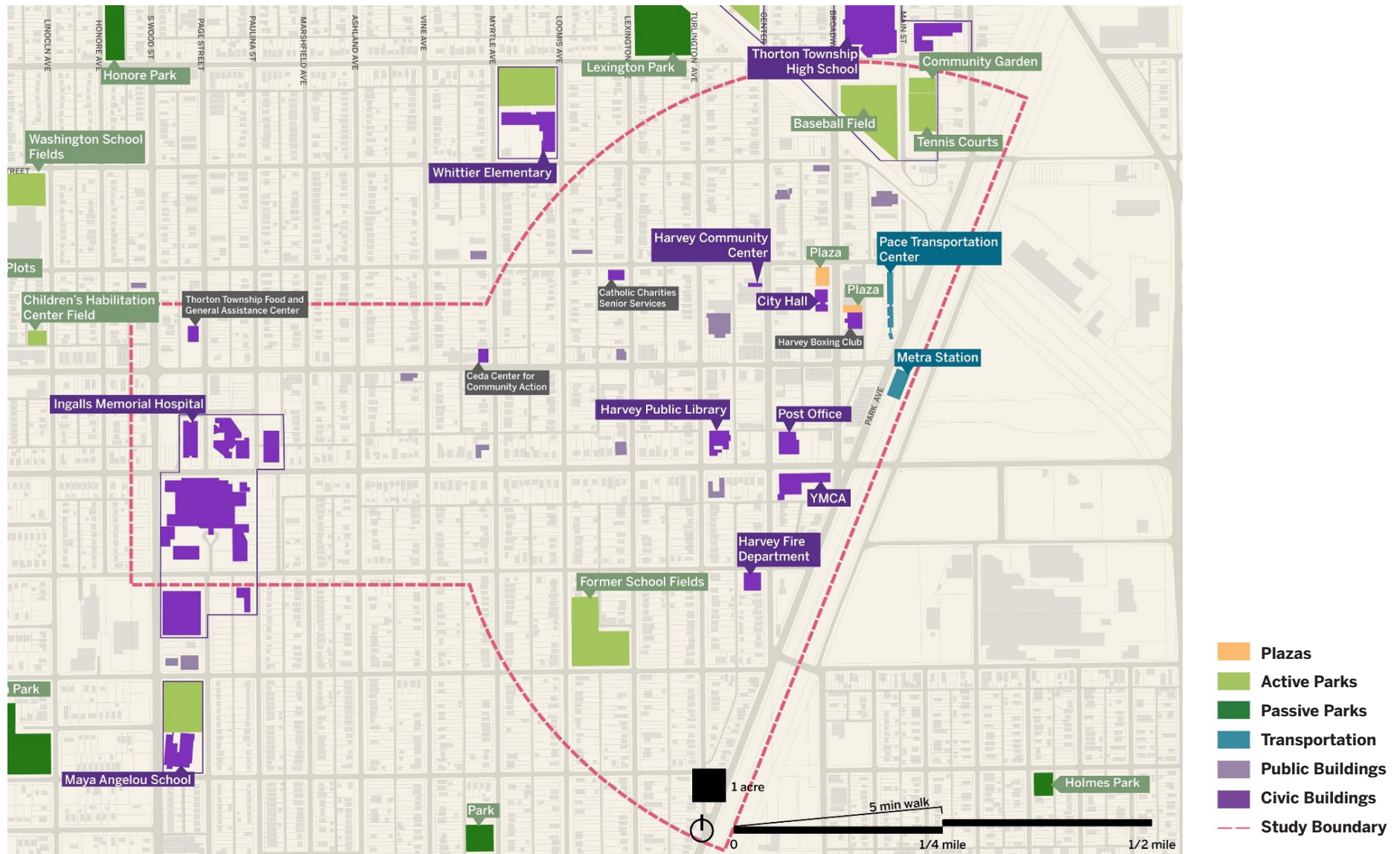
Downtown Harvey is the civic center of the community and benefits from the Metra commuter station and Pace bus terminal. The downtown is anchored by key institutions, including *City Hall*, the *U.S. Post Office*, a new *Harvey Public Library* and the *YMCA* senior residence (now under new ownership) all within close proximity to Thornton Township High School.



Harvey Civic Assets

Downtown Harvey is the civic center of the community and benefits from the Metra commuter station and Pace bus

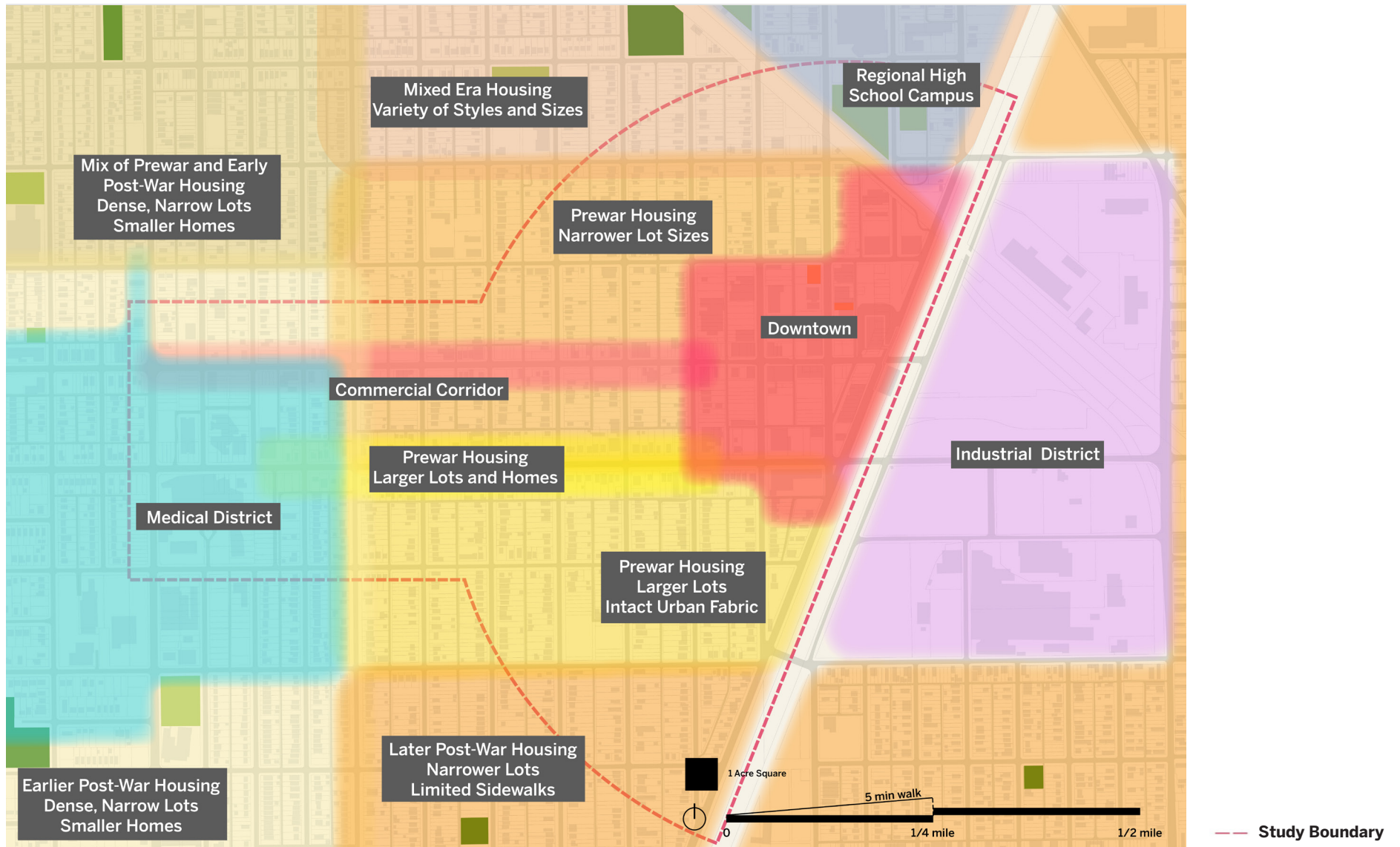
terminal. The downtown is anchored by key institutions.



TOD Study Area Places

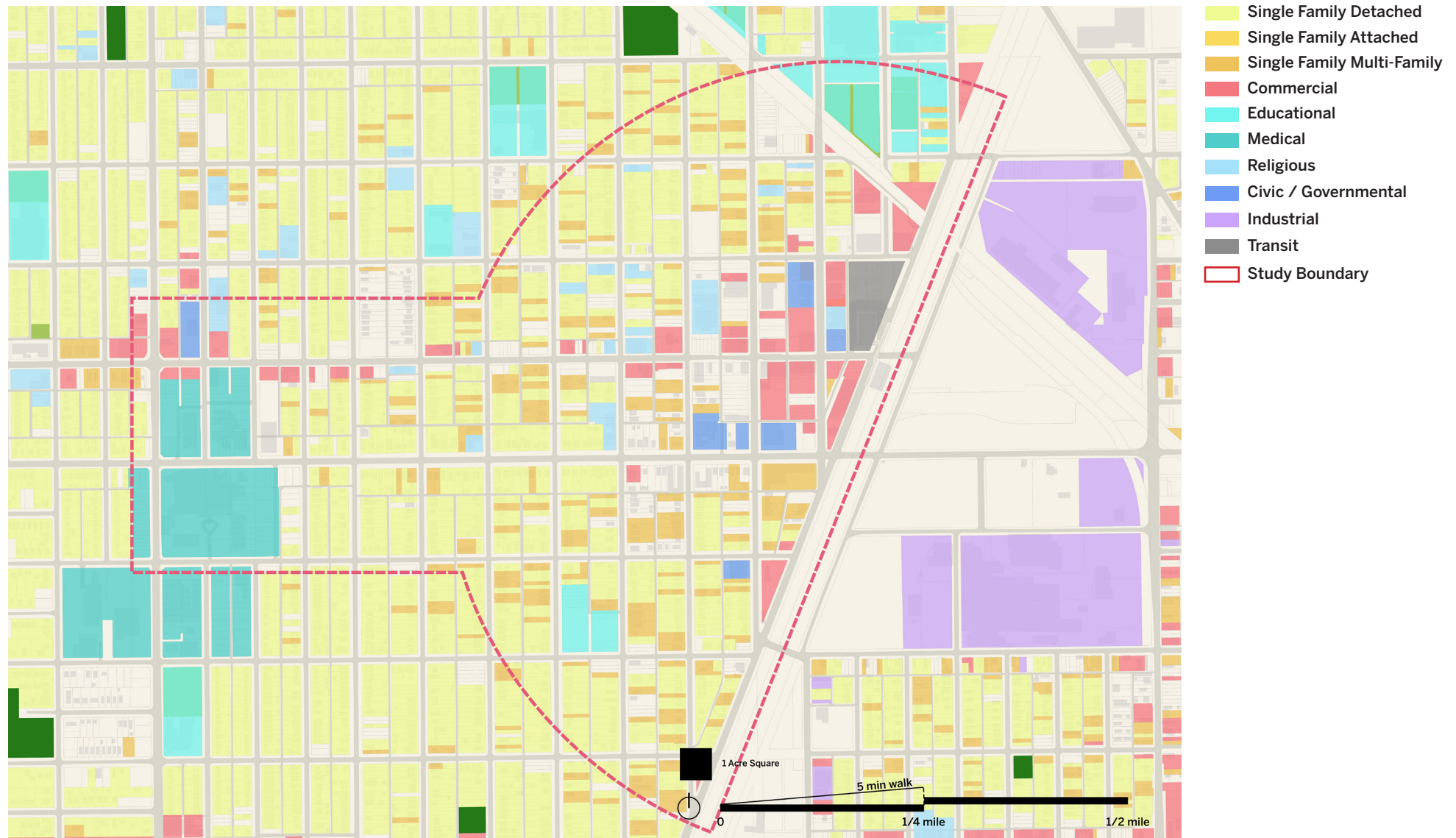
As a result of historical development patterns, sub-areas within the TOD Plan area developed distinctive

characters, which will influence future development.



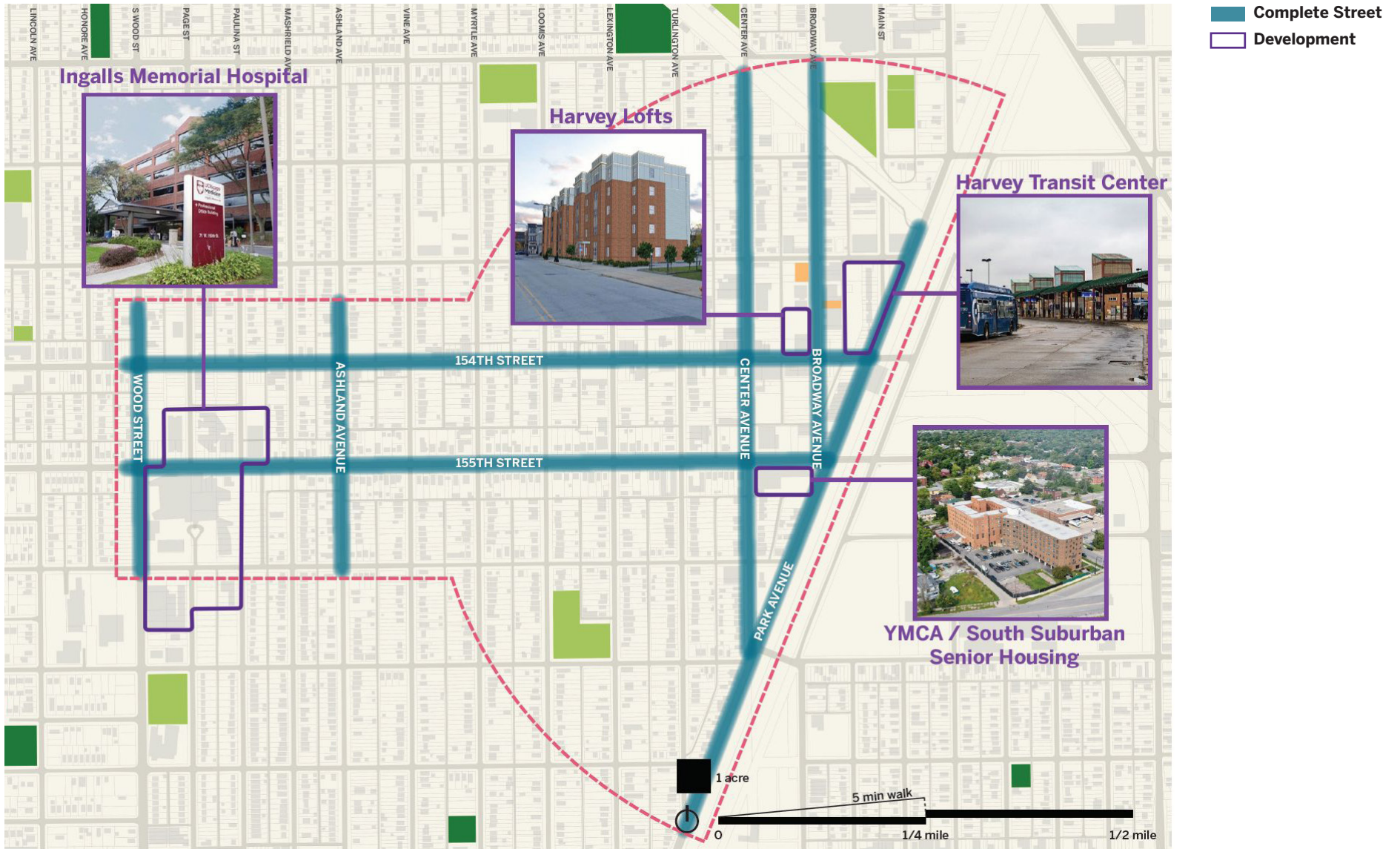
Harvey TOD Land Use Today

Harvey has a mixed use downtown, substantial residential land use and major institutions.



