

Redevelopment Concept for the Holcor & Twin Outdoor Theater Sites

RIVERDALE, ILLINOIS

JANUARY 10, 2003

Background

As a part of the Village of Riverdale's Illinois Environmental Protection Agency Brownfields Redevelopment Grant, this document puts forth a conceptual redevelopment plan for the Holcor and Twin Outdoor Theater sites, and adjacent areas at Halsted and 138th Streets. This report also includes implementation recommendations to ensure effective regional market placement of the aforementioned study area. The following recommendations are based on a cursory regional opportunities analysis, community visit, and site tour, as well as a worksession facilitated by VANDEWALLE & ASSOCIATES with representatives of the Greater Riverdale Industrial Partnership (GRIP).

Goal

The goal of this concept plan is to identify a redevelopment strategy for the short-term reuse of the Holcor and Twin Outdoor Theater sites, which will secure an immediate use that addresses the social needs of the community, and generate immediate tax increment. Ultimately, this strategy will stimulate sustainable long-term redevelopment of the 138th Street Corridor and position Riverdale in the regional marketplace of the new economy. This long-term plan will be accomplished through tactical programming and the formation of mutually supportive partnerships between the Village and various new economy manufacturing and technology transfer operations and logistics. The physical concepts put forth in this concept plan will restructure existing development to accommodate higher intensity and quality of uses that create a unified identity for the 138th Street Corridor.

Planning Approach

The planning approach taken to prepare this concept plan is purposely broader than a redevelopment concept focused only on the Holcor and Twin Outdoor Theater sites because the opportunities maintained by these sites go well beyond the potential benefits of an isolated, site-specific redevelopment. As the Holcor and Twin Outdoor Theater project are being targeted as the first success of GRIP, the redevelopment of these sites sets the standard for the Village's and GRIP's future redevelopment goals and expectations of the 138th Street Corridor. Further, the visual prominence of these sites from Halsted Street, their adjacency to the Pacesetter neighborhood and the Public Safety and Post Office facilities, and their municipal ownership establish the Holcor and Outdoor Twin Theater sites as the crux of 138th Street Corridor revitalization. This concept plan complements the Village's existing 138th Street Corridor Study (TPAP June 2002) that lays the foundation for continued industrial use of the area by identifying a land use programming concept, which fosters sustainable economic development, and introduces the foundation for implementation.

The Village's juxtaposition with the Ford plant, Illinois Technical Institution, University of Chicago, De Paul University, and Northwestern University and various private research engines, as well as its large tracts of underutilized industrial land with access to interstate and rail infrastructure, its large workforce, and its strong redevelopment leadership, generate the potential to secure Riverdale a regional presence in the new economy. Some of the Village's potential has already been realized, as exhibited by the E-Village planned for the



Ivanhoe Metra Station, and the broadband fiber optic infrastructure in north Riverdale. Proper programming and marketing of the Holcor and Twin Outdoor Theater sites can leverage this investment and result in the strategic positioning of the 138th Street Corridor and Riverdale in the new economy as a regional center for technology transfer, commercialization, and workforce training.

Through redevelopment of the Holcor and Twin Outdoor Theater sites, Riverdale can begin to invest in the foundations necessary to support the new economy. This foundation includes the following:

- Administratively advancing regulation and policy that augments growth and innovation, particularly in arenas that support the Information Technology revolution. For example, adoption of zoning regulation that is amiable to the development of broadband transfer stations, or establishing a Village policy to attract technology-based businesses.
- Fostering collaborative relationships with regional research engines, such as the University of Chicago, Illinois Institute of Technology, Northwestern University, the Ford plant, the railroads, and various private research engines.
- Providing an environment that enables workers to gain the tools that are needed to navigate, adapt, and prosper in a continually changing economic environment through workforce education and training.

The Information Technology infrastructure of Interwest supplies superior access, distribution, and data processing capabilities that are needed to support the manufacturing industry's need for uninterrupted access to high speed, wideband Internet for logistics and production. Also, the existing rail lines and the possible development of an I-57 interchange provide the transportation infrastructure necessary to accommodate just-in-time distribution requirements. This infrastructure coupled with the redevelopment leadership of GRIP, the Village, and its regional connections will help assure local, and ultimately regional success of this redevelopment concept.

