



VILLAGE · OF · WINNETKA

Incorporated in 1869

Downtown Master Plan

Steering Committee Meeting

Monday, June 27, 2016

**Village Hall
510 Green Bay Road
Council Chambers, 2nd Floor
7:00 p.m.**

The Downtown Master Plan Steering Committee will hold its next meeting on Monday, June 27, 2016 at the Winnetka Village Hall, 510 Green Bay Road (Council Chambers), Winnetka, Illinois, beginning at 7:00 p.m.

Agenda

1. Greetings & Agenda Review
2. Review of Draft Master Plan Components – Part 1:
 - a. Market Findings
 - b. Parking and Circulation Findings
3. Public Comment
4. Adjournment

Note: Public comment is permitted on all agenda items.

NOTICE

All agenda materials are available at villageofwinnetka.org (*Government >Boards & Commissions > Agenda Packets*).

The Village of Winnetka, in compliance with the Americans with Disabilities Act, requests that all persons with disabilities who require certain accommodations to allow them to observe and/or participate in this meeting or have questions about the accessibility of the meeting or facilities, contact the Village ADA Coordinator – Megan Pierce, at 510 Green Bay Road, Winnetka, Illinois 60093, 847-716-3543; T.D.D. 847-501-6041.



Memorandum

To: Megan Pierce, Assistant to the Village Manager – Village of Winnetka
Michael D’Onofrio, Community Development Director – Village of Winnetka

From: Michael Blue, FAICP – Principal, Teska Associates
Erin Cigliano, AICP – Senior Associate / New Media Specialist, Teska Associates

Date: June 22, 2016

RE: **Village of Winnetka – Downtown Master Plan: Market Assessment and Transportation Plan**

Attached are the completed Market Assessment (prepared by Goodman Williams Group) and Transportation Plan (prepared by Sam Schwartz Engineering) for the Downtown Master Plan. These two documents will be the topic of discussion for the Steering Committee’s June 27, 2016 meeting. Members of Goodman Williams Group and Sam Schwartz Engineering will be in attendance to present their findings and recommendations. The meeting objective is for the Committee to reach consensus on the various recommendations in these reports, as that direction will be compiled into the final Downtown Master Plan.

Market Assessment



Prepared for Teska Associates

June 2016

Introduction

As a subcontractor to Teska Associates, Goodman Williams Group completed assessments of the commercial and residential markets intended to inform the Winnetka Downtown Master Plan (DMP). We began our market research in the summer of 2015, and contributed to the Existing Conditions Report completed in October 2015. We also presented our market findings to the DMP Steering Committee on November 30, 2015.

This chapter is an update of last year's market information and presents our conclusions on the near-term potentials for additional retail, commercial space, and new residential development in the Downtown Elm Street, Hubbard Woods, and Indian Hill business districts. It should be noted that implementation of this Plan, including transportation improvements and streetscape enhancements, will help the business districts capture the market potentials set forth in this chapter. The recommendations will position Winnetka to compete successfully with the downtowns in other North Shore communities.

Overview of Winnetka Socioeconomic Trends

To begin the analysis, Table 1 summarizes select demographic and market information on the Village of Winnetka and eight other North Suburban communities. Figure 1 shows Winnetka and its surrounding communities in context. The UP-North Metra Line which runs through Winnetka and its neighboring suburbs is shown on the map in dark green.

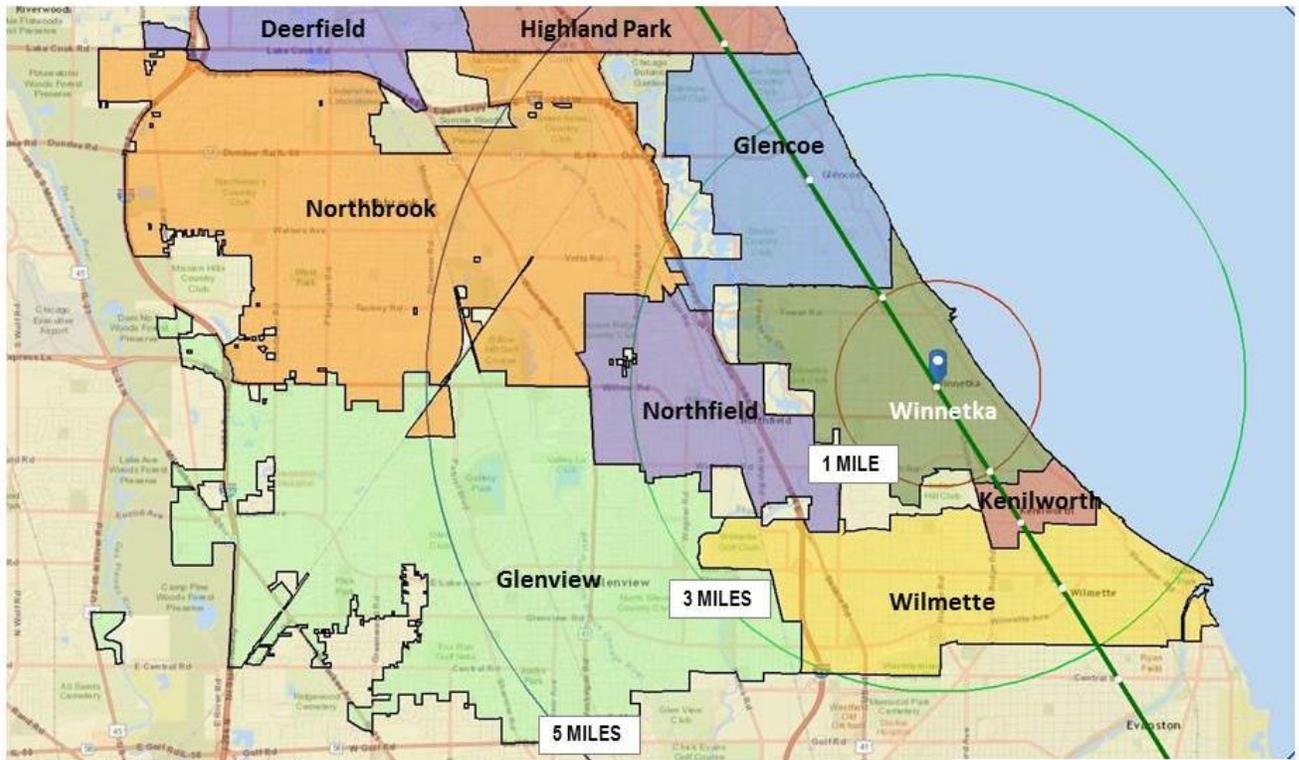
Table 1: Comparative Demographics

COMPARATIVE DEMOGRAPHICS | WINNETKA AND SURROUNDING COMMUNITIES

Community	2015 Population Estimate	2015 Household Estimate	2015 Median Age Estimate	2014 ACS Median HH Income	2014 Annual Retail Sales Tax	SF Unit Permitted (2012-2014)	MF units Permitted (2012-2014)
Glenview	45,626	17,227	46.1	\$92,350	\$15,672,366.53	347	708
Northbrook	33,431	12,888	49.8	\$112,943	\$9,334,798.81	112	0
Highland Park	29,880	11,578	46.6	\$111,271	\$9,270,135.29	62	0
Wilmette	27,367	9,884	46.3	\$129,551	\$3,182,273.89	112	0
Deerfield	18,271	6,707	44.2	\$135,881	\$5,434,044.33	87	248
Winnetka	12,187	4,164	44.7	\$207,540	\$1,351,382.58	74	0
Glencoe	8,746	3,029	45.4	\$161,976	\$1,915,452.90	69	0
Northfield	5,471	2,229	50.6	\$109,260	\$1,768,645.72	17	0
Kenilworth	2,567	823	44.2	\$227,250	\$32,144.49	19	0

Sources: Esri Business Analyst (2015 estimates), IL Dept of Revenue, 2009-2013 American Community Survey (ACS) 5-year estimates, Censtats

Figure 1: Map of Winnetka and Surrounding Communities



Source: Esri Business Analyst

The following bullet points highlight some of the key demographic findings.