Investment In Progress

The City of Harvey will leverage recent and pending investments to initiate a sustained process of investment.





Harvey, including its downtown, is on the cusp on new investment. *POAH Chicago*, the new owners of the former YMCA building, have begun work on a multi-million interior renovation, a new, high-quality library opened in 2017 and the City of Harvey recently approved zoning for the Harvey Loft's residential building adjacent to City Hall. This will add 51 new affordable housing units and would be the first major residential investment in the city in over a decade.

UChicago Medicine Ingalls Memorial Hospital at the west end of the Study Area on Wood Street is a major stabilizing force with over 1,200 employees, as well as visitors coming every day. This is an important anchor with a long-term commitment to staying in the city, investing in its physical plant and immediate neighborhood, and improving the health of residents in and near Harvey.

Harvey will also see enhanced broadband access, following its inclusion in the Illinois Connected

Communities grant program – with upgraded services for businesses and residents to follow.

The City of Harvey has also developed a Broadband Strategic Plan, supported by the Office of Broadband at the Illinois Department of Commerce and Economic Opportunity (DCEO) and its Connected Communities grant program. Harvey’s Broadband Strategic Plan is built on three core goals, which address the community’s access, adoption and utilization of broadband services.

The City of Harvey has undertaken significant efforts to improve physical, financial and safety issues. This TOD Plan is another element in these ongoing efforts.

How Harvey can Gain from this Plan

By pursuing these desired outcomes, the City ultimately seeks to reverse the population loss that is occurring in southern Cook County, including

Harvey. Increasing population and residential density means a city has more residents to support local businesses and to contribute financially to city services for all residents.

The renovated and new buildings that come along with this also provide a more welcoming place, with attractive buildings lining both downtown and neighborhood streets.

High quality public spaces matter. Downtown Harvey can transform its appeal to people, businesses and investors by transforming and activating its key public spaces through “placemaking. Placemaking will leverage the density of the downtown TOD area to create vibrancy and bolster the quality of life in the general neighborhood.

Creating attractive, walkable and bike able streets not only makes day to day life a better experience, it also helps attracts visitors and shoppers

and the business investment and jobs that follow. Good bike connections are also increasing attractive to potential residents, particularly where they link to regional bike routes.

Stronger transit facilities attract residents seeking easy ways to get from home to work, and businesses and institutions who know they can draw on a regional labor market. Stronger transit facilities and services means more people pass through an area, creating a lively place and making purchases at businesses.

Harvey can draw on all of these factors - through a coordinated program of investment that can benefit today’s residents that will live in Harvey in the future.

01 What is Transit Oriented Development and What Can it Achieve?

Defining Features

Transit Oriented Development is a proven urban planning strategy with a long history, with successful examples found in growing cities, downtowns, neighborhoods, suburbs across the United States – indeed, the world. A key impetus for this TOD Plan is to take maximum advantage of Harvey's role as a public transit hub, with its Metra Station and adjacent Pace Bus transportation center. Both are about to see significant investment. This provides a strong foundation for leveraging transit services to attract new development and investment.

This transit oriented development idea has the following defining features:

- Places where development and transit support each other, creating a “virtuous cycle” of activity and investment.
- Transit access to jobs anchors residential communities and attracts new residential development.
- A residential population and a concentration of commuters and transit users that support and attract retail and community services.
- Greater development height, density and activity linked to transit focused hubs, supporting stores, community services, jobs.
- Greater density in turn can drive demand for new and renovated housing.
- Compact, walkable, mixed-use communities.
- A rich mix of walkable places that offer shopping, entertainment, jobs and public spaces, which can all be reached on foot, bike or transit.
- High-quality streets, sidewalks and bike routes extend the value of transit.
- TOD reduces parking demand, as people are less reliant on cars for commuter trips and to access local retail and services.

Each of these factors can help places like Harvey respond to new, 21st century opportunities as resident aspirations, business activities and the real estate sector continue to evolve.



02 The Development Market Context

Population and Demographics

The City has a younger age profile and larger households relative to the broader market area (i.e., relative to the wider 5- and 10-minute drive area radius). The share of children in Harvey is higher, while the senior share is lower, accounting for the lower median age. Harvey's Hispanic population has been increasing steadily over the past 10 years.

The share increased from 19% in 2010 to 25% as of the 2020 Census. The city's Hispanic share is 9 percentage points higher than the share in the 5- and 10-minute area. The median household income is relatively low for the region at \$29,000.

Along with its neighbors, the City of Harvey saw a net population decrease over the last decade. However, ESRI demographic projections suggest a much smaller rate of decline in Harvey and among its neighbors in the next five

Demographic Trends

Change from 2010	-20%
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Population (Harvey City)

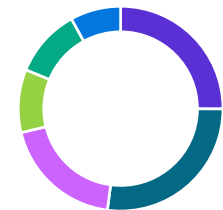
2000 Census	29,947
2010 Census	25,255
2021 Estimated	21,642
2026 Projected	20,677

Households (Harvey City)

2000 Census	8,977
2010 Census	7,934
2021 Estimated	6,822
2026 Projected	6,521

Employment Sector

● Manufacturing	1,336
● Educational Services	1,442
● Health Care and Soc Asst	1,022
● Accommodations and Food Svc	532
● Prof, Scientific, Tech Services	578
● Transport and Warehousing	425



Unemployment (March 2021)

City of Harvey	17.10%
Cook County	8.40%
Chicago Metri Area	7.50%

Housing Stock

As of 2019	8,977
Vacant	7,934
Vacant Units for Rent	6,822

Household Size

Median	3.14
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Household Age

Median	33.2
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Household Income

Median	\$28,773
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Employment Change

Since 2015	-28%
2010 Census	25,255
2021 Estimated	21,642
2026 Projected	20,677

years. Major employment investment by *Amazon* can also provide a boost in the demand for local living that may not yet be captured by these projections.

An Evolving Housing Market

Harvey has a diverse housing stock including single family homes of various sizes, low rise apartment buildings and a collection of mid-rise buildings around Downtown. Homes sit within a framework of residential blocks and attractive streets.

“Harvey’s rental market is relatively strong”

Harvey’s rental market is relatively strong, with a median gross rent of \$946 and vacancy rate of less than 5%. Much of the rental stock is single-family homes. There are very few market-rate rental buildings in the city and affordable senior buildings are very well occupied with waiting lists.



Property sales values are low in Harvey, though foreclosures are way down from a Great Recession peak. As a result, median sales price has been increasing steadily over the last five years from a post-recession trough.

Because prices remain well below neighboring communities (at \$40,000 in 2020), there is an opportunity for healthy price appreciation which restores values to a level closer to the broader southern Cook region.

Investment Activity

Harvey has seen recent housing investment activity, including:

- Acquisition of and reinvestment in the *Harvey YMCA* and its substantial housing provision.
- The proposed new Harvey Loft's development.

Harvey has a challenge with residential vacancy, with visible boarded up, vacant and uninhabitable housing. The City is working on taking ownership of these properties, finding people to fix them up, and tearing down ones that are beyond repair.

There is potential demand for more rental housing in Harvey and in the area from which new residential buildings would draw. *Kretchmer Associates* delineated the market area as a 10-minute drive from Downtown Harvey, which encompasses all of Harvey and portions of the adjacent communities.

Demand in this market area that Harvey can tap into includes:

- **1,374-1,649 affordable family units** in the market area to serve households with incomes less than \$50,000 (60% AMI for four-person households).

- **257-386 units of workforce housing** for those with incomes of \$50,000-75,000 (up to 80% AMI for a four-person household).
- **365-527 new affordable senior apartments** by 2026 for households over age 65 with incomes less than \$40,000 (60% of the Area Median Income or AMI) to serve this market area.

These estimates measure unmet demand for the entire market area, so Harvey can expect to capture a portion of this demand alongside actions to address the city's image and safety issues.



The Retail and Office Market

Harvey has a small cluster of stores, a bank and a post office providing a nucleus of economic activity in the Downtown area.

“Multiple customer audiences support the growth of retail and services in Harvey.”

Like central business districts in other suburbs, Downtown Harvey has been challenged by the advent of suburban power centers across the Southland region. In particular, nearby retail corridors along more heavily travelled roads such as 147th and 159th streets, as well as Halsted Street in Homewood, have shifted the geography of retail in the region. Apart from market constraints, the downtown has a physical barrier in that the railroad and industrial corridor immediately east

of Downtown limit access and place it as the edge of its retail customer catchment area.

At the same time, multiple customer audiences support the growth of retail and services in Harvey. This includes:

- **Local residents:** who have expressed a great desire to see more local retail services. Harvey's total retail sales are low, and except for automotive and gas stations, they are well below most of the neighboring communities in all categories on a per capita basis. As such, the city is underserved, and residents must travel outside for most retail needs.
- **Commuters:** Current and projected riders for the Harvey Transportation Center and the Metra Station provide demand that can be tapped, particularly given a new, more walkable and connected transit center and the relocation of commuter parking to the west side

of the tracks, within the Downtown.

- **Passing Traffic:** There is substantial traffic through the area. The planned diversion of traffic from Park Avenue to Broadway and Center will increase the number of people driving through the Downtown Core.
- **UChicago Medicine Ingalls Memorial Hospital Employees and Visitors:** This anchor institution, less than a mile to the west draws employees and visitors through the week, who are also seeking retail services.
- **Thornton High School:** One of the largest high schools in the region, this institution has a substantial employee, student and parent base less than 10-minutes walk away through the week. Evening and weekend sports events are a major draw.
- **Future Residents:** Several housing proposals will increase the number

of residents in the immediate area. This plan also provides a strategy for increasing residential development.

Steering retail development to streets and intersections with the greatest combined access can provide a sustainable customer base through the day and week.

The retail sector has been challenged nationally and regionally in recent years. Clearly, the past 10 years have seen major shifts to on-line retailing and changes in business models for pharmacies, convenience stores and bank branches, all of which had anchored neighborhood centers. This technology driven change has heightened the impact of the national and regional overbuilding of retail in the past 20 years. It is estimated that the United States has approximately double the amount of retail square footage per capita than any other country in the world.

These trends have only accelerated since the COVID-19 pandemic began. With more retail bankruptcies, strategic store closings, and increasing e-commerce sales, there is excess retail space all over the metro area including the south suburbs. This means that retailers and restaurants have many choices and can be highly selective.

Accordingly, a successful TOD Plan will need to “work with these trends” and not swim against the market current driving retail change. A strong vision of an active, walkable place with multiple sources of customer spending is now a prerequisite for retail success. The quality-of-life improvements envisioned in this TOD Plan will be instrumental in navigating the new world of retail and commercial development.

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03 The Transportation Context: Moving Around Downtown Harvey

A Regional Transit Hub

Downtown Harvey continues to serve as a major transit hub for the city and the region. The combination of various bus routes traveling in and out of the Pace Suburban Bus Transportation Center and people boarding and departing the Metra Commuter Rail Station generate an average of over 3,400 bus and commuter rail trips per day.

The Pace Transportation Center currently serves 10 bus routes on any given day and at all hours of the day. Approximately 2,900 Pace Bus trips travel to, from, and around the TOD zone per day, which represents about 70% of all daily trips in Harvey (which total about 4,200 bus trips citywide).

The Harvey Metra Station has about 500 train riders per day, with ridership patterns (boardings and alightings) representing typical commute patterns: most riders arrive at the station in the weekday morning and depart the

station in the late afternoon, with few riders arriving or leaving the station midday or in the evening hours.

The majority (approximately 74%) of daily Metra riders access the station by driving alone and parking near the station, while the remaining 26% take the bus, walk, bike, or get dropped off at the station. There are dedicated parking spaces available to Metra riders located adjacent to the Pace Transportation Center, along Park Avenue next to the station entrance, and a large surface lot is located east of the station.

A New Transportation Center

Pace and Metra plan to transform the existing bus focused Harvey Transportation Center and the Metra Station into one, unified, intermodal station. The overarching goal is to enhance the rider experience for all services, create easier access and transition points, improve bus

operations, and promote more mobility opportunities to get people to, from, and within the area.

The new Transportation Center will include:

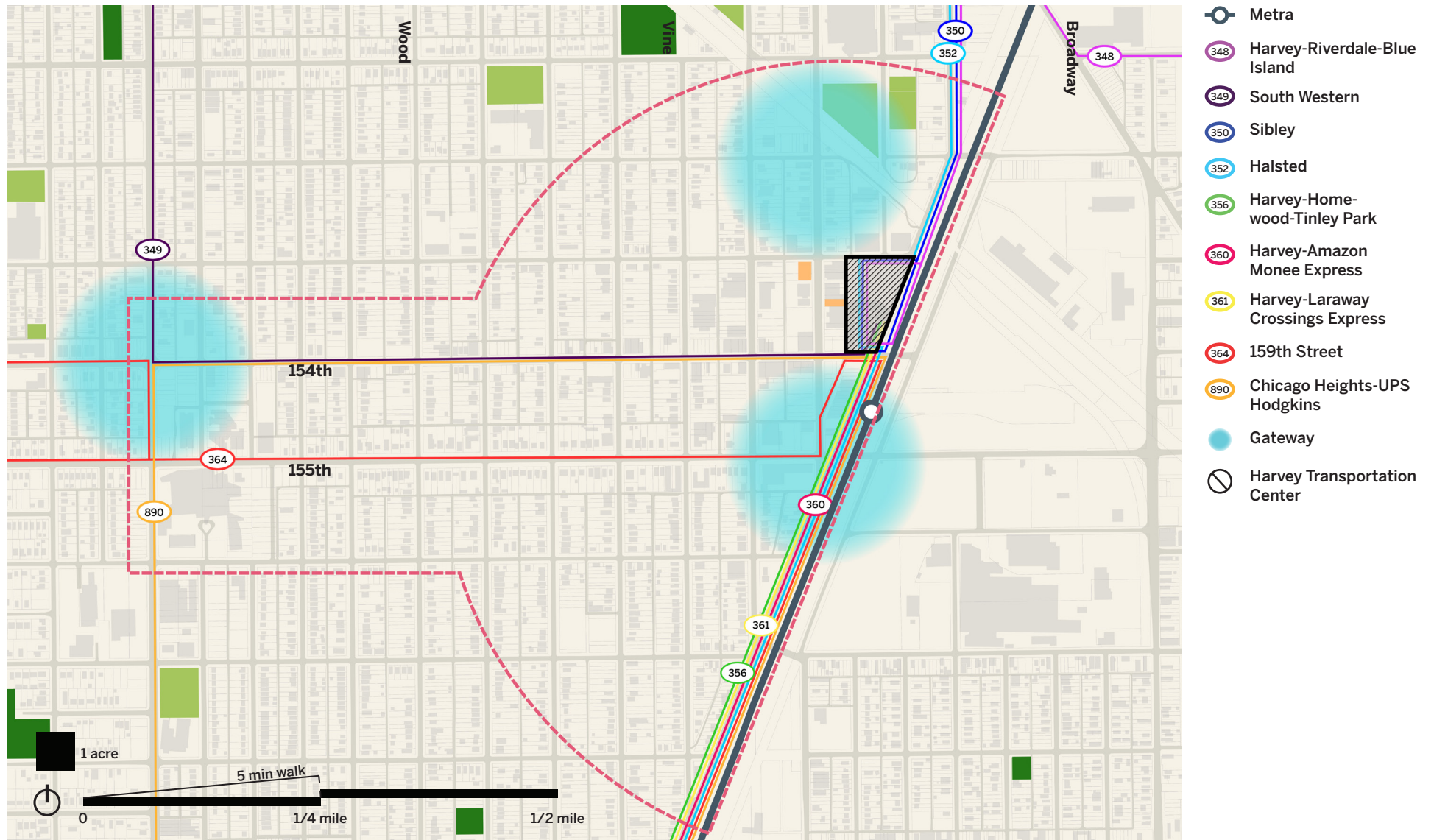
- A new, more efficient and high quality bus facility, with enhanced vehicle circulation, passenger access, and a striking new canopy structure.
- Enhanced walkways and street crossings connecting Pace and Metra facilities.
- New and enhanced landscaping, lighting and wayfinding signage
- Reconfigured highway circulation
- Enhanced commuter parking areas.