Keys to the Old and New Economy		
Issue	Old Economy	New Economy
Economy-Wide Characteristics		
Markets	Stable	Dynamic
Scope of Competition	National	Global
Organizational Form	Hierarchical, Bureaucratic	Networked
Industry:		
Organization of Production	Mass Production	Flexible Production
Key Drivers of Growth	Capital/Labor	Innovation/Knowledge
Key Technology Drivers	Mechanization	Digitization
Source of Competitive Advantage	Lowering Cost Through Economies of Scale	Innovation, Quality, Time-to-Market, and Cost
Importance of Research/Innovation	Low-Moderate	High
Relations with Other Firms	Go it Alone	Alliances and Collaboration
Workforce:		
Policy Goal	Full Employment	Higher Real Wages and Incomes
Skills	Job-Specific Skills	Broad Skills and Cross-Training
Requisite Education	A Skill or Degree	Lifelong Learning
Labor-Management Relations	Adversarial	Collaborative
Nature of Employment	Stable	Marked by Risk and Opportunity
Government:		
Business-Government Relations	Impose Requirements	Encourage Growth Opportunities
Regulation	Command and Control	Market Tools, Flexibility

Redevelopment Concept

Currently GRIP and the Village seek to redevelop the 138th Street Corridor to support regional manufacturing. Rather than focusing programming of the Corridor for continuing traditional industrial and manufacturing uses, this concept plan seeks to expand this strategy by programming the Corridor to become a center for technology transfer and commercialization. These new economy adaptations will be integrated into traditional or advanced industrial and manufacturing activities, and will be augmented by the existing fiber optic network and transportation infrastructure.

An example of this concept would be to integrate biobased construction products such as fiber board made from corn husks, into the modular home manufacturing and training operation that is proposed for the Holcor site, and then distributing the final products via existing rail lines. This linkage would allow for local commercialization of new biobased technologies and workforce training in technology commercialization and traditional manufacturing, in addition to the standard economic and social benefits accrued from a new manufacturing operation. By concentrating this variety of uses and infrastructure in one geographic area, the synergy of this agglomeration fosters idea and service exchange, provides common labor pools and supply chains, presents joint venturing and outsourcing opportunities, reduces transportation costs, will maximize investment in the Village's information network that connects local job placement services, the E-Village, community web-sites, community development corporations, etc., and creates an economic identity for Riverdale.

The Holcor and Twin Outdoor Theater sites offer the Village and GRIP a quick success that will set a course for its larger redevelopment goals for the 138th Street Corridor. Currently, the Village and GRIP are reviewing several options for immediate reuse for the Holcor site, including a training center/manufacturing facility for modular homes that would also utilize the Twin Outdoor Theater site as a storage yard for the manufacturing operations. This use is ideal for the short-term, because it allows the Village to maintain ownership and control of the property; is a use which does not stimulate much noxious outdoor activity; and because the concept of a training center can be easily linked to a larger long-term vision that will help stimulate redevelopment of adjacent parcels, as well as other industrial sites along the 138th Street Corridor.

Current development along 138th Street is primarily industrial, with isolated residential enclaves, and limited commercial uses. Many of the properties along the corridor are underutilized and vacant. In addition to the Holcor and Twin Outdoor Theater sites, two redevelopment concepts for the Pacesetter neighborhood are presented as continuation of this residential use in its current form is doubtful due to fragmented circulation and ownership patterns. The Pacesetter development alternatives include a Mixed-Use Residential/Commercial neighborhood and a Mixed-Use Commercial/Light Industrial campus. Also, general design suggestions for 138th Street and Halsted Street frontages are addressed in these recommendations. The following concepts are based on the study areas' marketability, appropriateness of land uses, and the Village's long-term redevelopment goals. See the attached graphics, *Technology Commercialization and Training Center*, and *Holcor/Pacesetter Redevelopment Concept*.