- With an estimated 2015 population of 12,187, Winnetka has a larger population than Glencoe, Northfield, and Kenilworth, but is still one of the smaller North Suburban communities.
- These nine communities tend to have older populations. The median age of the population in Winnetka is 44.7 compared to CMAP's estimates for Cook County (35.5) and Lake County (37.0).
- Median household income (as reported in 2014) for the 4,164 households in Winnetka is \$207,540. Not surprisingly, this is significantly higher than the median for Cook County (\$54,828). Kenilworth and Glencoe are the only other neighboring suburbs with median incomes in excess of \$150,000.

Further information on demographic trends and forecasts for the Village of Winnetka is presented in Table 2.

Table 2: Winnetka Demographic Trends

Winnetka Demographic Trends						
	2000	2010	2015 Estimates	2020 Projections	% Change 2000-2015	
Summary						
Total Population	12,419	12,187	12,270	12,378	-1.2%	
Total Households	4,162	4,102	4,164	4,217	0.0%	
Total Housing Units	4,310	4,425	4,497	4,535	4.3%	
Average Household Size	2.98	2.97	2.94	2.93	-1.3%	
Household Characteristics						
Family HHs	3,433	3,328	3,375	3,409	-1.7%	
Median Age	39.8	42.6	44.7	46.7	12.3%	
Median Household Income	\$167,458	\$207,995	*\$207,540			
					% Change 2000-2015	% of 2015 Total
Population by Race						
Population Reporting One Race						
White	11,958	11,554	11,552	11,562	-3.4%	94.1%
Black	31	33	30	29	-3.2%	0.2%
American Indian	2	11	13	13	550.0%	0.1%
Asian/Pacific Islander	302	406	464	543	53.6%	3.8%
Some Other Race	37	41	43	47	16.2%	0.4%
Population Reporting Two or More Races						
Races	89	142	167	183	87.6%	1.4%
Total Hispanic Population	156	271	316	363	102.6%	2.6%

Source: 2000/2010 data from U.S. Census Bureau. Where Census Data are not available, estimates and projections are from Esri Business Analyst
 *2014 ACS Median Household Income

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The population of Winnetka has been relatively stable. While it declined slightly from 2000 to 2015, forecasts show a slight increase through 2020. The Asian population is Winnetka’s largest minority group, but remains only 3.8% of the population in 2015. The number of households remains unchanged.

Table 3: Age Distribution

Winnetka Age Distribution						
	2000	2010	2015 Estimates	2020 Projections	% Change from 2000- 2015	% of 2015 Total
Age Range						
0-19	4,486	4,418	4,159	3,694	-7%	34%
20-24	230	280	598	552	160%	5%
25-34	599	397	472	714	-21%	4%
35-44	2,069	1,450	945	955	-54%	8%
45-54	2,133	2,331	2,189	1,909	3%	18%
55-74	2,222	2,507	3,065	3,588	38%	25%
75+	685	804	844	966	23%	7%
Median Age	39.8	42.6	44.7	46.7	12%	

Source: ESRI Business Analyst

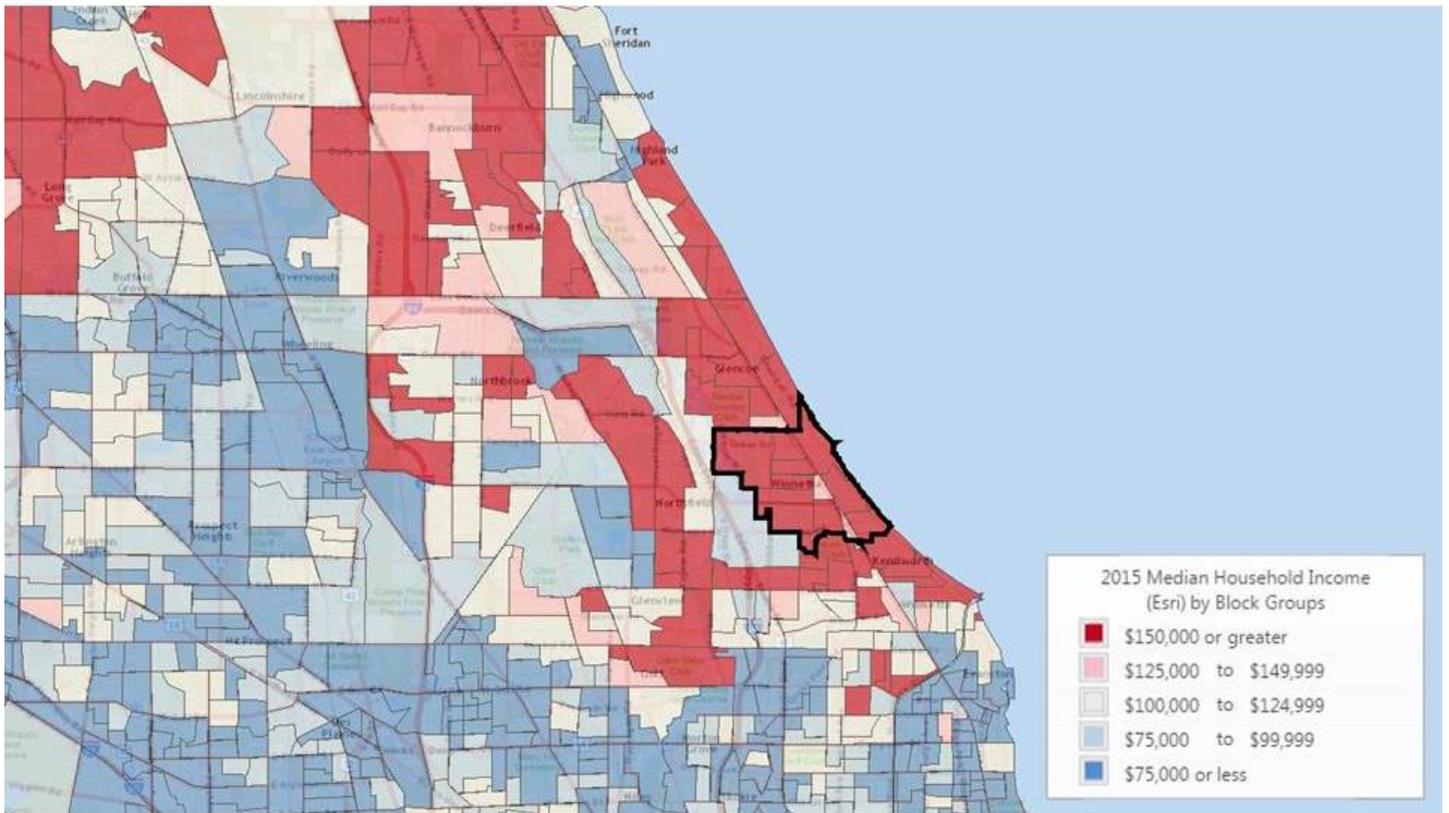
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Table 3 shows the distribution of population by age in Winnetka since 2000. The median age of Winnetka residents has risen by 12% over the past 15 years. The number of children has decreased, and the population 55 and older has increased by 38%. Those aged 55 and older now comprise nearly one third of the population in the Village.