This will change the visual appeal of this part of downtown, improve the daily commute experience, enhance passenger safety and reduce conflicts between pedestrians and cars.

Transit Routes and TOD Gateways

The combination of various bus routes traveling in and out of the Pace Suburban Bus Transportation Center and people boarding and departing

the Metra Commuter Rail Station generate an average of over 3,400 bus and commuter rail trips per day.



These improvements will be integrated with wider pedestrian, bike and public realm improvements across Harvey, strengthening the appeal of the downtown in particular.

Future Bus Enhancements

The Pace Pulse Program is also currently working to improve bus service along key corridors which includes the Halsted Line . Improvements to bus service between the Harvey Transportation Center and 79th Street in Chicago are planned, including faster service with limited stops, new buses and shelters, real-time bus tracker information, and enhanced ADA-accessible bus platforms.

Pace Suburban Bus and the Chicago Transit Authority are collaborating to improve bus service on the South Halsted Street Corridor. The project will span from the CTA Red Line station at 79th Street to the Harvey

Transportation Center. The project, called Pulse Halsted Line, will positively impact the 13,000 transit customers who utilize the corridor daily.

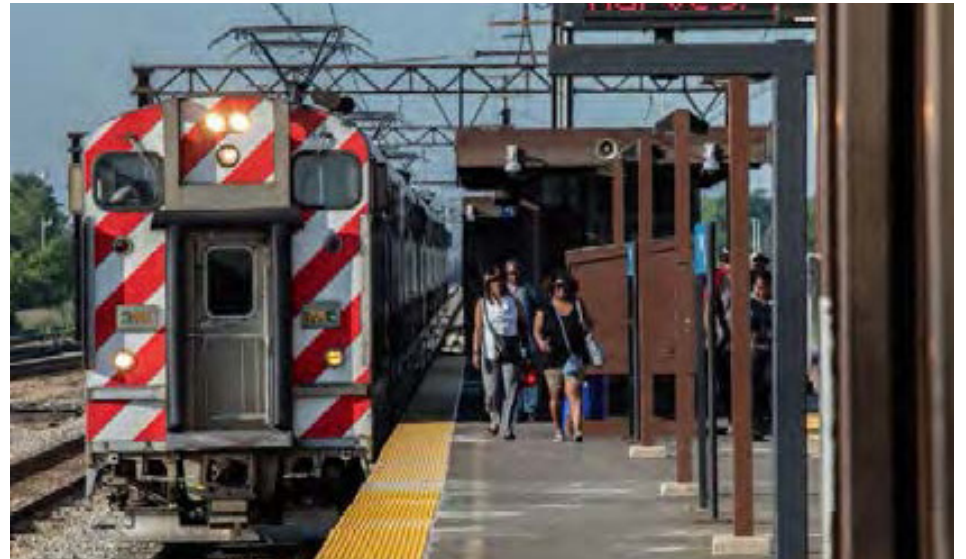
Enhancements to the corridor include dedicated bus-only lanes, queue jumps, traffic signal optimization at key intersections, and transit prioritization. The project will also include updated bus stations with enhanced passenger amenities, including a new station proposed for 124th Street. The goal is to speed transit travel time and make using transit more attractive to area residents. Currently, this project is under environmental review. The project is expected to begin construction in 2022, and open in 2023.

Pace Suburban Bus is exploring its expressway-based commuter service concurrent with the Illinois Tollway's initiative to reconstruct 22 miles of the I-294 Tri-State Tollway from Balmoral Avenue to 95th Street.

Pace partnered with the RTA to study what transportation markets could support new transit service through the corridor, with many viable service concepts beginning or ending in Harvey at the Transportation Center. Service concepts will be finalized in 2022 after which Pace will explore implementation of one or more new services. These will add to Harvey's regional connections.

A Walkable Street Network

Downtown Harvey offers a traditional, grid-like street network that is well connected to surrounding neighborhoods for people to walk, bike, ride, or drive around town. This also means it is well set up to accommodate future rolling technologies, whether electric scooters or other.



“Walkability within Downtown....is a distinctive asset.”

This walkability within Downtown and to surrounding neighborhoods is unusual in the south suburbs, and is a distinctive asset, especially in an era when people increasingly value the ability to walk and bike close to home.

Street blocks are generally short (e.g., 600 feet by 200 feet) which can be traveled by foot, wheelchair, scooter or bike in about 5 minutes or less. Buildings are one to three stories with small setbacks from the sidewalks, and on-street parking is available, creating ample distance between moving vehicles and those on the sidewalk. This network creates a pedestrian-oriented environment that supports the comfort and connectivity of walking, biking, or rolling with friends to school, shopping, the public library, City Hall and the Transportation Center.

The majority of local streets connect to major arterials, including Park Avenue to the east, 159th Street (US 6) to the south, Wood Street to the west, and Sibley Boulevard (US 83) to the north.

Capacity to Enhance Key Streets

Recent vehicle traffic data is limited within the TOD zone; however, the Illinois Department of Transportation (IDOT) provides an inventory of annual average daily traffic along a few downtown streets.

Based on the most recent data, Park Avenue and 154th Street experience the most traffic per day, with between 4,100 and 4,750 cars traveling along these roadways. Portions of 155th Street experience between 1,950 and 2,250 cars per day, and Center Avenue experiences about 1,000 cars per day, respectively.

Based on industry transportation design and engineering standards that

peak-hour traffic represents about 10% of average daily traffic, the streets in the TOD zone are only being fully utilized between 25 to 50% during peak commute hours, or about two to three hours per day. This means there is the opportunity to reallocate public right-of-way space, such as traffic calming measures and reduced curb-to-curb distance (“road diets”), widen sidewalks, install bicycle lanes, and reallocate on-street parking within the TOD zone. This is the case even with reallocation of traffic from Park Avenue, new bus routes and proposed Downtown growth.

An Active Transportation Network

The traditional, grid-like orientation of Downtown streets allow for a navigable network for those on foot, bike, wheelchair, or other self-propelled mode of transportation. Most streets include continuous sidewalks and curb ramps, linking pedestrians to homes, stores, and other major destinations.

However, there are portions of the pedestrian network that are missing sidewalks, such as the south side of 151st Street, between Broadway Avenue and Main Street, and intermittent gaps along both sides of Park Avenue north and south of the Harvey Metra Station. The quality of sidewalk conditions also varies throughout the TOD zone, with some sidewalk segments showing deterioration. While the street network allows for one to bike in and around the TOD zone, the city currently does not have a formal, established bicycle network or dedicated bicycle facilities in this area (e.g., off-street multi-use pathways, protected or buffered bicycle lanes, or shared in-road bike paths).

Better Use of Parking Resources

Downtown Harvey has ample parking resources. In fact, within the study area, there is clear oversupply of parking, evidenced by empty parking lots, including at peak parking times.

Bringing under-used surface parking lots back to full use through new development will enhance overall vibrancy, create a continuous experience along streets and block faces and increase tax revenues to the City.

Vehicle parking in the TOD zone comprises a series of publicly available on-street parking spaces and parking lots as well as private surface lots. Public parking is generally not regulated (e.g., time limitations) or priced (e.g., metered). However, parking lots and on-street spaces that serve the Pace Transportation Center and adjacent to the Metra Station include parking pricing, time limitations, and are available only to customers – these are also enforced and monitored.

The new Harvey Transportation Center anticipates a major reconfiguration of commuter parking, with the potential

to relocate parking closer to Downtown and enhance walking connections directly to Downtown streets.

04 The Investment Strategy

As discussed earlier, a TOD Plan is a proven planning strategy for municipalities and communities promoting growth. The City's TOD Plan would emphasize an investment strategy using TOD principles, including focused investment at key nodes. There are multiple opportunities around transit facilities, in downtown and to the west around UChicago Medicine Ingalls Memorial Hospital, and along corridors that connect them.

“National trends and local investments offer a new opportunity for downtown”

Focusing Investment in Downtown

Harvey's future success will be linked to creating a critical mass of investment in key locations and building out from there.

Downtown is an obvious place to fo-

cus, with its concentration of transit and civic assets, and its role as a place many different users live close to, access transit and civic assets, or travel through. While previous eras of public and private investment have seen growth along arterial highway corridors at the edge of Harvey, national trends and local investments offer a new opportunity for downtown. This can also be linked to new and enhanced public spaces and street improvements proposed by this plan. It is important that attention be placed Downtown to complement the new and near-term transit center and Harvey Lofts residential building.

Create a Vibrant TOD Hub

Where there is development potential close to the transit hub, the following uses and activities should be supported:

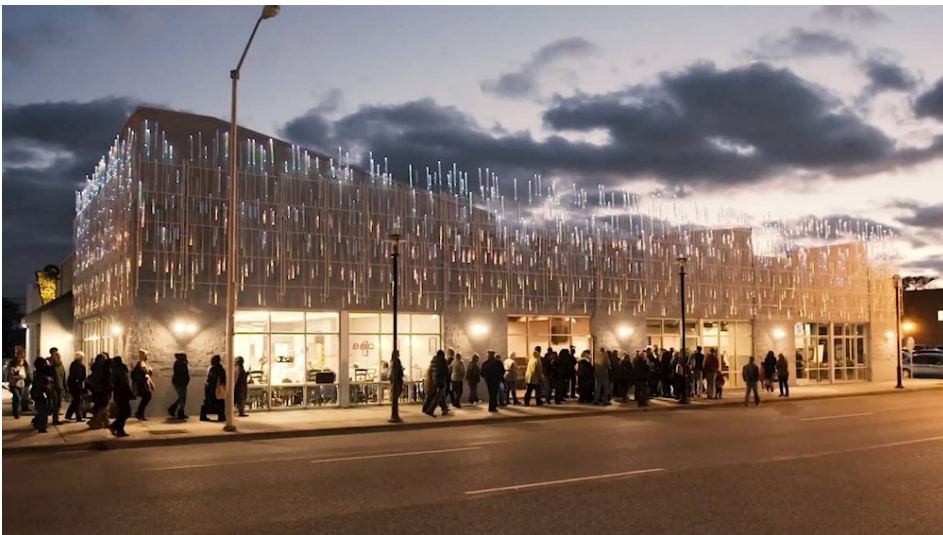
- Special event spaces – using existing parks and streets

- Re-use of historic buildings
- Cafes, food and beverage activity
- New housing.

Strengthening Anchors to the West

The study area includes several anchors. In addition to the transit and civic assets in the Downtown Area, the UChicago Medicine Ingalls Memorial Hospital lies to the west.

With an attractive, well maintained campus, this institution provides a strong physical anchor for central Harvey. It is a destination in its own right, and has a strong employment base and a high visitor rate. Some convenience-oriented retail and restaurant space is appropriate along Wood Street to serve hospital staff, visitors, and nearby residents. With the right balance, this will not dilute the focus and emphasis on Downtown as the primary place for retail.



Transit Oriented Development examples

Infill on Connecting Corridors

Downtown and the UChicago Medicine Ingalls Memorial Hospital are connected by key corridors on 154th and 155th Streets. There are opportunities to initiate a housing infill program along and between these corridors around the hospital at the west of the study area.

Start with Housing Development

There is a strong desire to see more retail and services in Harvey. Increasing demand by growing the population will be necessary to achieve this. New and renovated housing is the path to this. Housing is also a flexible tool that comes in many different types which can fit into the variety of lots and sites that Harvey offers.

Encourage Diverse Housing Opportunities

Harvey's assets and Southland

needs each indicate the potential for a diverse range of housing types. It is recommended that housing development strategies include:

- Single family homes
- Townhomes
- Multi-family homes
- Market rate, workforce and affordable housing
- Transit access to jobs in Chicago as well as nearby jobs growth can be a foundation for housing market revival.

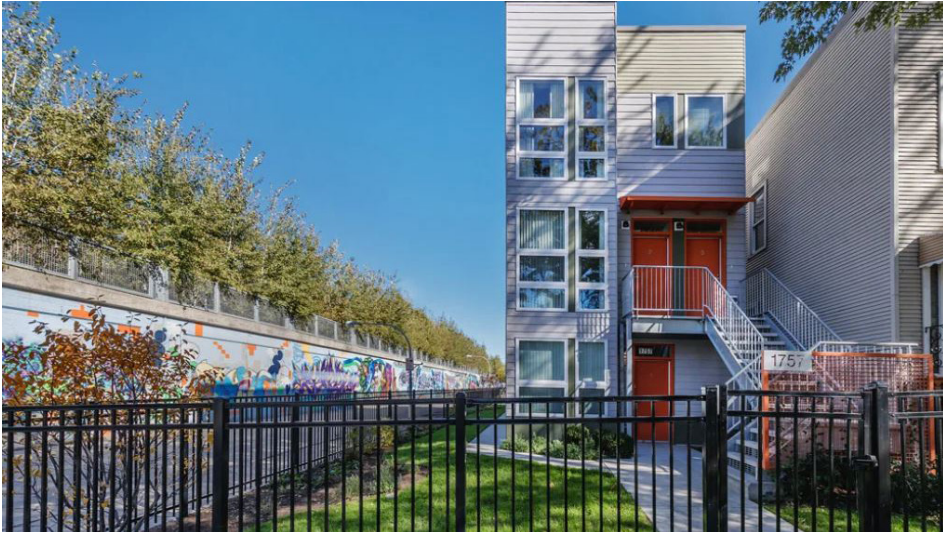
In addition to diversity by housing type, the housing market should reach a diverse range of demographic groups to increase housing supply – with a diverse mix for seniors, families, active older adults and the growing e-commerce workforce that is filling Amazon and similar logistics jobs in southern Cook County. Indeed, a key part of the TOD Plan is to attract

quality housing so that the population exodus of the past 20 years can be reversed. Bringing people back to Harvey will require quality workforce housing, for example, that can benefit both homeowners and renters and provide convenient access to jobs in Harvey and nearby communities.