Holcor Site

- Technology Commercialization & Training Center
- Symbolic Riverdale Employment Center Gateway
- Reuse of Existing Structure
 - Small-shop manufacturing
 - Classrooms
- New Tech Commercialization Headquarters
 - Image-enhancing new structure
 - Offices, classrooms, etc.
- Halsted Street Frontage Enhancement
- Water Tower Enhancement
- 137th Street Access

Twin Outdoor Theater Site

- Support Facility for Headquarters and Training Center
- New Training and Manufacturing Facility
 - Training, small-shop manufacturing, classrooms, etc.
- 137th Street Access

Halsted Street Frontage

- Riverdale Employment Center Entryway
- Streetscape Enhancements
- Commercial Design Guidelines
- Coordination of Commercial Development Sites
- Possible Lot Reconfiguration & Street Vacation
- Intersection Improvements

• 137th Street Extension

Pacesetter Site

- Alternative 1: Mixed-Use Neighborhood
- Alternative 2: Light Industrial/Commercial

138th Street Corridor

- Riverdale Light Industrial Corridor
- New Training and Manufacturing Facility
- Transportation Connections
 - Interstate 57
 - Halsted Street
 - Metra Stop
- Design Guidelines
- Unified Identity
- Business Sites (Frontage on 138th Street)
 - Light industrial manufacturing
 - Shipping and storage