The population aged 25-44 has declined during the past 15 years, while the number of young people from 20-24 has increased. One explanation is the national trend of college graduates returning to live at home while they plan their next career steps post-graduation. Winnetka has an extremely well-educated population, with 88% of residents aged 25 or older having at least a bachelor's degree.

The following map (Figure 2) illustrates median household income by block group. Those shaded red have a median household income greater than \$150,000 while those with the deepest blue are at \$75,000 or less. Winnetka, outlined in black, is predominantly red – further showing that its households have higher median incomes than many of its neighbors.

Figure 2: 2015 Median Household Income Map by Block Group



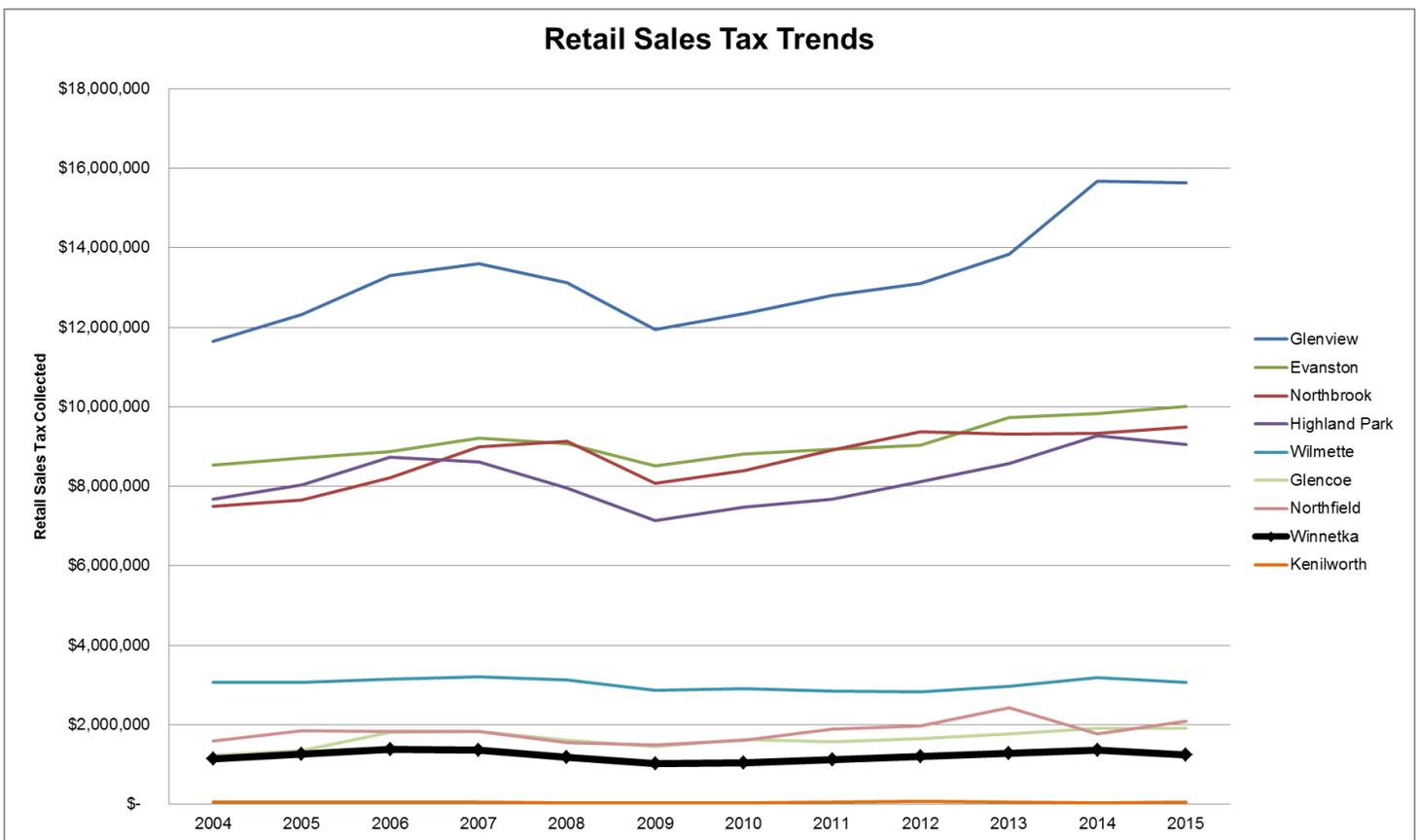
Source: Esri Business Analyst

II. Commercial Market Findings

Downtown Elm Street (Elm Street East and West), Hubbard Woods, and Indian Hill are primarily neighborhood-serving business districts located along Green Bay Road near their respective Metra Stations. Neither Elm Street nor Hubbard Woods has a large employment-based daytime population, and none of them has nearby residential density. The most significant source of daytime population in Winnetka is New Trier High School (current enrollment of 3,121), which is located near the Indian Hill business district.

Sales tax revenues in Winnetka have been flat over the past 10 years, totaling \$1,351,000 in 2014. In comparison to its neighboring communities, Winnetka's sales tax revenue is less than Glenview and Northfield. Of the surrounding North Shore communities, only Kenilworth collects less retail sales tax as seen in Table 4.

Table 4: Retail Sales Tax Trends, 2004-2015



Source: Illinois Department of Revenue, 2015

Primary Market Area

According to the International Council of Shopping Centers (ICSC), a Primary Market Area provides 60% - 80% of the patronage for area businesses. Obviously, some individual businesses are destinations and attract from a larger trade area, while others serve a very local clientele.