Leveraging transit, traffic, employees and residents for retail

There is the potential to begin a retail revival by placing some smaller retail provision where it can be accessed by transit users in the Downtown Area, traffic passing through downtown and local residents.

There is some potential to use traffic and the UChicago Medicine Ingalls Memorial Hospital anchor on Wood Street in a similar way. However, the focus for retail should be in the Downtown Area.



Thriving neighborhoods

05 The Plan: Responding to the Harvey Opportunity

5.1 Development and Density

This plan organizes and focuses development density, to create clear destinations and support new business growth, while also respecting existing neighborhoods. The range of opportunities in Harvey means the City can present a diverse housing offer, in distinct neighborhoods, with their own character.

“The height and density concept responds to opportunities in way that strengthens all areas.”

Increasing population and residential density means a city has more residents to support local businesses and to contribute financially to city services for all residents.

The renovated and new buildings that come along with this also provide a more welcoming place, with attractive buildings lining both downtown and neighborhood streets.

Creating attractive, walkable and bikeable streets not only makes day to day life a better experience, it also helps attract visitors and shoppers and the business investment and jobs that follow.

Stronger transit facilities attract residents seeking easy ways to get from home to work, and businesses and institutions who know they can draw on a regional labor market. Stronger transit facilities and services means more people pass through an area, creating a lively place and making purchases at businesses.

Harvey has the opportunity to draw

on all of these factors - through a coordinated program of investment that can benefit today's residents that will live in Harvey in the future.

Development Concept for Harvey

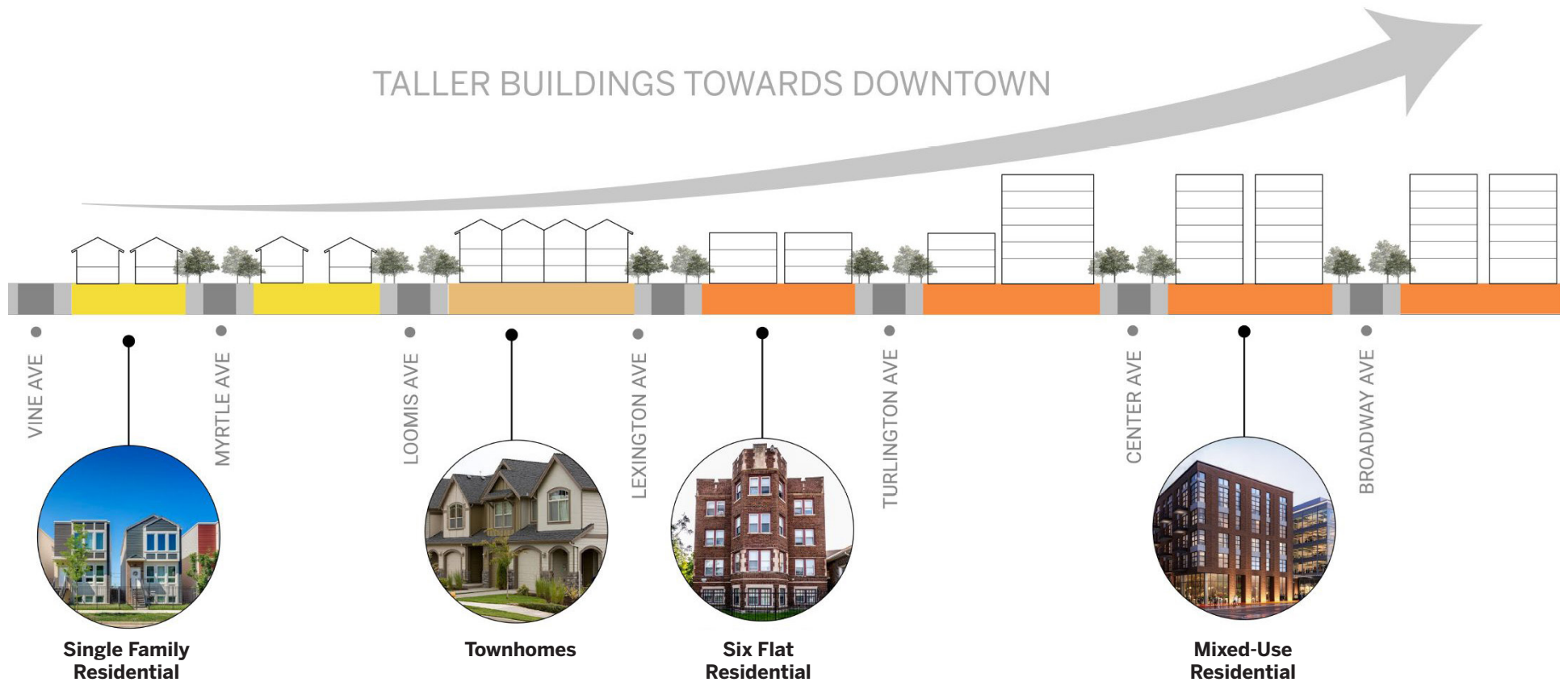
The study area provides a wide range of development opportunities to enable density. This includes:

- Individual single family lots on residential blocks.
- Adjacent single family lots, sometimes multiple.
- Smaller formerly commercial sites.
- Large stand-alone development sites.

Market analysis conducted for this plan indicates that Downtown is an appropriate location for medium density housing. 154th Street, heading west of

Development Density Gradient

The density approach continues Harvey's historic pattern, and respects its historic buildings



Downtown to UChicago Medicine Ingalls Memorial Hospital, is appropriate for two and three-story walk-up buildings and townhouses. The height and density concept responds to opportunities in a way that strengthens all areas. This plan organizes development height and density to respond to existing block contexts as well as the overall Investment Strategy focusing the greatest intensity close to Downtown. This is underpinned with the idea of:

- Taller buildings towards downtown.
- Single family residential at infill sites to the west.
- Townhomes on adjacent vacant lots to the west.
- Apartment buildings at the edge of downtown.
- Taller multi-family buildings within Downtown.
- Mixed use buildings, led by residential and with a retail or small office in an amount the market can support.

This approach concentrates the greatest density and the buzz of activity to generate a vibrant downtown.

Elsewhere, density will mean restoring the number of homes and population to previous levels in long-standing residential blocks. In some cases, it means restoring existing homes, and bringing them back to full use. In short, density is achieved not merely by construction of tall buildings but by better and more efficient uses of the land and buildings Harvey has available.

Downtown Development Framework

To maximize the potential of retail and commercial spaces, it is recommended that these be placed in key locations where they are most visible, there is the greatest concentration of commuters and traffic and are most accessible to nearby residents. This includes:

- 154th Street
- Broadway Avenue

- Center
- 153rd Street

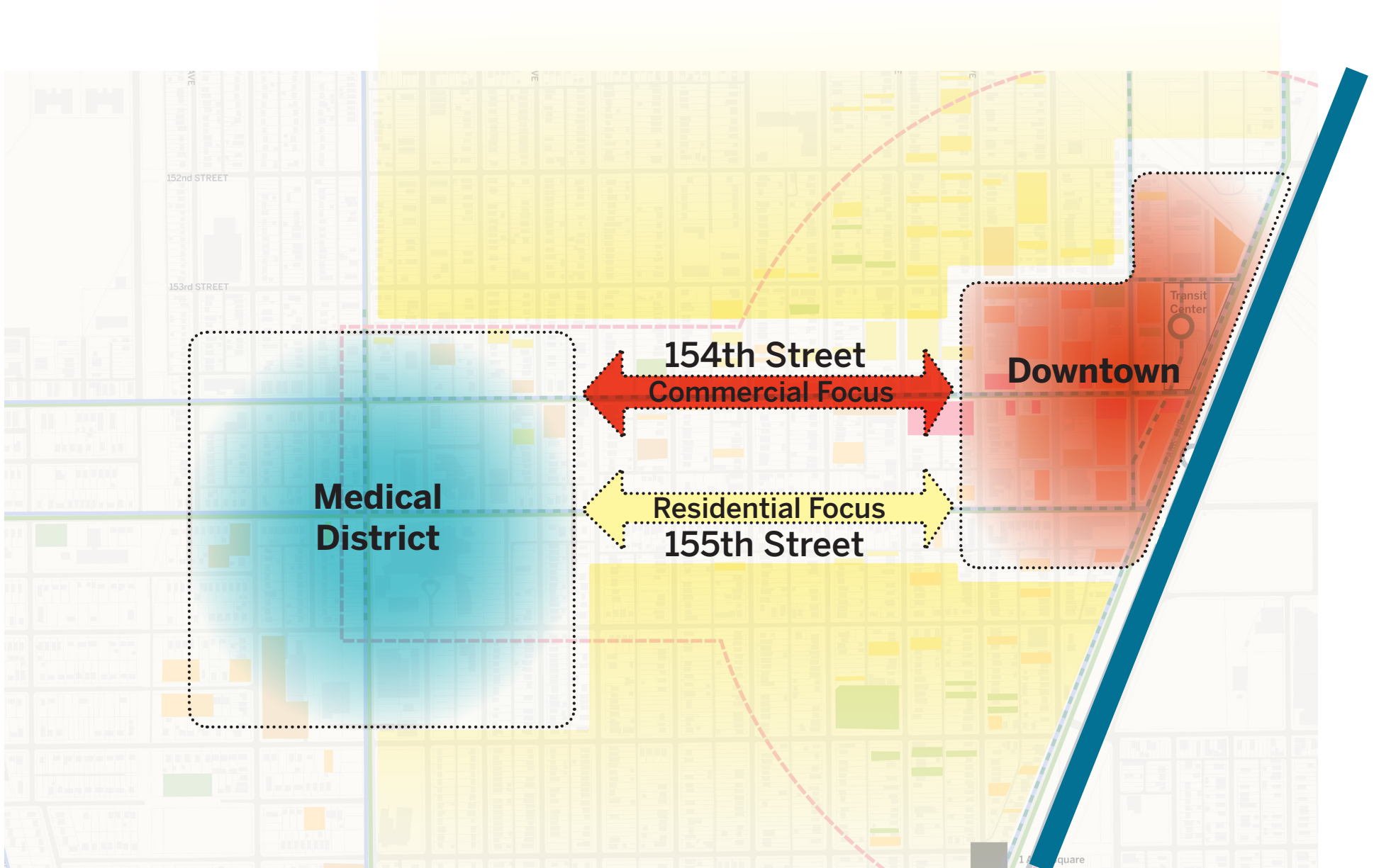
This is in alignment with Chapter 16-30 of the Harvey Municipal Code includes permitted uses with the designated TOD Overlay District which encourages a “higher concentration of mixed-use development within proximity to the downtown Harvey Metra Station and Pace Transportation Center.”

TOD Study Area Development Framework

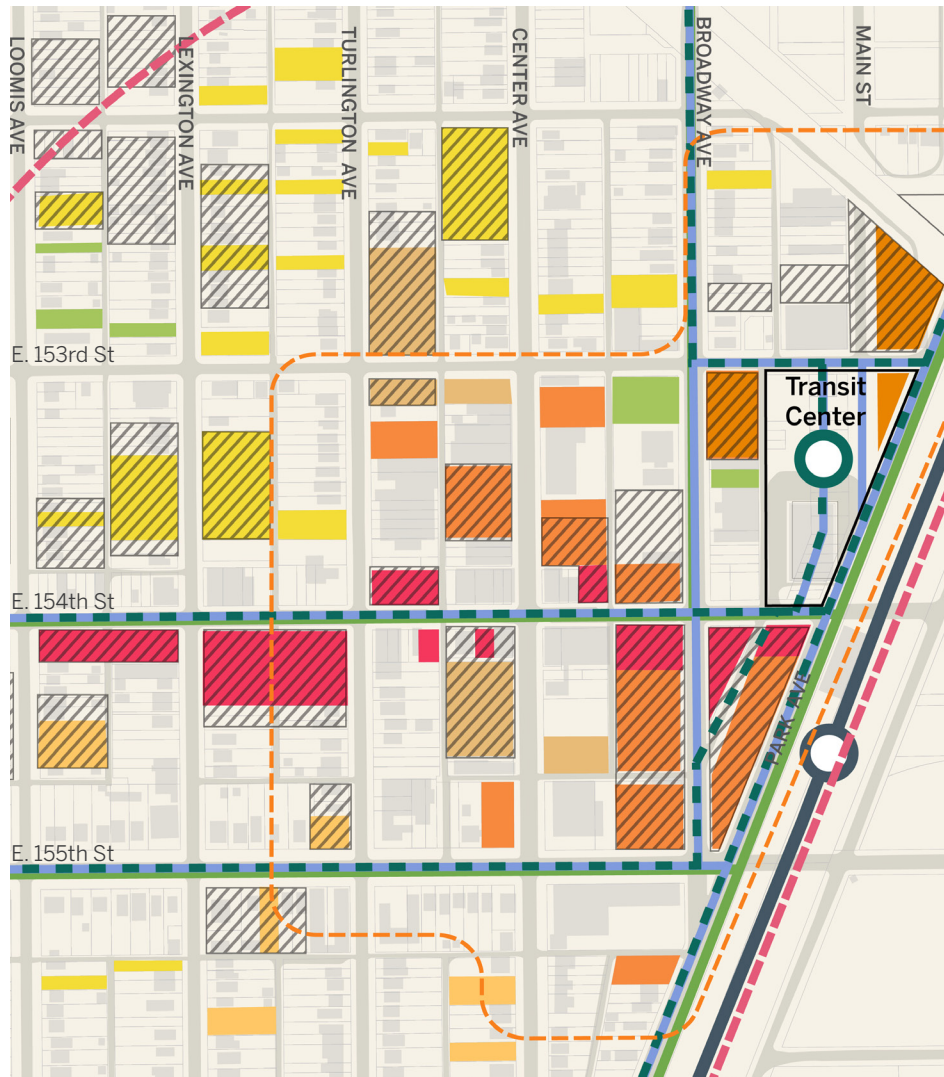
Beyond this core area, there are multiple development opportunities within residential blocks and along key corridors to the west. This includes:

- Blocks to the north, east and south of UChicago Medicine Ingalls Memorial Hospital
- 154th Street
- 153rd Street
- Wood Street