Post Office & Public Safety Building

- Quality Site Treatments

NORTH

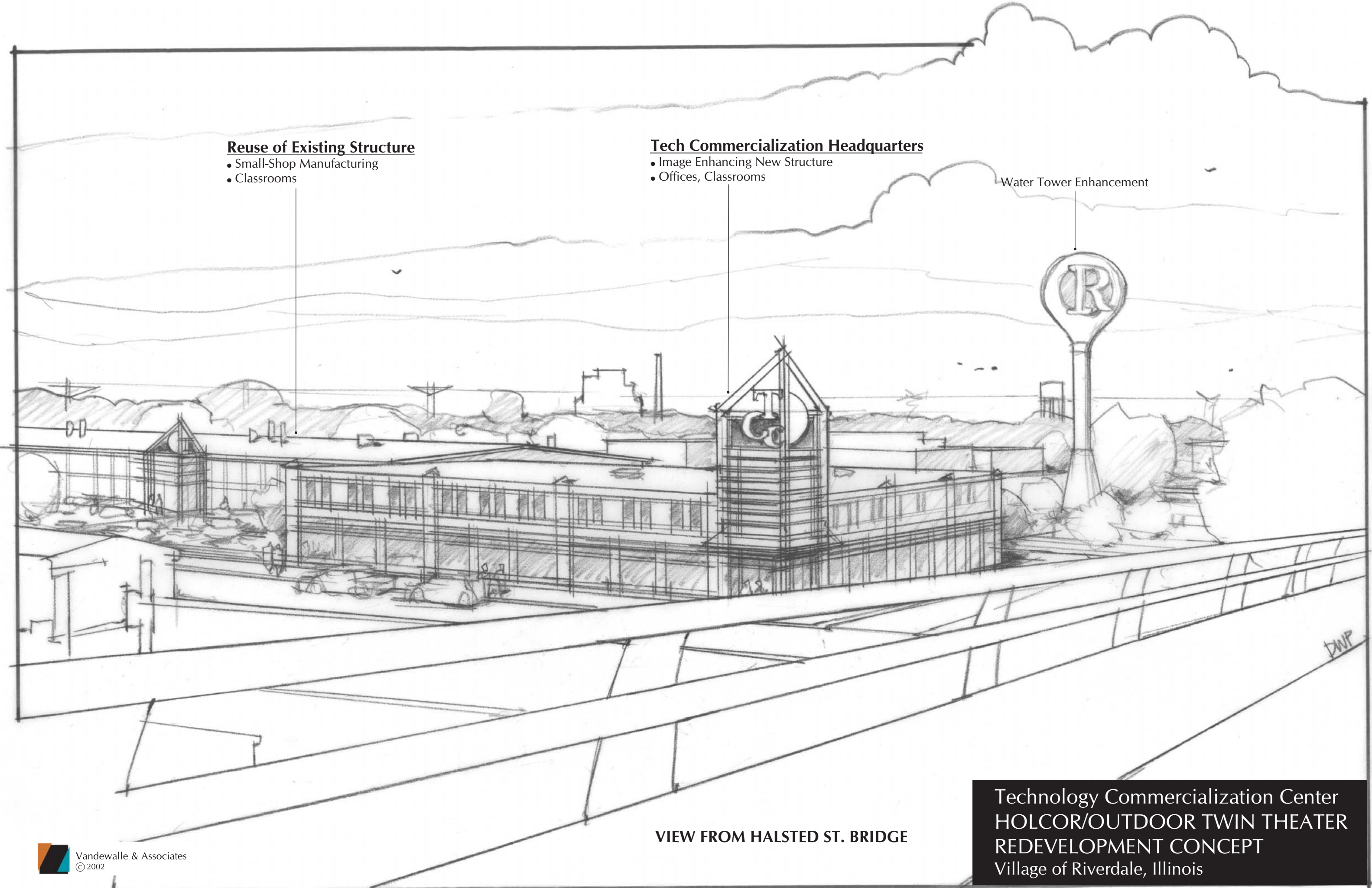
Reuse of Existing Structure

- Small-Shop Manufacturing
- Classrooms

Tech Commercialization Headquarters

- Image Enhancing New Structure
- Offices, Classrooms

Water Tower Enhancement



VIEW FROM HALSTED ST. BRIDGE

Technology Commercialization Center
HOLCOR/OUTDOOR TWIN THEATER
REDEVELOPMENT CONCEPT
Village of Riverdale, Illinois

DWP

Holcor Site: Riverdale Technology Commercialization and Training Center (RTCTC)

The modular home manufacturing and training facility should be pursued as the initial use for the Holcor site, and should be considered an initial component of a much larger redevelopment concept for the site and the Corridor. This reuse should occupy a portion of the existing structure for its manufacturing and training operations, thereby generating income to help offset the Village's current T.I.F. and bond obligations, and provide momentum that will spur the Village's and GRIP's larger redevelopment goals for the 138th Street Corridor. The currently vacant land of the western portion of the Holcor site should be developed with a new structure that announces a new Technology Commercialization and Training Center and houses the headquarters of the program. The headquarters should be given a brand identity such as the RTCTC, thus setting the stage for a larger initiative for the 138th Street Corridor. Design of the headquarters should be landmark quality to take advantage of the visibility of the Holcor site from the Halsted Street bridge and to complement the Public Safety and Post Office facilities. This new development should house offices, classrooms, and limited manufacturing space. Physical improvements that are necessary to support redevelopment of this parcel include access via a realigned 137th Street extending through the Pacesetter neighborhood, streetscape improvements along the Halsted Street frontage, and Water Tower enhancements to landmark the new Riverdale Center.



Twin Outdoor Theater Site: Extension of the RTCTC

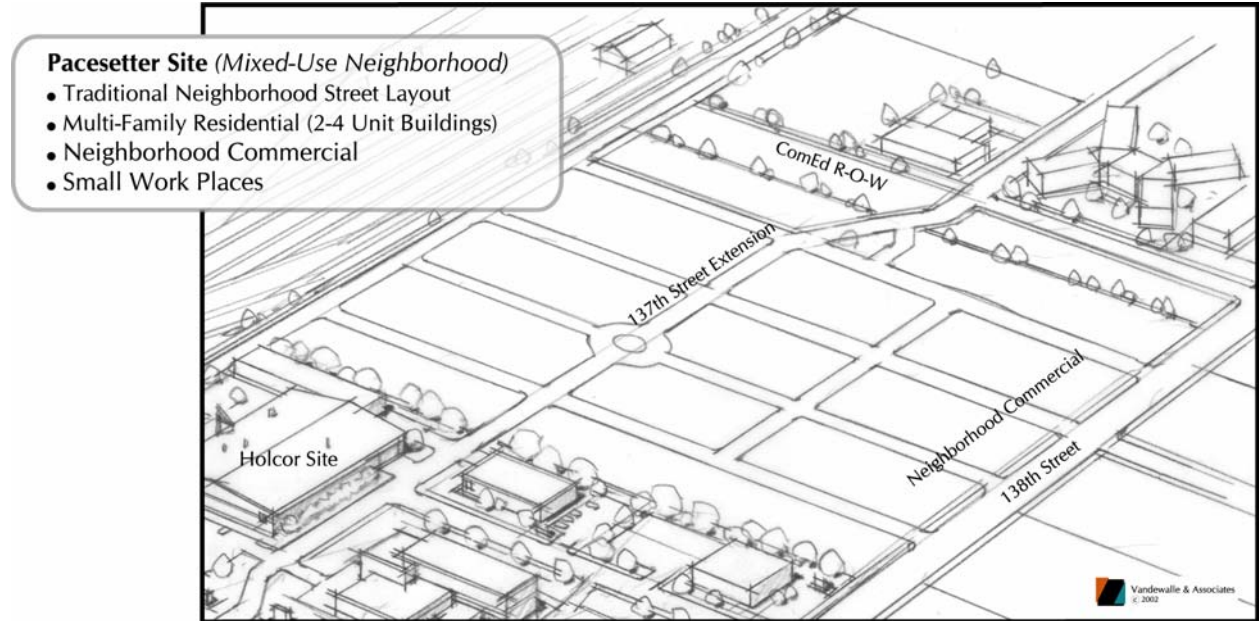
Similar to the concept for the Holcor site, the immediate use of this site should be adaptable for higher uses as redevelopment demands increase. Temporary use as a support facility for the modular home manufacturing operation fits this requirement, and supports the overall redevelopment goals for the area. Ultimately, the use of this site should be an extension of the new RTCTC on the Holcor site. Attention should be given to design of the temporary and long-term uses to assure compatibility with the Public Safety and Post Office facilities and the RTCTC on the Holcor site and access to a realigned 137th Street should be established.