Conversations with Village staff, residents, real estate brokers, and retailers helped delineate Winnetka's Primary Market Area shown in Figure 3. We also analyzed local drive times and patterns, and looked at the locations of competitive commercial districts and shopping centers. The area shown in light gray on the accompanying map represents our understanding of the Primary Market Area—the source of most of the patronage for Winnetka's business districts. The boundaries include:

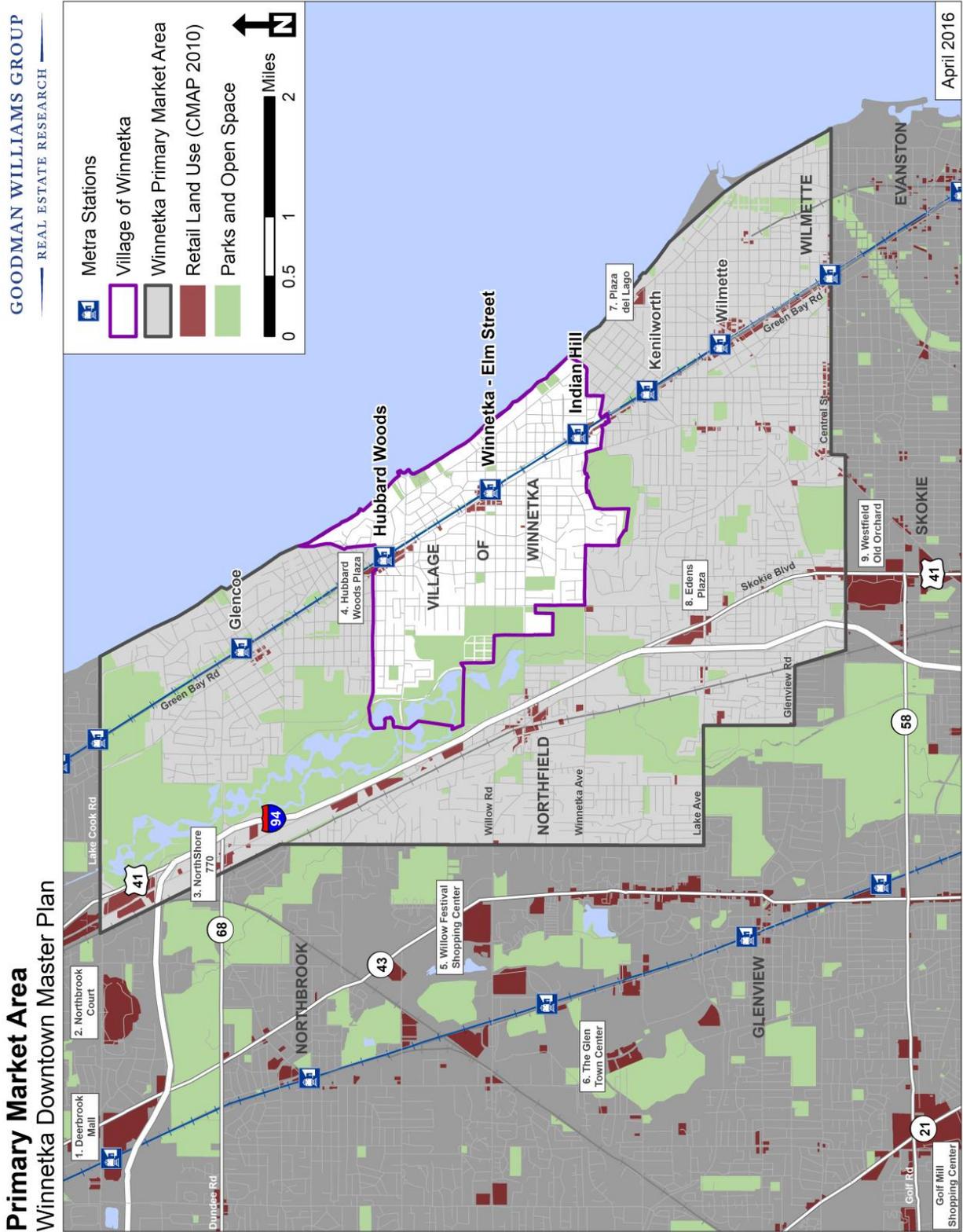
North: Lake Cook Road

East: Lake Michigan

South: Central Street in Evanston

West: West of Route 41 to include a portion of Northfield.

Figure 3: Map of Primary Market Area



Competitive Retail Districts, Corridors, and Shopping Centers

An analysis of opportunities for additional retail in Winnetka must consider the other commercial districts, corridors, and large and small shopping centers in and near the Primary Market Area. These various destinations are competing with Winnetka's business districts for retailers as well as for residents' dollars. The most significant ones are described below.

- Glencoe and Wilmette have attractive downtown shopping districts that are also adjacent to their respective Metra stations. In Downtown Glencoe, the new Jeanne Gang-designed Writers Theater recently opened at 325 Tudor Court. In Downtown Willmette, a number of new restaurants have opened in recent years, and plans proceed for development of a new mixed-use building at 611 Green Bay Road. M&R Development purchased that site from the Village of Wilmette in November 2015.
- Skokie Boulevard (U.S. Route 41), is lined with commercial developments, many of which are auto-oriented. Traffic counts along Skokie Boulevard are high, averaging 20,000 daily vehicles near the intersection with Dundee Road. The new Northshore 770 rental development located near that intersection contains more than 100,000 square feet of commercial space and is anchored by a Mariano's Fresh Market.
- Edens Plaza (350,000 SF) and Plaza del Lago (100,000 SF) are two shopping centers located in Wilmette. Both include a pharmacy, grocery store, and Starbucks, and provide ample off-street parking.
- Westfield Old Orchard and Northbrook Court are the major regional malls in the Northern Suburbs. Both are located proximate to I-94 and draw from much larger trade areas. Each contains more than 1 million square feet of commercial space. While these regional malls certainly attract Winnetka shoppers, they are not included in the Primary Market Area for Winnetka as they don't compete directly with most Village merchants.

Leakage Analysis

One approach to quantifying the potential demand for additional retail in Winnetka is to determine the expenditure potential of households within the Primary Market Area and compare it to estimates of actual sales. If certain categories are "leaking" sales to other shopping districts outside the market area, (shown in green on Table 5) it may represent an opportunity for additional stores. Conversely, if sales exceed the market area's expenditure potential, the existing stores are attracting dollars from a larger area. This would be shown in red on Table 5 and would indicate a more competitive retail environment. None of the categories in the PMA are showing this influx of dollars.

The leakage analysis of the Primary Market Area (PMA) indicates that the 24,464 households in the area spent an estimated \$2.6 billion in 2015 on Retail and Food & Drink. Existing establishments within the PMA have sales totaling approximately \$1.3 billion, indicating that dollars are indeed being “leaked” to stores located outside the market area. In fact, leakage is occurring in every standard retail category.