Strengthening and Connecting Anchors



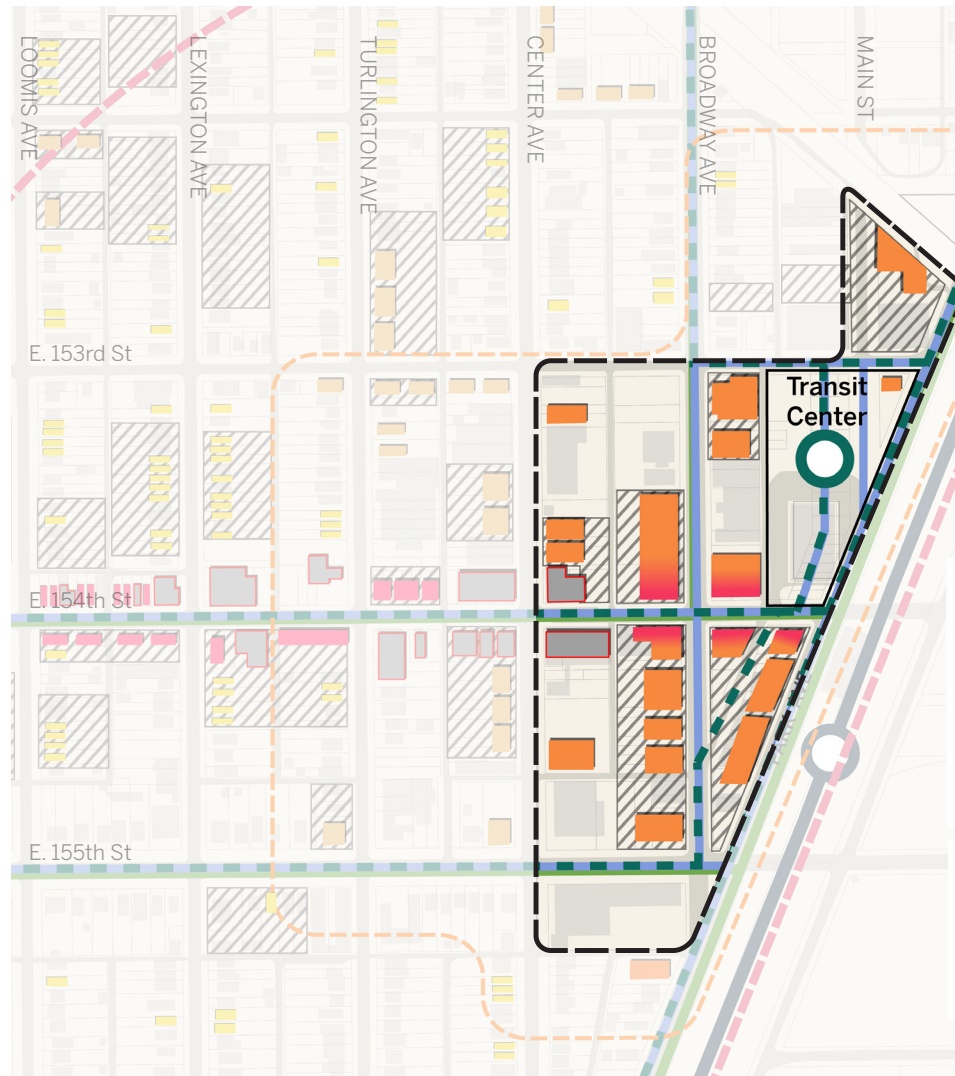
TOD Development Framework Downtown Core



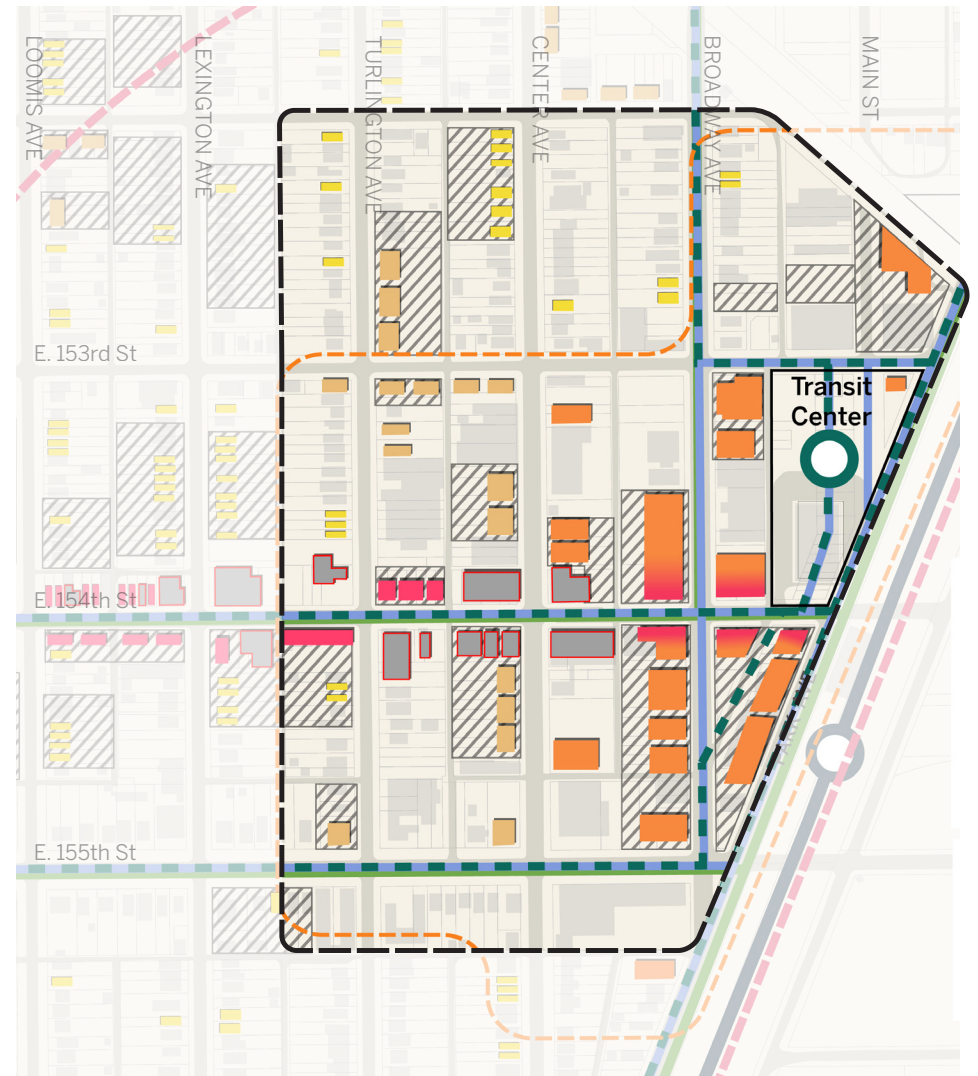
Focusing Retail and Commercial



Multi-Family Close to Transit

















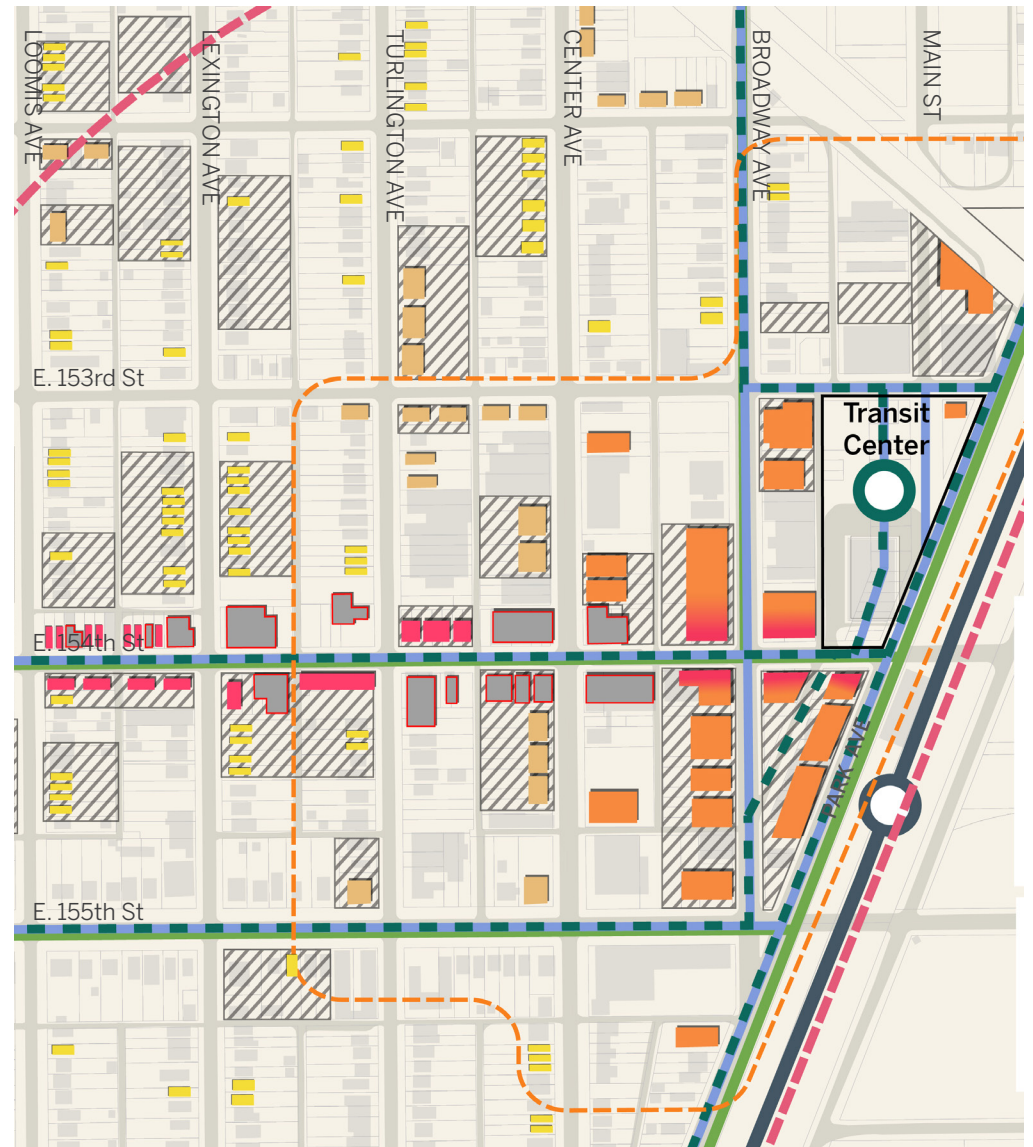
Townhomes and Single Family Infill to the West



TOD Development Framework

“Harvey’s future success will be linked to creating a critical mass of investment in key locations and building out from there.”

-  Potential Development /Renovation
-  Single Family
-  Townhomes
-  Multifamily
-  Retail / Commercial
-  Open Space
-  Mixed Use
-  Existing Building
-  Metra
-  Pace Bus Route
-  Proposed Bikeways
-  Shared Paths
-  Downtown Study Boundary
-  Study Boundary



Neighborhood Amenities



Cafes



Places to live



Historic re-use



The renovated and new buildings that come along with this also provide a more welcoming place, with attractive buildings lining both downtown and neighborhood streets.

Mixed-Use



Affordable Homes



Townhomes



Apartments



Broadway: new public spaces, a Complete Street and infill development



A Civic Green at Broadway and 153rd Street

5.2 Placemaking for People

High quality public spaces matter in the success of any place. Downtown Harvey can transform its appeal to people, businesses and investors by transforming and activating its key public spaces through “placemaking. Placemaking will leverage the density of the downtown TOD area to create vibrancy and bolster the quality of life in the general neighborhood.

Accordingly, this component of the TOD Plan will target existing parks and gathering spaces, as well as high visibility street blocks within Downtown, for coordinated improvements that reimagine the spaces for cultural and special events as well as safe spaces for relaxation and tranquility that can be used on a daily basis. This will improve the quality of life and perception of place.

- Two options for enhancing public spaces have been prepared. Both demonstrate how some fundamental objectives can be achieved
- Create spaces for gathering and special events
- Create flexible spaces that can host relaxation, play, farmers markets, community meetings, performance and festivals.
- Allow expansion onto adjacent streets to create larger spaces
- Celebrate downtown blocks through streetscape initiatives
- Create a connected framework, so people can move between open spaces, and connect through them as they walk or bike to Downtown or transit.
- Extend the idea of public space into the design of the new Transit Center and associated parking lots.

Broadway Multi-Purpose Street



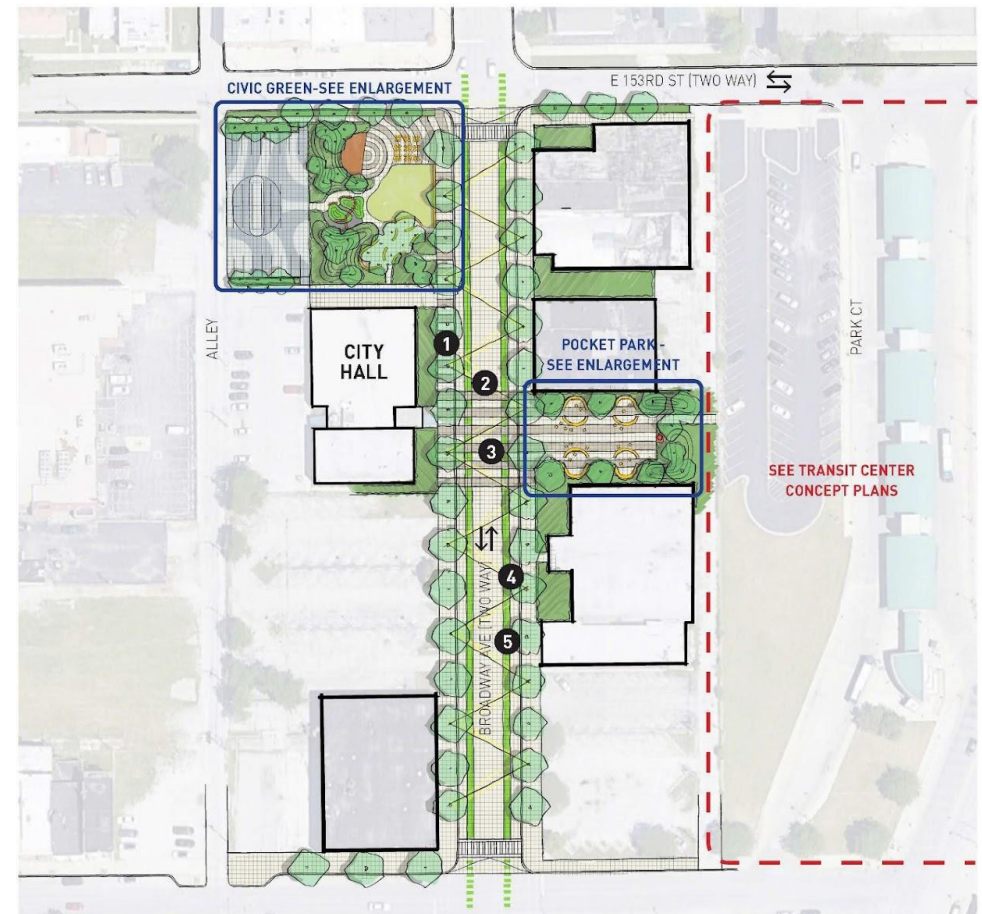
Looking south on Broadway from 153rd Street

Create Signature Downtown Public Spaces

Concept One

- Civic Green at City Hall
- Pocket Park Connecting to Transit
- Broadway Complete Street

- 01 Specialty Pavement
- 02 Catenary Lights
- 03 Special Pavement to delineate Mid Block Crossing
- 04 Curbless Shared Street
- 05 Bike Lane