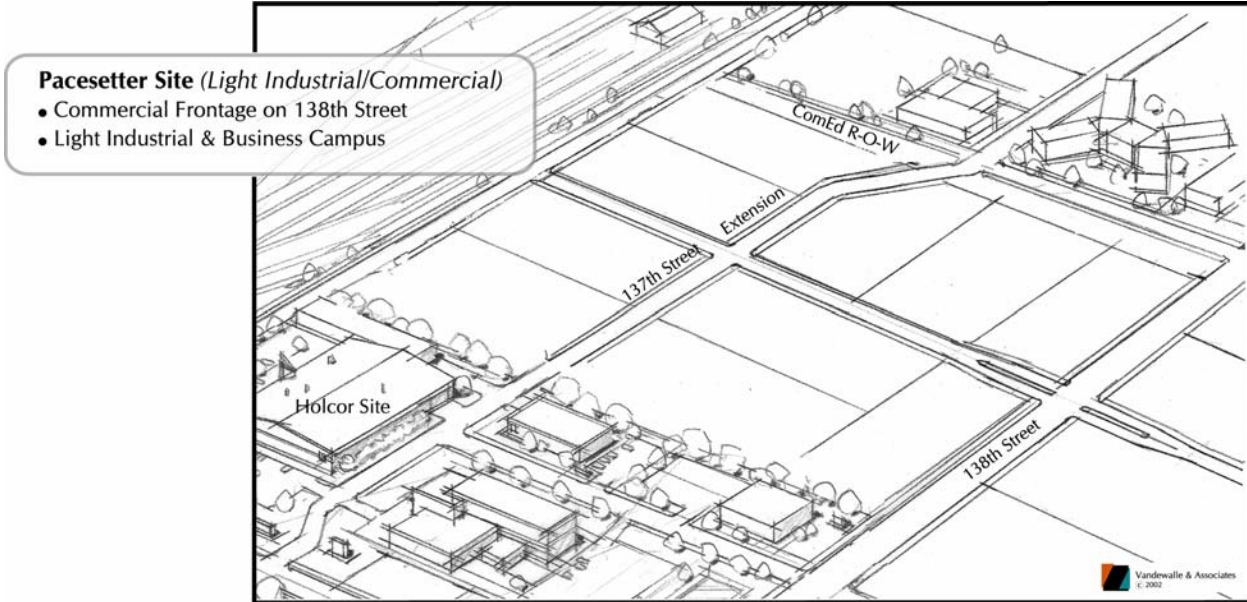
Pacesetter Neighborhood Redevelopment

Improvements to the Pacesetter neighborhood include realigning 137th Street through the development to connect with Halsted Street, and more appropriate transitioning from the Public Safety, Post Office, and the Continental Window facilities into the Pacesetter site.