Table 5: Primary Market Area Leakage

Leakage Analysis for Winnetka Primary Market Area			
Summary Demographics			
2015 Population			68,360
2015 Households			24,464
2015 Median Disposable Income			\$110,313
	Demand	Supply	
Industry Summary	(Retail Potential)	(Retail Sales)	Retail Gap
Total Retail Trade and Food & Drink	\$2,567,474,351	\$1,294,120,016	\$1,273,354,335
Total Retail Trade	\$2,302,462,990	\$1,184,944,585	\$1,117,518,405
Total Food & Drink	\$265,011,361	\$109,175,430	\$155,835,931
By Category:			
Motor Vehicle & Parts Dealers	\$524,477,254	\$333,268,075	\$191,209,179
Gasoline Stations	\$144,668,070	\$31,830,502	\$112,837,568
Furniture & Home Furnishings Stores	\$71,119,736	\$57,561,590	\$13,558,146
Electronics & Appliance Stores	\$121,657,988	\$39,230,988	\$82,427,000
Bldg Materials, Garden Equip. & Supply Stores	\$139,236,487	\$34,514,546	\$104,721,941
Food & Beverage Stores	\$417,511,858	\$212,647,785	\$204,864,073
Grocery Stores	\$367,409,139	\$188,015,320	\$179,393,819
Specialty Food Stores	\$22,318,457	\$15,556,527	\$6,761,930
Beer, Wine & Liquor Stores	\$27,784,261	\$9,075,938	\$18,708,323
Health & Personal Care Stores	\$113,303,309	\$86,652,310	\$26,650,999
Clothing & Clothing Accessories Stores	\$128,207,400	\$100,274,314	\$27,933,086
Sporting Goods, Hobby, Book & Music Stores	\$70,126,028	\$46,329,006	\$23,797,022
General Merchandise Stores	\$415,306,785	\$155,267,131	\$260,039,654
Miscellaneous Store Retailers	\$77,249,065	\$69,952,437	\$7,296,628
Food Services & Drinking Places	\$265,011,361	\$109,175,430	\$155,835,931
Full-Service Restaurants	\$147,058,664	\$67,574,468	\$79,484,196
Limited-Service Eating Places	\$99,841,291	\$39,553,441	\$60,287,850
Special Food Services	\$6,231,487	\$902,895	\$5,328,592
Drinking Places - Alcoholic Beverages	\$11,879,919	\$1,144,625	\$10,735,294

Source: Esri Business Analyst
April 2016

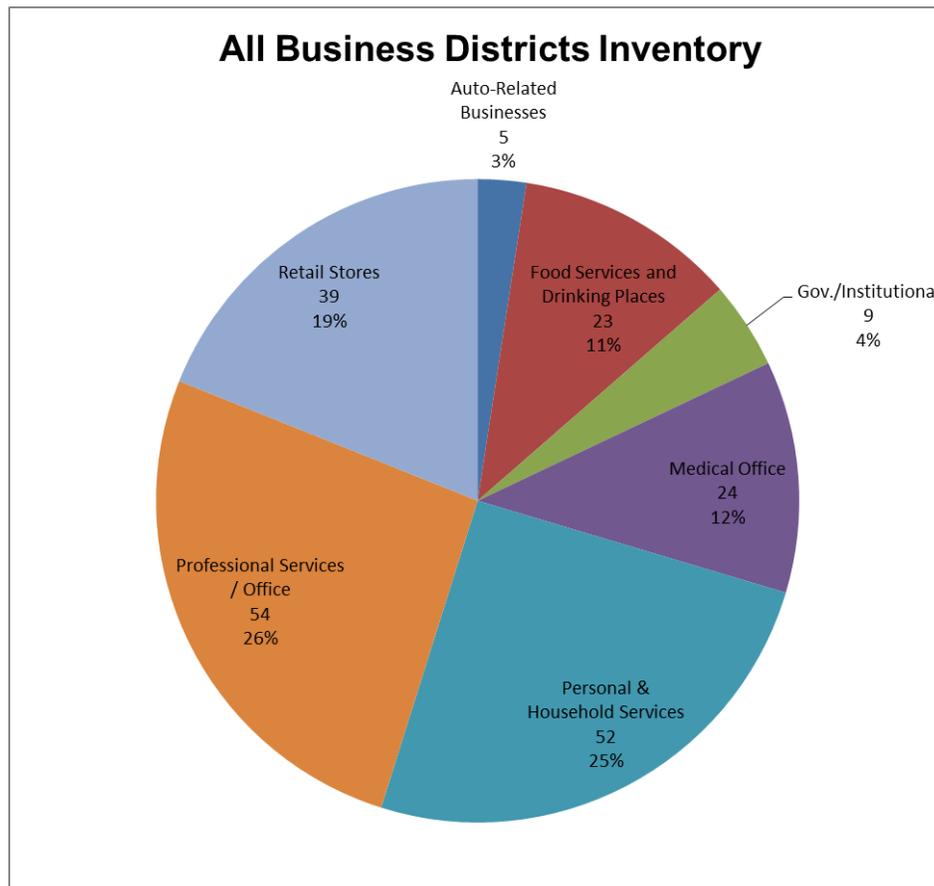
A separate analysis of the leakage for only the Village of Winnetka (as opposed to the PMA) indicates that the 4,164 households located in the Village spent more than two-thirds of their retail sales dollars outside of the Village boundaries, and leakage occurred in every major category. Of the more than \$421 million spent on Retail and Food & Drink in 2015 by Winnetka households, sales at establishments located in the Village totalled only \$126 million.

These leakage analyses suggest that the Downtown Elm Street and Hubbard Woods business districts have the capacity to capture some of this retail expenditure potential. To better understand the number and types of stores and restaurants that could be supported, it is necessary to review the current inventory and recent market activity.

Winnetka Business Inventory

In September 2015, with the assistance of Village staff, Goodman Williams Group inventoried all ground floor businesses in the Downtown Elm Street, Hubbard Woods, and Indian Hill business districts. The Figure 4 shows the distribution of businesses by category (note: the percentages are based on number of storefronts, not square feet). In total 206 individual business establishments were identified.

Figure 4: Winnetka Business Inventory



Source: Goodman Williams Group, field work September 2015

Three categories that occupy office space—Professional Services/Office, Personal & Household Services, and Medical offices—in total constitute 63% of businesses in the Village, 130 storefronts. There are 39 retail stores, comprising 19% of all Winnetka businesses. Food Service & Drinking Places make up 11% of the total, with 23 establishments.

The majority of businesses in Winnetka do not collect retail sales tax, which helps to explain the comparatively low retail sales tax. Only 33% of the businesses (Retail Stores, Auto-related Businesses; and Restaurants) in Winnetka collect sales tax.

Business Openings and Closings in Last Six Months

Since the initial inventory was completed in September 2015, a number of new businesses have opened in the various business districts.

In Indian Hill, the Fields Auto Group opened a Maserati dealership at 80 Green Bay Road. That space, at the southeast corner of Green Bay and Winnetka Avenue, was previously occupied by a Land Rover franchise, and was the only major vacancy in Indian Hill, the smallest of the business districts.

As shown in Table 6, four small businesses have opened up in the Downtown Elm Street District since last September. Clothing boutique Londo Mondo opened at 556 Green Bay Road in the former Nelson Laundry Company building located at Chestnut and Elm Streets. This facility was converted into 16,000 square feet of multi-tenant office, specialty retail, and restaurant space in 1980. One independently owned restaurant (Stacked and Folded) opened up on Lincoln Avenue.

The Hubbard Woods District has seen a considerable amount of market activity over the past six months. The Hubbard Woods Park was completed June 2016 after extensive redevelopment and could further spur economic growth in the business district. The largest new retailer that opened is Mrs. Green's Natural Market, an organic food store based in Westchester County, New York. It now occupies the 11,800-square-foot redesigned space at 925 Green Bay Road, a former Gap clothing store. Rib & Stitch, a yarn store, and Phototronics have also recently opened in smaller storefronts.

In the restaurant category, Graeter's Ice Cream shop plans to open in the former Panera Bread storefront at 940 Green Bay Road. Domino's Pizza also opened an outlet at 1009 Green Bay Road moving from its nearby location in Glencoe. These restaurant additions were offset by the closure of O'Neils Restaurant.