CIVIC GREEN ENLARGEMENT



CIVIC GREEN LEGEND:

- 1 Painted Graphic at Parking Lots with Basketball Court
- 2 Stage / Raised Wooden Platform
- 3 Play Area
- 4 Plaza With Specialty Paver
- 5 Movable Tables and Chairs
- 6 Lawn
- 7 Grove and Benches

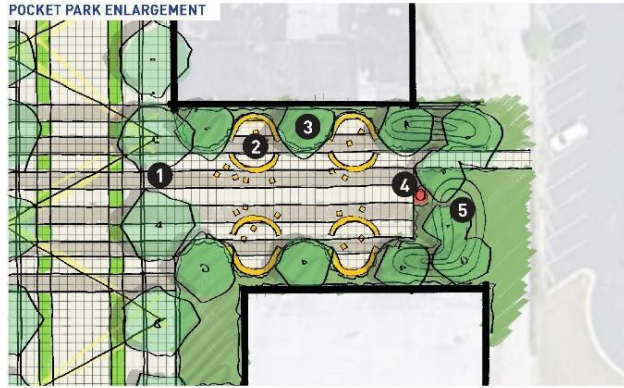


Painted Graphic at Parking Lots with Basketball Court



Stage / Raised Wooden Platform

POCKET PARK ENLARGEMENT



POCKET PARK LEGEND:

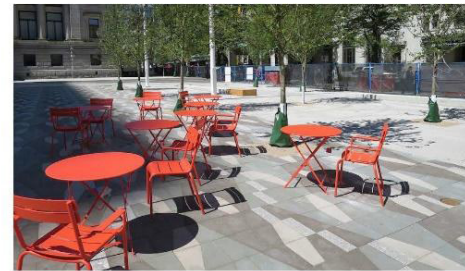
- 1 Specialty Paving
- 2 Seating Nooks with Movable Tables and Chairs
- 3 Landscape Buffer
- 4 Public Art Opportunity
- 5 Connection to Transit



Play Area



Plaza With Specialty Paver



Movable Tables and Chairs



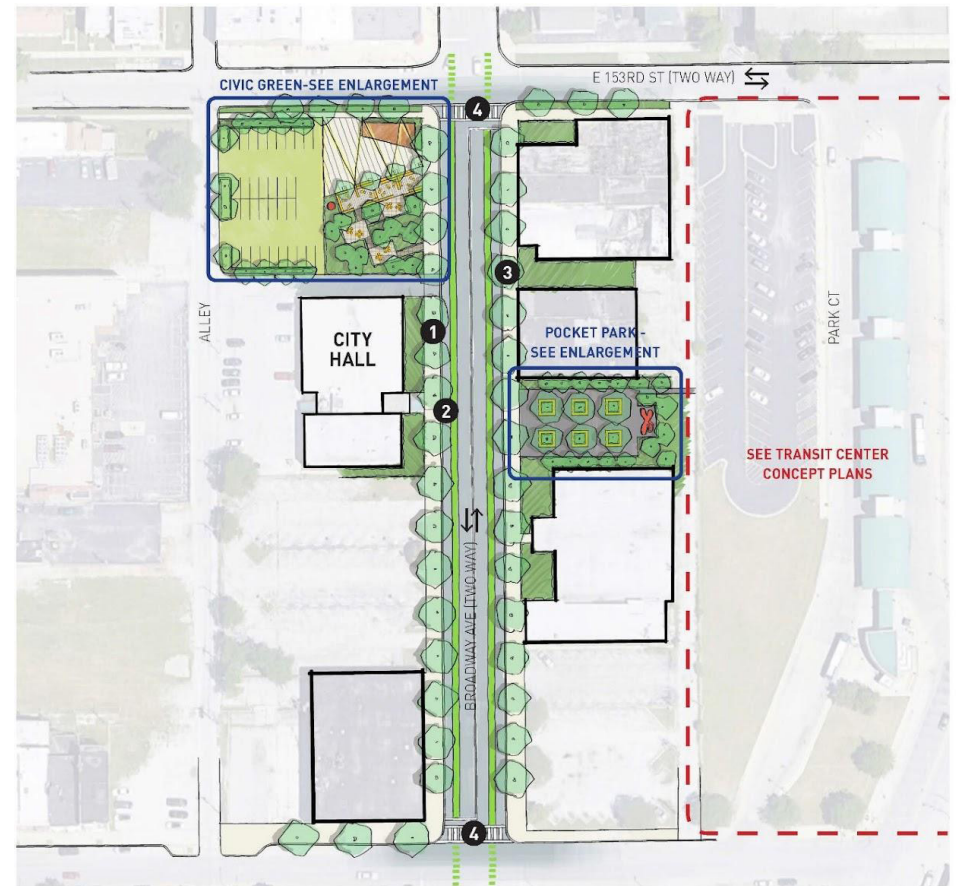
Seating Nooks

Proposed Broadway Street Improvements

Concept Two

- Civic Green at City Hall
- Broadway Complete Street
- Pocket Park connection to transit

- 01 Widen Sidewalk
- 02 Enhanced Crosswalk
- 03 Street Trees in Grates
- 04 On Street Parking



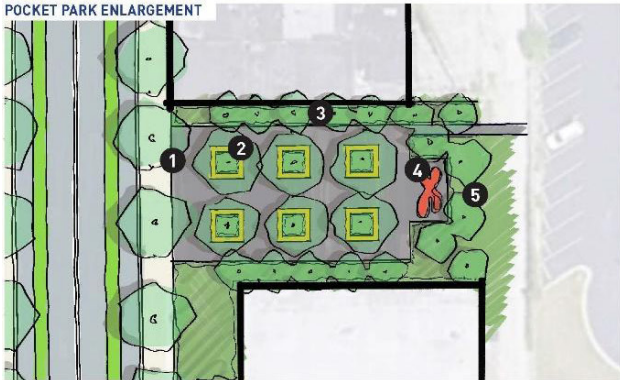
CIVIC GREEN ENLARGEMENT



CIVIC GREEN LEGEND:

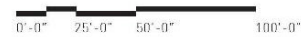
- 1 Grass Paver at Parking Lot
- 2 Public Art
- 3 Plaza With Specialty Paver
- 4 Catenary Lights
- 5 Stage / Raised Wooden Platform
- 6 Communal Gathering Area with Terraced Seating and Moveable Seating
- 7 Seating Nooks with Movable Tables and Chairs

POCKET PARK ENLARGEMENT

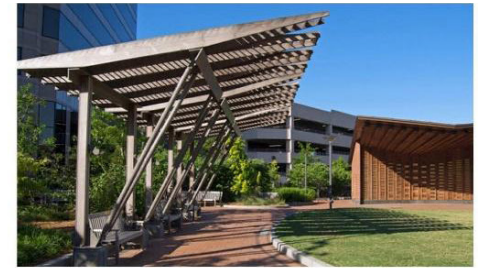


POCKET PARK LEGEND:

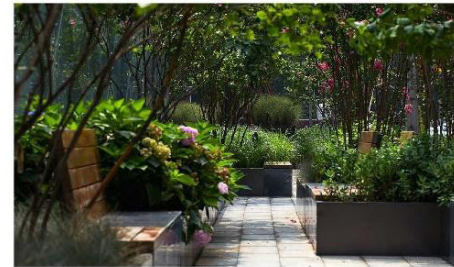
- 1 Specialty Paving
- 2 Shade Tree Grove with Raised Seatwall / Planters
- 3 Landscape Buffer
- 4 Public Art Opportunity
- 5 Connection to Transit



Catenary Lights



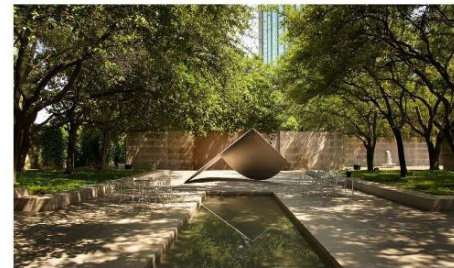
Stage / Raised Wooden Platform



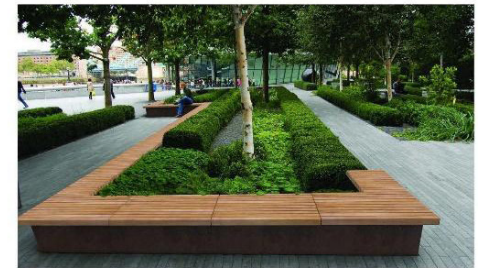
Seating Nooks



Communal Gathering Area with Terraced Seating



Public Art



Shade Tree Grove with Raised Seatwall / Planters

5.3 Connecting the TOD Area

Harvey's transit and street connectivity are major assets to be leveraged. They can also enhance the investment potential of the area overall.

These connections add value to Harvey and increase its competitiveness on many levels:

- **Functionally** – making it easier to move around and meet daily needs
- **Experientially** – providing an attractive place to walk, visit and linger
- **Economically** – defining a clear place for business and job growth
- **Sustainably** – offering active transportation connections, with alternative to auto travel.

Key principles serve as a foundation for the following recommendations within the TOD area

- Creating safe connections for people of all abilities
- Mobility as a means to a unique, pleasant experience for all
- Preserve the multi-modal nature of the area and its regional transit connections.
- Accessing more destinations with more mobility opportunities

Maximizing the Value of the New Harvey Transportation Center

As designs for the Transportation Center evolve, the City of Harvey will collaborate closely with Metra and Pace to maximize the placemaking and economic value of the new facilities. Transportation Center designs should integrate with plan recommendations for the Downtown Area by:

- Ensuring clear and high quality

pedestrian routes to the Pace and Metra facilities from residential blocks north, south and west of the transit center to bus and train boarding.

- Providing new and upgraded pedestrian crossings within the Transit Center project area and surrounding blocks.
- Fully integrating proposed street configurations, intersections and/or and traffic circles with Harvey's Complete Street Proposals and the street enhancements proposed by this plan.
- Place Bike parking at the Transit Center with access to current and proposed bike routes.
- Define pedestrian routes through surface parking areas and include pedestrian refuges, surface markings, pedestrian signage and pedestrian lighting.

- Landscape surface parking areas, with trees at the perimeter, and also at the end of parking bays.
- Design shared surface parking areas to allow for other public uses during weekends, when commuter parking will be reduced.

Care will be taken to match parking supply with parking demand. Doing so will enable the City to avoid creation or retention of empty, underutilized and problematic spaces that work against TOD wider goals of intensifying use and creating attractive, continuous pedestrian connections in the Downtown area.

Defining a Clear Role for Streets

The role of streets, who and what kind of users and vehicles they serve can steer resources and relate to development and public realm investment

strategies. The following framework will guide recommendations for future street enhancements.

Achieving a Complete Streets Framework

The City of Harvey has acted towards redressing long-standing issues around pedestrian safety, access, and connectivity in the downtown and across the entire community. Since adoption of the Complete Streets and Green Infrastructure Policy (June 2020), specific measures are underway to plan, design, and build more mobility opportunities “constructed in a sustainable, resilient manner to maintain long-term benefits of infrastructure investments.

Building in identified Complete Streets projects in the TOD zone, the following will be a focus for Complete Streets initiatives:

- Broadway Avenue
- Center Avenue
- 154th Street
- 155th Street
- Wood Street

These may include new bikeways, sidewalk improvements, reducing curb cuts, enhanced pedestrian crossings, midblock crossings, traffic calming treatments, and enhanced street lighting and wayfinding.

The 154th Street Complete Streets project is currently underway and will provide (a) high quality sidewalks and ADA compliant crosswalks to benefit pedestrian and (b) new Class III bike path (“sharrows”) to create shared vehicle-bicycle facilities along the street. The Complete Streets effort is the first step towards establishing a dedicated bicycle network in Harvey.

Enhancing Walking and Bike Connections

A series of enhancements and improvements that will increase the walkability and pedestrian and bike appeal of Harvey's Streets are recommended.

Enhanced walkability will allow people to meet their daily needs easily, and connect to jobs, services and shopping close to home, within a 10-minute walk, without the need to drive. Encouraging people to walk will also bring more people onto streets, supporting a lively street scene as well as being good for their health.

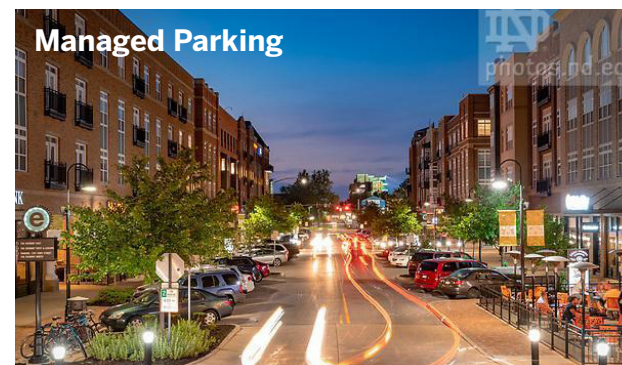
More and better bike routes mean people can travel from further afield. A five to ten-minute bike ride can put downtown and the transit center within reach of a wider population. Residents, commuters, students and visitors can all move quickly around the TOD area

without a car. Good bike connections are also increasingly attractive to potential residents, particularly where they link to regional bike routes.

Bike route recommendations include identification of different types of bike lane and pathways - some shared with other street users and others with separate facilities between the curbs or an entirely separate pathway for bikes and pedestrians only.