Alternative #1 Commercial/Residential Mixed-Use: A mixed-use residential neighborhood should be developed that would blend with and buffer the neighboring rail yard and fuel storage facility. Such a development should be primarily multi-family residential use, which is integrated with office development and neighborhood commercial along 138th Street. A traditional neighborhood street layout will improve circulation and connectivity to workplaces, the elementary school, and 138th Street.



Alternative #2 Light Industrial/Commercial Mixed-Use: A mixed-use light industrial/commercial development, extending from Halsted Street through Pacesetter will support uses prescribed for the Holcor site and the Public Safety and Post Office facilities. Commercial uses along the 138th Street frontage would capitalize on the high traffic counts along this thoroughfare, and light industrial and clean manufacturing operations would access rail and interstate highway systems. This light industrial and business campus would be an extension of the Riverdale Technology Commercialization and Training Center. The quality of design exhibited by the Public Safety and Post Office facilities should be extended to this development, and attention should be paid to the transition into adjacent uses to the east beyond the ComEd right-of-way.



138th Street Corridor & Halsted Street Frontage

The Public Safety and Post Office facilities, and development and redevelopment of the Holcor and Twin Outdoor Theater sites set the tone for future design along the 138th Street Corridor and intersecting arterials. Although the Holcor site is a critical first step, redevelopment of the 138th Street Corridor will be the force that drives Riverdale's role in the new economy and positions it in the regional market place. Land uses should be primarily light industrial with the infrastructure to support new economy uses, such as office, technology transfer, commercialization, light industrial and flexible manufacturing operations, and shipping and storage facility logistics. The intersection of Halsted and 138th Streets should be improved to identify the symbolic gateway to Riverdale's employment center. Development along Halsted should include commercial development design standards and streetscape enhancements that are compliant with the Strategic Regional Arterial program. Ultimately, several of the existing retail properties that front Halsted should either be phased out or reconfigured with streetscape enhancements to complement the Public Safety and Post Office facilities.

Implementation Strategy

The Village should concurrently pursue the modular home training and manufacturing center as the immediate use on the Holcor and Twin Outdoor theater sites, while also pursuing redevelopment and programming of this larger long-term vision through the following steps:

- Enlarge the vision of the modular home training and manufacturing center to include use of new technology in the manufacturing of the modular home products, and explore the possibility of connecting this manufacturing operation to the adjacent rail yard via a trunk line to the existing structure on the Holcor site.
- Market the idea of Riverdale's Technology Commercialization and Training Center to:
 - Leverage earlier development of the I-57 interchange.
 - Pursue funding for immediate redevelopment projects in the Holcor area and along 138th Street Corridor.
- Explore new economy partnership opportunities with Illinois Technical Institute, University of Chicago, DePaul University, Northwestern University, and private sector research engines.
- Establish connections between new technology providers of forest products, bio-based fluids, etc. with existing manufacturing and industry such as the Ford plant and the railroads.
- Target specific corporations that would benefit from Riverdale's location and investment in this type of redevelopment, and foster relationships with these corporations.
- Tap into new economy incentives: New Market Tax Credits, and state, federal, and private funding opportunities.
- Ensure that new development is compatible with the redevelopment vision through commercial design guidelines and rezoning, if necessary.

Like most south suburban Chicago communities, Riverdale anticipates continued growth. However, due to the possible development of an I-57 interchange at 138th Street, the potential differences in rate, intensity, and quality of future development require that the Village establish a strong and achievable vision for the 138th Street Corridor. By proactively programming development now, the Village will be better positioned to attract higher quality development in the future. Moreover, the redevelopment of the Holcor site can set the standard for quality and stimulate redevelopment of

the 138th Street Corridor. These cumulative planning efforts and their resultant employment generation will improve Riverdale's positioning for the I-57 interchange at 138th Street, and securing this infrastructure will, in turn, stimulate additional redevelopment of, and investment in the Corridor.

VANDEWALLE & ASSOCIATES is available to assist the Village of Riverdale with all of the components of this concept plan, as needed. Specifically, VANDEWALLE & ASSOCIATES has the expertise to assist with developer recruitment, project marketing, design guidelines and design oversight, and channeling new economy resources and connections to Riverdale through the firm's considerable expertise in and experience assisting communities with redevelopment projects that are focused on capturing the market potential of the new economy.