The remaining new businesses fall into a variety of office and services categories, which typically seek smaller, more affordable storefronts. The exception is Core Power Yoga, which will be opening a 4,300 square foot studio at 850 Green Bay Road.

Table 6: Business Openings

Openings in Winnetka				
Downtown Elm Street				
<u>Map ID</u>	<u>Name</u>	<u>Address</u>	<u>Size (SF)</u>	<u>Category</u>
1	Stacked & Folded (restaurant)	551 Lincoln	675	Food Services and Drinking Places
2	H. Gary Frank Architect	523 Chestnut	600	Professional Services / Office
3	Michelle's Cleaners	805 Elm	1,225	Personal and Household Service
4	Londo Mondo (women's clothing)	556 Green Bay	850	Retail
Elm St Total SF			3,350	
Hubbard Woods				
<u>Map ID</u>	<u>Name</u>	<u>Address</u>	<u>Size (SF)</u>	<u>Category</u>
1	Leased to Core Power Yoga	850 Green Bay	4,300	Personal and Household Service
2	Mrs. Greens	925 Green Bay	11,800	Retail
3	Graeter's Ice Cream	940 Green Bay	2,335	Food Services and Drinking Places
4	Phototronics	996 Green Bay	1,700	Retail
5	Domino's	1009 Green Bay	1,100	Food Services and Drinking Places
6	Laundry Mutt (dog grooming)	1054 Gage	850	Personal and Household Service
7	Rib & Stich	1060 Gage	850	Retail
8	MJ Ernst Couturier (cleaners)	1081 Gage	400	Personal and Household Service
HW Total SF			23,335	
Total SF			26,685	

Openings from September 2015 - April 2016

Source: Village of Winnetka

Vacancies

According to current data from the Village, Downtown Elm Street and Hubbard Woods have a combined total of 582,300 square feet of ground floor commercial space. As of April 2016 62,355 square feet vacant of this space is vacant, resulting in a vacancy rate of 10.7%. Table 7 presents information on all vacant ground floor storefronts in both the Elm Street District and Hubbard Woods.

In the Elm Street district, seven storefronts, with a total of 28,900 square feet, have been vacated in anticipation of the One Winnetka Planned Development. If we exclude these seven vacant storefronts, the Elm Street district has an extremely small vacancy rate of 1.5%. Further, if these vacant One Winnetka properties are excluded from the combined Elm Street and Hubbard Woods inventory, the overall vacancy rate is 6.0%. For comparison purposes, CBRE reports that the 2016 Q1 vacancy rate in the in North Suburban market (south of Lake Cook Road) is 4.9%, and the rate in the Far North Suburbs (north of Lake Cook Road) is 9.5%.

The vacancy rate in Hubbard Woods is a little higher than in Elm Street. As shown in Table 7, 16 storefronts are vacant in Hubbard Woods contributing to a vacancy rate of 13.4%. The largest vacant storefront is 915 Green Bay Road, the former location of Antique Emporium, which closed after 40 years in business following the retirement of the owner. Five small vacancies are in courtyard-facing spaces within 894 Green Bay Road.

The Hubbard Woods Business District will benefit from the completion of the \$2 million improvements to Hubbard Woods Park. Improvements include a new playground with a splash pad, pedestrian pathways, landscaping, and a pavilion for programmed community events.

Rental Rates

Co-Star, a leading source of commercial real estate data, currently lists rents for downtown space in Winnetka ranging from a low of \$20/sf on a modified gross basis up to \$33/sf net of utilities and other charges.

Table 7: Vacant Storefronts

Winnetka Ground Floor Vacancies			
Downtown Elm Street District			
<u>Address</u>	<u>Square Feet</u>	<u>Co Star Rent per SF</u>	<u>Notes</u>
714 Elm	7,300	\$20.00 modified gross	Part of One Winnetka PD
716-718 Elm	400		Part of One Winnetka PD
716-718 Elm (lower level)	800		Part of One Winnetka PD
724 Elm	1,000		Part of One Winnetka PD
740 Elm	1,000		Part of One Winnetka PD
511 Lincoln	14,500		Part of One Winnetka PD
513 Lincoln	1,800		Part of One Winnetka PD
515 Lincoln	2,100		Part of One Winnetka PD
Subtotal	28,900		
567 Lincoln	1,075		
572 Lincoln	1,400		
574 Lincoln	1,335	\$28.69 modified gross	
837 Elm	1,240		
Subtotal	5,050		Not part of One Winnetka PD
Elm St Total Vacant SF	33,950		
Elm St Total Commercial SF	370,000		
Current Vacancy rate	9.2%		
Hubbard Woods District			
<u>Address</u>	<u>Square Feet</u>		<u>Notes</u>
854 Green Bay	1,360		
894 Green Bay	1,250	\$32.00 plus utilities	
894 Green Bay	480		
894 Green Bay	480		
894 Green Bay	480		
894 Green Bay	300		
902 Green Bay	865		
895 Green Bay	1,000		
915 Green Bay	10,000		Former Antique Emporium
950 Green Bay	2,230	\$29.00 net	
964 Green Bay	500	\$25.85 modified gross	
970 Green Bay	2,300	\$33.00 net	
972 Green Bay	2,300		
986 Green Bay	1,460	\$22.00 net	
1003-1005 Green Bay	2,900		Former O'Neil's restaurant
1083 Gage	500		Former Beat Street (art store)
Subtotal	28,405		
Hubbard Woods Vacant SF	28,405		
Hubbard Woods Total Commercial SF	212,300		
Current Vacancy Rate	13.4%		
Combined Vacant Square Feet	62,355		
Total Commercial Inventory (SF)	582,300		
Current Vacancy Rate	10.7%		