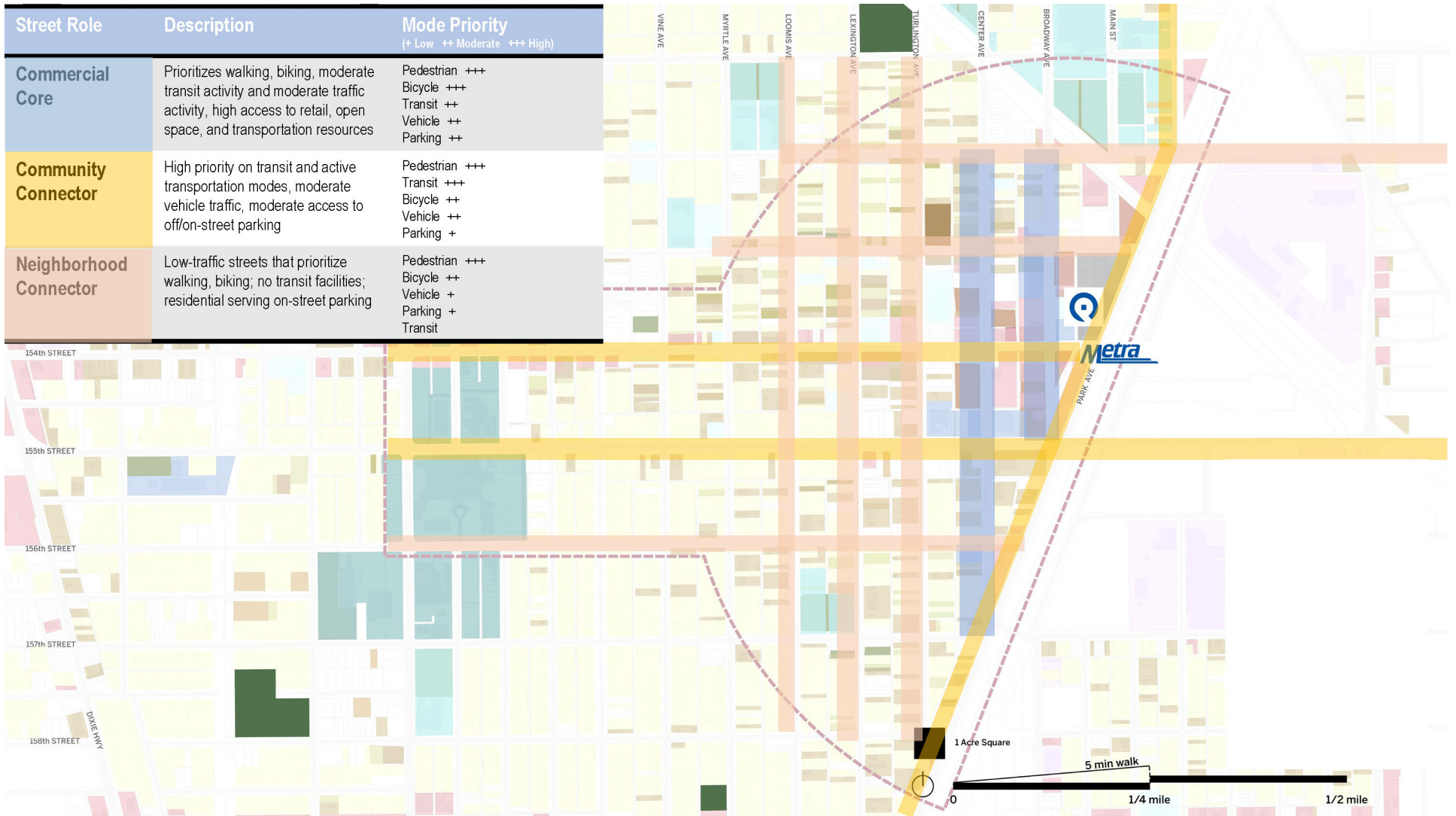
Enhancing Streetscapes

Streetscaping can include better lighting, new pedestrian sidewalks and crosswalks, landscaping, quality signage, street light banners, etc. This can be applied to Center Avenue, Broadway Avenue and along 154th Street and 155th Street.



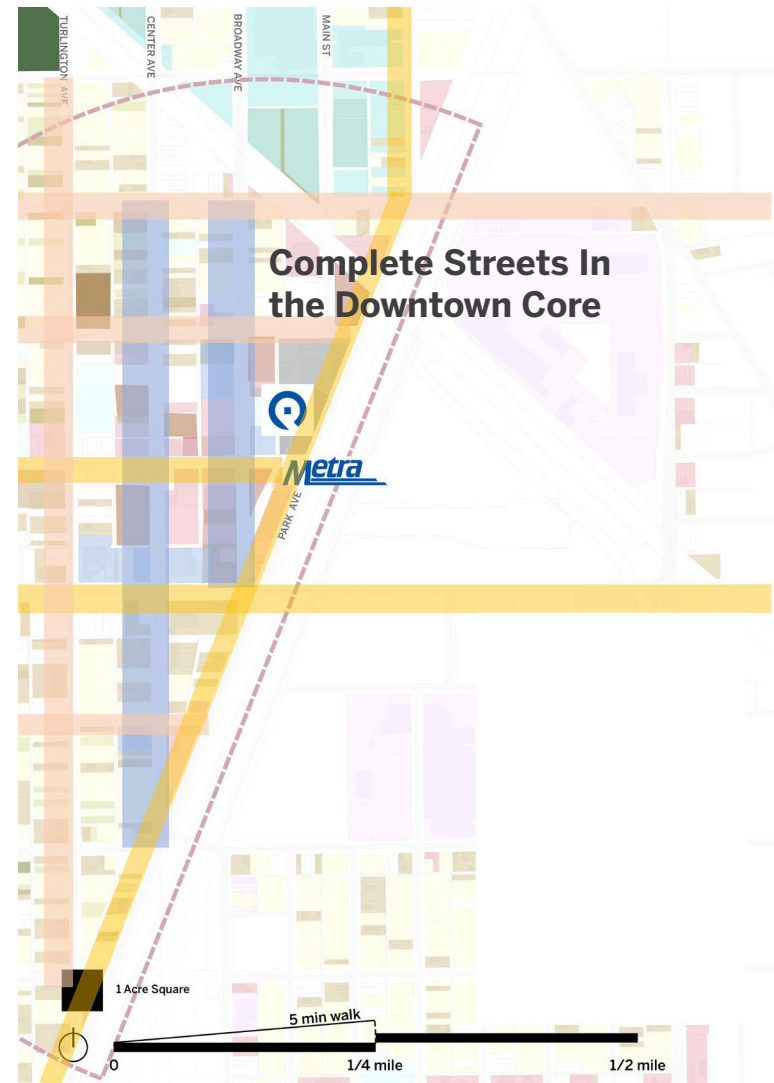
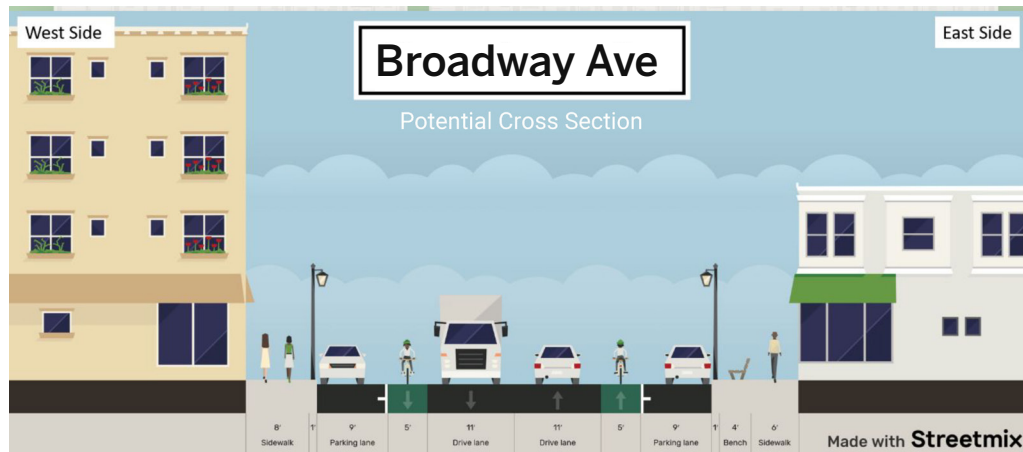
TOD Street Area Roles

Street Role	Description	Mode Priority (+ Low ++ Moderate +++ High)
Commercial Core	Prioritizes walking, biking, moderate transit activity and moderate traffic activity, high access to retail, open space, and transportation resources	Pedestrian +++ Bicycle +++ Transit ++ Vehicle ++ Parking ++
Community Connector	High priority on transit and active transportation modes, moderate vehicle traffic, moderate access to off/on-street parking	Pedestrian +++ Transit +++ Bicycle ++ Vehicle ++ Parking +
Neighborhood Connector	Low-traffic streets that prioritize walking, biking; no transit facilities; residential serving on-street parking	Pedestrian +++ Bicycle ++ Vehicle + Parking + Transit



Complete Streets may include new bikeways, sidewalk improvements, reducing curb cuts, enhanced pedestrian

crossings, midblock crossings, traffic calming treatments, and enhanced street lighting and wayfinding.

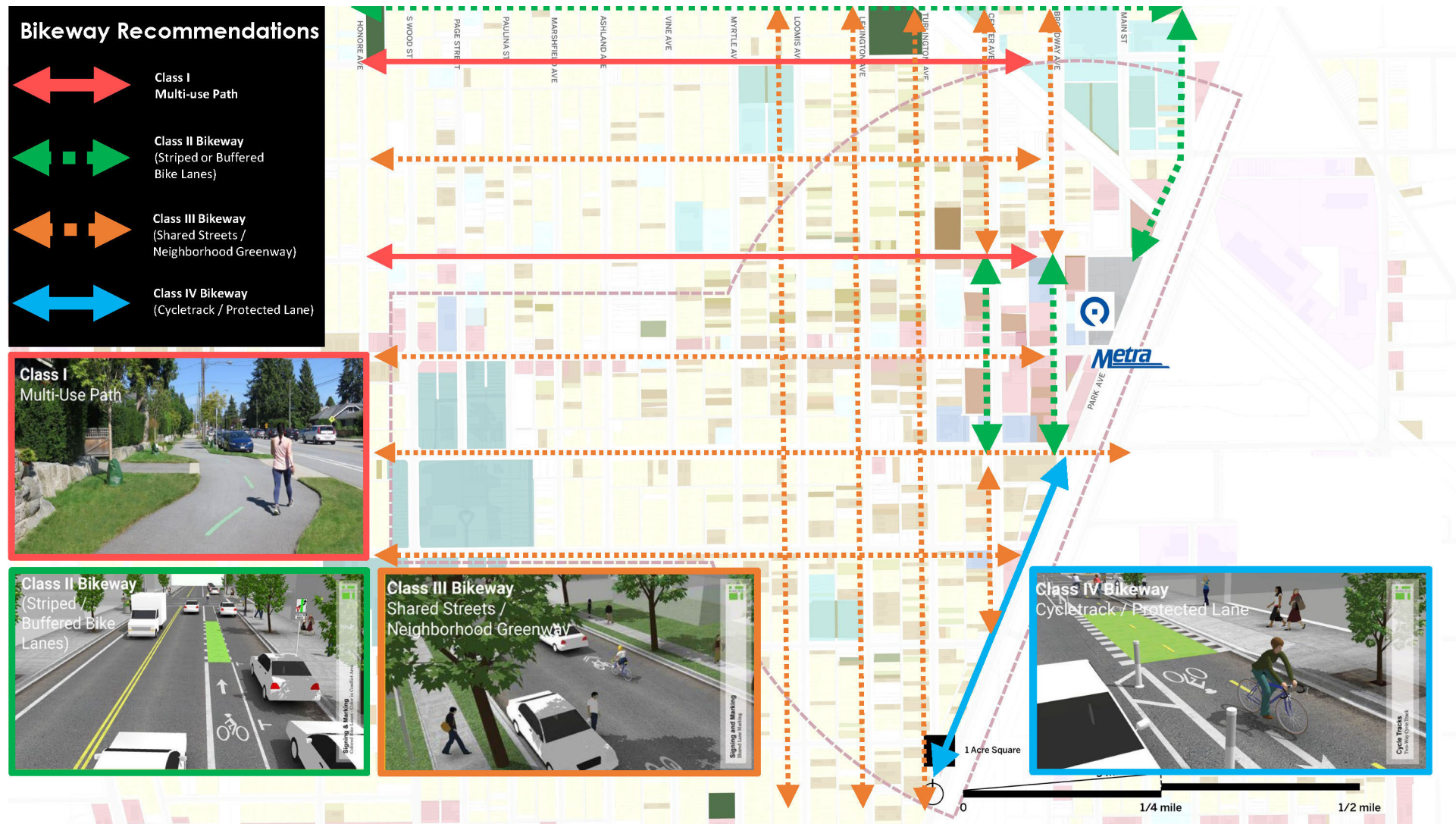


154th Street will be a Complete Street connecting to a new Transit Center, and attracting new homes and business space.



A five to ten-minute bike ride can put downtown and the transit center within reach of a wider population. Residents, commuters, students and visitors can

all move quickly around the TOD area without a car. Good bike connections are also increasingly attractive to potential residents.



Future Parking

Redesign of the Harvey Transportation Center and Metra Station will offer opportunities to modify the amount of public and private parking within the TOD zone. Programmatic measures, such as shared parking, dynamic pricing (e.g., 30-minute, hourly), and regulatory efforts may be explored to ensure that parking resources are being maximized to their fullest potential while also supporting larger city-wide transportation and land-use

development goals. In addition, the combination of Complete Streets improvements and redesign of the Pace Transportation Center environs may allow for reallocation of on-street parking spaces and strategic placement of off-street parking to provide greater access and convenience for residents, businesses, customers, and visitors.

Future Parking

Prepare for right sized, high efficiency parking
Achieve highest and best use surface lots

TOD Overlay District and Downtown Business District



Develop shared parking agreement requirements for property owners



Establish parking in-lieu fee program to minimize dedicated space for off-street parking and encourage shared parking



Explore Transportation Benefit District to raise revenue for specific transportation projects



Modify Bike Parking requirements that ties bike supply to development capacity of land use(s)

Parking Management Recommendations



Institute short-term (30-, 60, 90-minute) paid parking along Broadway Avenue

Establish "smart meter" parking adjacent to Metra Station and along Broadway (mobile app, credit card transactions)

06 Implementation Steps

Implementing the Recommendations

Implementation Requirements	Potential Timeframe			Potential Partners
	Immediate: 1-2 Years	Mid Term: 2-5 Years	Future: 5 Years+	
a. Advance Collaboration				
Maintain local partnerships: City of Harvey, RTA, Metra, Pace, UChicago Medicine Ingalls Memorial Hospital	●	●	●	RTA, Metra, Pace, UChicago Medicine Ingalls Memorial Hospital
Continue partnerships: Thornton Township, Cook County, State of Illinois	●	●	●	Thornton Township, Cook County, State of Illinois
Illinois Department of Commerce and Economic Opportunity: Business development, opportunity zones	●	●	●	Illinois Department of Commerce and Economic Opportunity
Illinois Housing Development Authority: Housing, funding and tax credits	●	●	●	IHDA
Illinois Department of Transportation: Infrastructure	●	●	●	IDOT
Work with regional forums: South Suburban Mayors & Managers Association, Southland Development Authority, Chicago Southland Economic Development Corporation	●	●	●	South Suburban Mayors & Managers Association, Southland Development Authority, Chicago Southland Economic Development Corporation
b. Increase Visibility with Private Investors				
A developer forum event promoting opportunities and resources at a joint event	●			Urban Land Institute
Direct outreach to leading mixed-income residential developers active in the region	●			Chicago Rehab Network
Invite developers individually and tour available parcels	●			
Promotion through regional real estate industry networks including the ULI and Lambda Alpha	●			Urban Land Institute, Lambda Alpha Land Economics Society - Chicago
c. Provide a Central Resource for Investors at Harvey				
Establish and market an online "Developer Toolbox" a centralized information source.	●	●		
d. Assign a "Navigator"				
Assign a clear first point of contact for potential investors and coordinator between agencies and departments	●			
e. Develop a Pool of Interested Partners				
Conduct simple "Letter of Interest" process	●			

Implementation Requirements	Potential Timeframe			Potential Partners
	Immediate: 1-2 Years	Mid Term: 2-5 Years	Future: 5 Years+	
f. Continue Strategic Partnerships				
Build on the City's partnership with UChicago Medicine Ingalls Memorial Hospital	●	●	●	UChicago Medicine Ingalls Memorial Hospital
Build on the Hospital's vision of healthcare, office needs, housing for employees, retail services and transportation options	●	●	●	UChicago Medicine Ingalls Memorial Hospital
g. Initiate Housing Renovation				
Prioritize rehabbing existing homes where possible in the near term.	●	●		Local development and contractor partners
Continue existing small scale rehabilitation in the Study Area.	●	●	●	Local development and contractor partners
h. Focus Housing Development				
Target new rental development in Downtown	●	●	●	Regional mixed-income housing developers
Target new rental on the blocks leading to UChicago Medicine Ingalls Memorial Hospital		●	●	Regional mixed-income housing developers
Fill in gaps in existing residential blocks to create a sense of completion. This will have a more positive impact than scattered site development, and will reinforce Downtown for future retail uses.		●	●	
i. Tap Public Sector Housing Resources				
Promote alignment of this plan with IHDA's Community Revitalization. Economic Development: downtown revitalization, improvements in infrastructure, improvements in services. Housing Development: improvement in housing stock, infill housing/reduction in vacant lots, rehabilitation of dilapidated properties. Community Development: increase in transportation access, walkability, recreational opportunities. Housing Development: improvement in housing stock, infill housing/reduction in vacant lots, rehabilitation of dilapidated properties. Community Development: increase in transportation access, walkability, recreational opportunities.	●			Illinois Housing Development Authority
Apply for IHDA grants for a single-family rehab program.	●			Illinois Housing Development Authority
Use public sector resources: Low-Income Housing Tax Credits, Cook County funds, Housing Authority of Cook County project-based housing vouchers, TIF, Enterprise Zones.		●		Illinois Housing Development Authority, Cook County
Promote the Cook County tax assessment reduction for affordable housing.		●		Cook County
Contact Cook County Land Bank and SSLB to bringing sites back into use.		●		Cook County Land Bank

Implementation Requirements	Potential Timeframe			Potential Partners
	Immediate: 1-2 Years	Mid Term: 2-5 Years	Future: 5 Years+	
j. Attract Private Sector Housing Resources				
Promote Harvey to banks investing in community revitalization efforts, especially where they have local branches.	●			Local banks
Connect to the managers of: Fifth Third Bank and First Merchants Bank.	●			Regional banks with local interests
Promote employer assisted housing by UChicago Medicine Ingalls Memorial Hospital, local banks and other companies.		●	●	UChicago Medicine Ingalls Memorial Hospital
Promote affordable for-sale homes as a later phase, 155th Street and nearby blocks.		●	●	
k. Focus Commercial Renovation				
Focus on small-scale, low cost, retail opportunities: pop-ups, micro-retail, farmers' markets at visible Downtown locations.	●	●		Cook County Community Recovery Initiative
Target rehabilitation of downtown buildings for smaller locally oriented retail and business tenants.		●	●	Illinois Department of Commerce and Economic Opportunity, Cook County
Cluster commercial development.		●	●	Property owners
Identify public sector financial assistance.	●			Cook County, State of Illinois
Foster partnerships with local and national banks focused on community development in underserved areas.	●			Chicago Community Development Financial Institution organizations and networks
Investigate Cook County Class 6, 7, and 8 property tax assessment reduction, to keep taxes and occupancy costs more reasonable for cost conscious businesses.	●			Cook County Bureau of Economic Development
Consider designations such as TIF and Enterprise Zones.	●	●	●	State of Illinois
Tap Southland Development Authority and Allies for Community Business for technical assistance.	●	●	●	Southland Development Authority
Build relationships with local bankers and other organizations that assist and fund small and minority entrepreneurs: Fifth Third, U.S. Bank, PNC, BMO Harris, and JP Morgan Chase.	●	●		Fifth Third, U.S. Bank, PNC, BMO Harris, and JP Morgan Chase.
Collaborate with local commercial brokerage community to identify potential tenants and to market space Downtown.	●	●		Ascend, Avison Young, Baum, CBRE, Entre, JLL, Matanky, etc
Establish an updated website that provides information on available buildings, sites and contacts.	●			
l. Attract and Retain the Next Generation of Residents				
Promote Harvey's housing opportunities to potential residents from across Chicago Southland communities	●	●		South suburb and Chicago south side local press, radio, on-line news sources.
Promote housing opportunities to nearby employees.	●	●		UChicago Medicine Ingalls Memorial Hospital, Amazon
Promote current assets, upcoming housing, transportation, public realm and broadband investments through regional press or directly through larger local employers.	●	●		Chicago Tribune, Chicago-Sun Times, Crain's Chicago Business, WBEZ.
Link to Cook County Land Bank and its "Homebuyer Direct" rent to own program for residents.	●	●	●	Cook County Land Bank

The City of Harvey will leverage recent and pending investments to initiate a sustained process of investment. This will take a concerted, long-term sustained effort on multiple fronts to improve the image, change perceptions, and provide a safe and inviting environment, that makes people want to live, invest, and spend time in the TOD area. The following provides a sequential approach to strengthening collaboration, raising visibility, attracting investment and steering it in coordination with this plan.

A) Advance Collaboration

Throughout this process, ongoing local partnership building between the City of Harvey, Metra, Pace, UChicago Medicine Ingalls Memorial Hospital is encouraged. In addition, continued partnerships with Thornton Township, Cook County and the State of Illinois can multiply the impact of local activity through additional investments.

The Illinois Department of Commerce and Economic Opportunity, the Illinois Housing Development Authority and the Illinois Department of Transportation are key partners. Areas to target investment include improving public infrastructure and civic assets, and providing incentives for business development, opportunity zones, new residential developments and

associated funding and tax credits to ensure that they are economical to develop.

Partnerships through regional forums such as the South Suburban Mayors & Managers Association, the Southland Development Authority, and the Chicago Southland Economic Development Corporation can also be multipliers for the City of Harvey's efforts.

B) Increase Visibility with Private Investors

It is recommended that the City of Harvey initiate a concentrated program to raise regional visibility and communicate that it is open for business, there is support for community investment and that the administration is a willing partner to private sector investors. This can include:

- A developer forum event promoting opportunities and resources at a joint event
- Direct outreach to leading mixed-income residential developers active in the region

- Invite developers individually and tour them around available parcels, discuss the vision of how Harvey wants to develop and the resources the City has at its disposal to make that vision into a reality.
- Promotion through regional real estate industry networks including the ULI and Lambda Alpha.

C) Provide a Central Resource for Investors at Harvey

Establish and market an online “Developer Toolbox,” a centralized information source of all the resources the City has to offer. This web-based Developer Toolbox can help establish Harvey’s reputation as an easy to work with and customer-service-oriented community. Resources in a Developer Toolbox could include:

- Promoting the reasons investing in Harvey makes sense.
- Information on available and developable land in the study area, TIF funding, ongoing public infrastructure improvements, and other potential funding sources is available through state or federal entities.
- Information on an abatement program to use in case there are ground issues at potential development sites that need remediation.

D) Assign a “Navigator”

Assign a clear first point of contact for potential investors, who can also serve as a coordinator between different agencies and departments to ensure that a development project can be successfully advanced. This should be a clearly defined and publicly visible role, with sufficient resources for this to be a full time position, with additional staff support also available.

E) Develop a Pool of Interested Partners

Following direct outreach, the City of Harvey is encouraged to develop a pool of potential partners. This can be through a simple “Letter of Interest” process whereby developers provide a summary of experience and outline the types of property from among Harvey’s land supply they would be interested in collaborating on. This can be a simple milestone to advance conversations and confirm interest.

F) Deepen Partnerships with UChicago Medicine Ingalls Memorial Hospital

Build on the Strengths of the City’s partnership with the Deepen Partnerships with UChicago Medicine Ingalls Memorial Hospital. The hospital is a large area employer that is invested in the success of the community. Continued cultivation of this relationship is critical to anchoring the Downtown area and its future revitalization. The City is encouraged to continue working with Hospital staff and build on the hospital’s vision of healthcare, office needs, housing for employees, retail services and transportation options that align with their shifts. This would also encourage wages earned by employees at the hospital to remain within the community.

G) Initiate Housing Renovation

Given the low housing values, the large number of vacant single-family homes, and limited supply of apartments, the City of Harvey should prioritize the rehabbing of existing homes where possible in the near term. Small scale rehabilitation is already underway on one block near the Study Area, and this should be encouraged to continue. This will improve the overall image and perception of the community.

H) Focus Housing Development

New rental development in Downtown and on the blocks leading to UChicago Medicine Ingalls Memorial Hospital should be targeted in the first stage of new development. A range of housing types is appropriate, including mid-rise buildings such as Harvey Lofts in Downtown, as well as two and three-story walk-up buildings or townhouses along 154th Street to fill in the gap between Downtown and Ingalls.

It will be important to fill in the gaps in existing residential blocks to create a sense of completion. This will have a more positive impact than scattered site development, and will reinforce Downtown for future retail uses.

I) Tap Public Sector Housing Resources

IHDA has grants to municipalities for a single-family rehab program. The use of public sector resources such as Low-Income Housing Tax Credits, Cook County funds, Housing Authority of Cook County project-based housing vouchers, TIF, Enterprise Zones, and other potential funding sources will be required to make rental developments financially feasible.

A Cook County tax assessment reduction is available for affordable housing, which can address the high property tax burden in Harvey. The role of the Cook County Land Bank and SSLB should be considered in bringing sites back into use.

J) Attract Private Sector Housing Resources

From a private sector perspective, major banks are investing in community revitalization efforts, especially where they have branches. The City of Harvey is encouraged to reach out to the managers of the local Fifth Third Bank and First Merchants Bank branches to make them aware of Harvey's opportunities and needs, and to secure funding for revitalization efforts.

Employer assisted housing by major employers such as Ingalls, local banks and companies in the city could further assist employees who might be enticed to live closer to work.

Affordable for-sale homes should be a later phase, but would be suitable along 155th Street and nearby blocks. These will require a variety of subsidies, including down payment assistance to homebuyers, free or reduced priced land to developers, and low-interest mortgages.

Since buying a home is a long-term commitment, further Downtown improvements will be needed to give buyers the confidence that their investment will increase in value.

K) Focus Commercial Renovation

As population density increases through residential renovation and re-development, the City should focus on small-scale, low cost, retail opportunities. These would include budding enterprises such as pop-ups, micro-retail, farmers' markets at visible Downtown locations. This can include a focus on local residents who are young entrepreneurs, artists or aspiring to be. Downtown spaces that are flexible and easy to activate should be an initial priority. Such activities can help build a brand for the City of Harvey. The experience and information gathered at these events can also help the City determine what type of retail there is demand for and can be promoted.

Assuming physical improvements to Downtown, targeted rehabilitation of buildings can be economically viable

for smaller locally oriented retail and business tenants. Commercial development needs to be clustered so that shoppers can easily walk from one business to another without moving their cars or walking past vacant buildings. This will also enhance the overall image of Downtown and provide needed activity. Safety is critical for business owners, employees, and patrons.

This will likely require financial assistance from the public sector, as well as partnerships with local and national banks focused on community development in underserved areas.

New construction will need assistance, as well as use of the Cook County Class 6, 7, and 8 property tax assessment reduction, to keep taxes and occupancy costs more reasonable for cost-conscious businesses.

Designations such as TIF and Enterprise Zones can be considered. Organizations such as the Southland Development Authority and Allies for Community Business provide technical assistance, as well as access to grants and loans to entrepreneurs in neighborhoods such as Harvey.

The City is encouraged to build relationships with local bankers and other organizations that assist and fund small and minority entrepreneurs. Large banks with a Chicago presence, including Fifth Third, U.S. Bank, PNC, BMO Harris, and JP Morgan Chase, have active community development divisions.

The City of Harvey is encouraged to work with the local commercial brokerage community to identify potential tenants and to market space

Downtown. An updated website that provides information on available buildings, sites and contacts will also be important.

The TOD Plan is implemented, the City should pursue opportunities to expand fresh food access for current and new residents. It may be necessary to utilize TIF or Business District or other public investment tools to support investors who can partner with the City to deliver and expand fresh food access - either in a traditional grocery store format or farmers' market or other formats."

L) Attract and Retain the Next Generation of Residents

i. Catalyze Efforts to Reverse Population Loss and Attract Talent

The City like other southern Cook County towns is in a 'war for talent' and has been losing population over the past decades. To reverse the trend, the City needs to seize opportunities in growth industries (like e-commerce fulfillment and food processing) by working with major employers and smaller employers. Equally important, it is necessary to attract talent that depends on the basic tools of the new economy, like low cost, high quality broadband internet.

Strengthened quality of place and housing incentives can support population growth. The City of Harvey can promote its housing opportunities to potential residents from across the region and the growing number of nearby

employees. Younger households entering the housing market or taking first steps into ownership can be attracted. Additionally, other complementary measure to improve quality of life like farmers' markets, community event programming and placemaking efforts will help in the competition for talent.

Current assets and upcoming housing, transportation, public realm and broadband investments can be promoted through regional press or directly through larger local employers.

Available properties may also be available through the Cook County Land Bank and its "Homebuyer Direct" rent to own program. Available properties may also be available through the Cook County Land Bank and its "Homebuyer Direct" rent to own program for residents.

ii. Act to Retain Residents and to Allow Aging in Place

While the City has options for talent attraction, it will be necessary to retain the current residential population base and to specifically allow aging in place. In practice, this means working with developers to facilitate varied senior housing options and it also means allowing regulatory changes to enable aging in place (e.g., accessory dwelling units or narrow lot townhomes). For all age groups, it will be necessary to find ways to keep homeowner taxes manageable - by leveraging and promoting existing Cook County assessment programs and the selective use of City incentives to keep residential property taxes in line with peer communities.

Appendix

Community and Development Sector Inputs to the Plan

What the Community Said

During the development of this plan, stakeholders and the public were engaged in a series of Steering Group sessions, in-person public meetings and publicly accessible webinars. Feedback generated several common themes. This included:

- See Downtown Harvey as a destination, with multiple roles and activities for residents and visitors
- Value and renovate the existing historic fabric, including streets, sidewalks and public spaces.
- Improve the public realm, streets and parks for more walkable and safe spaces
- Create lively activities such as farmers' markets, coffee shops, restaurants and public art.

- Explore diverse housing opportunities for young families, professionals, and seniors
- Support existing residents with housing assistance so they can stay in their own home, whether that is rented or owned.
- Address public safety concerns, ensuring a safe place to live, shop and work.
- Take a holistic view, addressing multiple factors and locations in a comprehensive way so solutions can reinforce each other.

ULI Chicago TOD Developer Discussion Panel

The RTA partners with the Urban Land Institute (ULI) Chicago, a professional organization of real estate and land use experts, to connect local governments with development professionals to facilitate practical discussions on the market potential of opportunity sites. Using half-day, on-site workshops, this ULI Panel was conducted

during the plan process to inform recommendations.

Key recommendations that informed the plan included:

- Lead with housing. Retail will follow based on a growing population base, as well as the potential generated by commuters.
- Promote Harvey's assets: what is in place today and will be in 5 years' time
- Focus on the TOD area as a place to start attracting investment to Harvey.
- "Invite" investors and promote the City's development opportunities to them.
- Promote opportunities to established and reputable mixed-income housing developers
- Use existing and adopted plans to be clear on what the community is interested in seeing happen.

- Confirm the desired uses and development concepts early.
- Engage in direct sales negotiations rather than using competitive request for proposal (RFP) processes that can discourage interest – particularly in lower value locations.
- This can still be competitive, and professional advice can allow the City to secure good value for its assets.



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