Source: Village of Winnetka, April 2016. Rents reported by CoStar April 2016

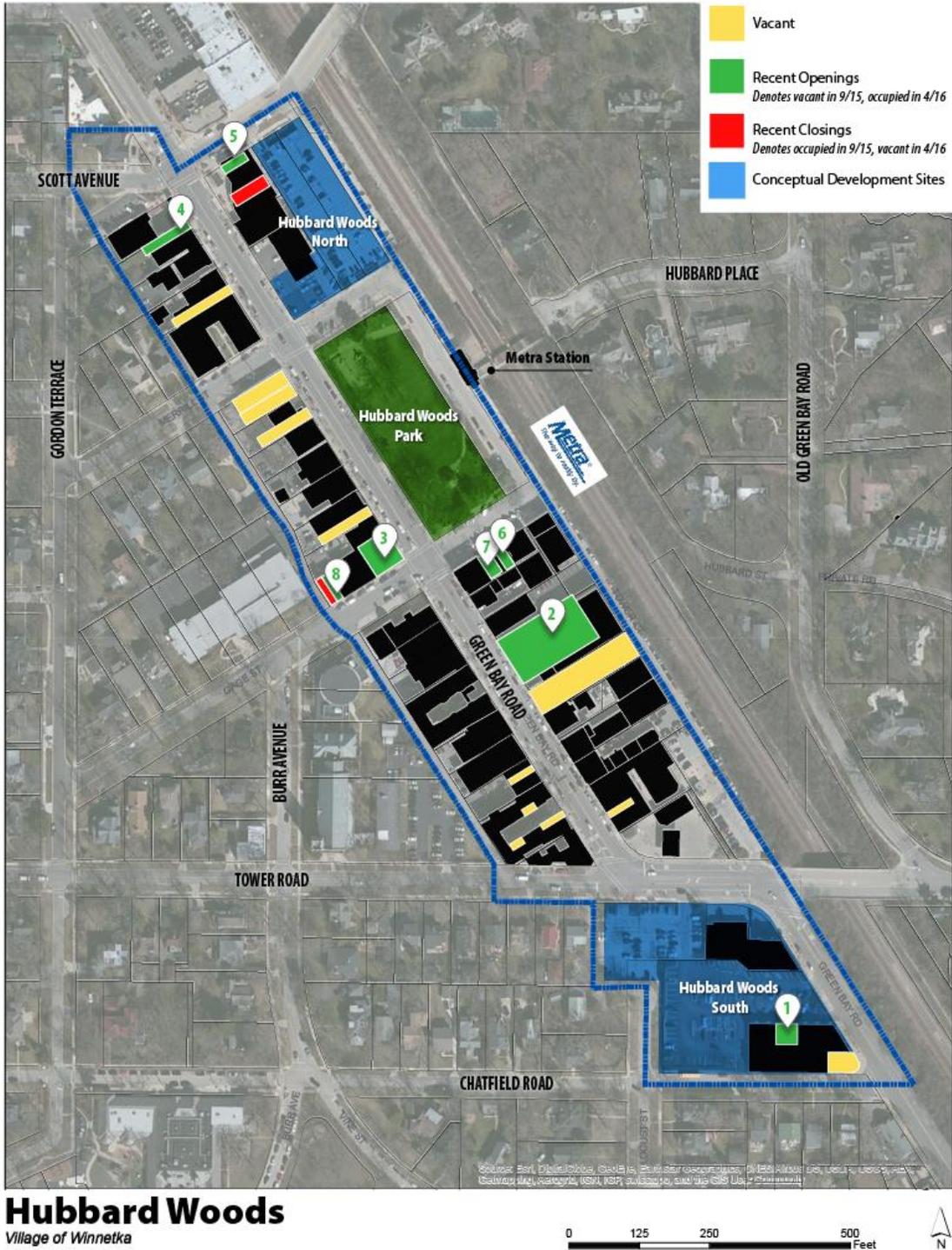
The following two maps (Figures 5 and 6) illustrate the recent openings, closings, and vacancies for Winnetka's two major commercial districts. Also illustrated on the maps are the four conceptual development sites, which will be discussed later in this market section.

Figure 5: Vacancies, Recent Openings, Closings



Source: GWG, Teska, Village of Winnetka as of 4/16/16

Figure 6: Vacancies, Openings, Closings



Source: GWG, Teska, Village of Winnetka as of 4/16/16

Market Opportunities

Over the next five years, the Downtown Elm Street and Hubbard Woods business districts are poised to capture new retail, restaurant, and service businesses. Some of these could occupy space in new developments, while others would be better suited for modernized storefronts in existing structures.

Table 8 provides a measure of the number and types of new tenants that might be attracted to Winnetka over the next five years. The analysis begins with the Leakage Analysis numbers in the Primary Market Area and translates that expenditure potential into supportable square footage. The right hand portion of the table is the consultant's estimates of the amount of that supportable square footage that might be captured in Winnetka's business districts, based on the research that was completed for this assignment and our understanding of market conditions.

This analysis is intended to quantify the potential demand over the next five years. While these calculations suggest a potential net increase of more than 80,000 square feet of occupied ground floor commercial space, the actual amount will depend on a number of factors that will relate to the larger economy, decisions made by individual business owners, and actions taken by the Village of Winnetka. Further discussion of these factors follows Table 8.

Table 8: Commercial Potential

Analysis of New Commercial Potential in Winnetka (Elm Street and Hubbard Woods)

Category	Primary Market Area - Leakage Analysis			Winnetka - New Retail Potential			
	Leakage in Primary Market Area (\$M)	Typical Sales Per SF	Supportable SF	Typical Store Size (SF)	Number of Stores	Potential SF	% capture of PMA (calc)
Furniture and Home Furnishings	\$13,558,146	\$300	45,194	4,000	1	4,000	8.9%
Specialty Food Stores	\$5,328,592	\$600	8,881	2,500	1	2,500	28.2%
Health & Personal Care Stores	\$26,650,999	\$700	38,073	15,000	1	10,000	26.3%
Small Independent Retailers	<u>\$59,026,736</u>	<u>\$300</u>	<u>196,756</u>	2,000	<u>5</u>	<u>10,000</u>	5.1%
Subtotal - Retail	\$104,564,473		288,903		8	26,500	9.2%
Full-Service Restaurants	\$79,484,196	\$300	264,947	4,000	4	16,000	6.0%
Limited-Service Eating Places	<u>\$60,287,850</u>	<u>\$500</u>	<u>120,576</u>	2,500	<u>3</u>	7,500	6.2%
Subtotal - Restaurants	\$139,772,046		385,523		7	23,500	6.1%
Subtotal Retail & Restaurants			674,426		15	50,000	7.4%
Office/Medical						<u>30,000</u>	
Net increase in commercial space						80,000	

Sources: Esri Business Analyst for Leakage Analysis; Goodman Williams Group.

Retail Stores. Specialty independent retailers offering quality apparel, furniture, specialty food, and other merchandise categories are more likely to choose locations in Winnetka than would national chains or value-oriented retailers. The former typically seek higher-income markets and are more comfortable with village center locations, while the latter typically choose sites with more off-street parking, higher traffic counts, and greater daytime population densities.

This analysis includes the potential for eight new retail stores in a variety of categories, adding a total of more than 28,000 square feet of new space. A Furniture and Home Furnishings store would likely choose to locate in Hubbard Woods, while a new full-service pharmacy (Health & Personal Care category) is more likely to be located in the Elm Street district, given the locations of current Walgreen’s and CVS stores.

Restaurants. Opportunities for both Full-Service Restaurants and Limited-Service Eating Places exist in both Hubbard Woods and Elm Street districts. Table 9 is a summary of the leakage analyses in the Primary Market Area and the Village of Winnetka in these categories. The analysis shows that the large expenditure potential (demand) exceeds the current volume of restaurant sales (supply). To contextualize Table 9, it should be noted that many independent restaurants have annual sales in the range of \$1 to \$2 million.

Table 9: Leakage Analysis, Food & Drink

Restaurant Leakage			
	Demand (Household Expenditure Potential)	Supply (2015 Sales)	Leakage (in Millions)
Village of Winnetka			
Full-Service Restaurants	\$31.4	\$10.4	\$21.1
Limited-Service Eating Places	\$21.3	\$6.5	\$14.8
Drinking Places	\$2.6	\$0.0	\$2.6
Primary Market Area			
Full-Service Restaurants	\$147.1	\$67.6	\$79.5
Limited-Service Eating Places	\$99.8	\$39.6	\$60.3
Drinking Places	\$11.9	\$1.1	\$10.7

Source: Esri Business Analyst, 2015

Historically, several factors have impacted Winnetka's ability to attract more restaurants. Interviews with Village residents indicated that several private country clubs located on the North Shore also serve as local dining and social attractions, effectively competing with public restaurants. Many residents also have second homes or spend time traveling where they spend money dining out. Winnetka's prior restrictions on alcohol consumption have limited some types of establishments, and others prefer drive-thrus and locations with denser day-time populations. In addition, the cost of upgrading older ground floor spaces to accommodate new restaurants has been a factor that has discouraged new restaurants from moving into the Downtown.

On the other hand, input received as part of the DMP community engagement process via surveys, public meetings, and idea boards indicated the need for, and interest in, more eating places. Specific mentions included limited-service eating places, family friendly dining, coffee shops, ethnic food options, wine bars, upscale casual food, eat-in bakeries, delis, and a brewpub connected with a micro-brewery. The theme that emerged was that if the food quality and product were good, there is local demand for more dining out options in Winnetka.

Our analysis includes the potential for as many as seven new eating and drinking establishments with a total of more than 23,000 square feet, which represents a relatively conservative 6.1% of the unmet expenditure potential in the Primary Market Area.

Office / Medical / Service Uses. Service uses that support vibrant commercial corridors are important assets to communities and their downtowns. While they do not generate sales tax revenue, medical practices, educational tutoring services, fitness and recreational uses, and cultural classes are examples of non-retail uses that bring people into the downtown and often support nearby restaurants and retailers. Our analysis includes up to 30,000 square feet of additional non-retail commercial space in Winnetka's business districts over the next five years. While some of these uses would be more appropriate for ground floor space, others are well accommodated in upper floor space.

Commercial Conclusions and Recommendations

This commercial market analysis provides the context for Winnetka's three business districts and identifies the potential for a limited amount of additional commercial development over the near term. Yet as discussed in this Plan, each of the Districts has different assets and visions, and therefore is likely to attract different types and amounts of this commercial potential. The following summarizes our findings by business district.

- **Indian Hill** has a limited commercial inventory and virtually no vacant space. With a few notable exceptions, most of the existing ground floor businesses are not retailers. Despite the proximity of the Metra Station and New Trier High School, it is unlikely to attract significant new commercial development.

- **Downtown Elm Street** serves as the main hub of Downtown Winnetka. With more than 370,000 square feet of space in older single story and mixed-use buildings located on both sides of Green Bay Road, it has the largest inventory of ground floor commercial space in the Village. In addition, several future development sites have been identified that will likely include new commercial space. Current plans for One Winnetka, a mixed-use project that has been proposed on a 1.6 acre site located at the southeast corner of Lincoln Avenue and Elm Street, include more than 41,000 square feet of commercial space. The other major development site is the Post Office site west of Chestnut Street, which would be an attractive location for a limited amount of new retail and restaurant space as well as service uses. As will be discussed, new commercial space could also be developed along Spruce Street near The Grand Food Center. Not all of this new commercial space should come on the market at the same time—the success of the near-term developments will help redefine downtown Winnetka and expand its commercial potential.
- **Hubbard Woods** has a unique collection of stores, restaurants, and service businesses located proximate to Hubbard Woods Park. It has been branded and is currently being marketed as the Hubbard Woods Design District, highlighting the independently owned fashion, home furnishings, antique, and gift shops located there. While not all of the businesses in the district can be described as such, this high-end branding will serve to attract patrons from throughout the North Shore. Improvements to existing structures will help fill the 28,400 square feet of vacant space. In addition, the potential exists for new retail development and mixed-use development on select sites.

In order to successfully attract new retail, restaurant, and commercial uses, landlords in both Downtown Elm Street and Hubbard Woods need to provide space that is appropriately configured, built out to current industry standards, and priced competitively. Existing storefronts will likely provide lower-cost space than ground floor space in new mixed-use or strictly commercial developments.

In addition, the Village of Winnetka has a role in enhancing the ability of Downtown Elm Street and Hubbard Woods to capture future commercial demand. The zoning and development recommendations described in the Plan and summarized below are important to attracting investors, developers, and new retailers.

Code changes. The Village recently adopted a number of zoning changes that will make it more attractive for new commercial and mixed-use development. Of particular note are the more lenient parking requirements, commercial zoning bulk regulations, and Liquor Code Amendments (that include allowing alcohol to be served to those not necessarily ordering a full meal).

Zoning entitlement and Design Review Processes. Shorter and more predictable planning approval processes will encourage additional development and investment in the Village without compromising quality.

The C-2 Overlay Zoning District Designation. While the Overlay District Designation encourages retail, it may unduly prohibit the types of service businesses that bring people downtown and provide more patrons for area stores and restaurants. The boundaries of the current Districts and uses permitted in the districts should be reviewed as appropriate.

Infrastructure/Urban Design. Improvements to the pedestrian environment, better signage, and other connections that are discussed in this Plan will greatly increase the appeal of the Downtown Elm Street and Hubbard Woods districts and help to attract more patrons as well as businesses.

III. Residential Market Findings

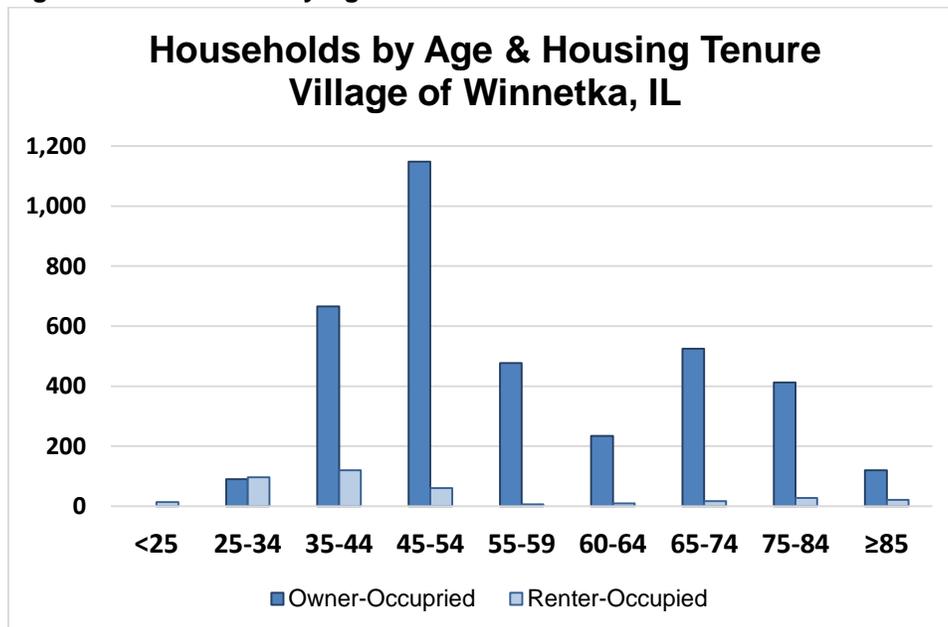
According to estimates from the U.S. Census Bureau's current American Community Survey (ACS), the Village of Winnetka's housing stock encompasses 4,304 units, of which 4,043 are occupied, yielding a vacancy rate of 6.1%. The vast majority of units are detached single family homes, which make up 91% of ownership homes and 45% of rental units. Attached ownership forms (including townhomes, duplexes, and condominiums) have very little representation within the Village.

Many of Winnetka's detached single family homes are high in value; according to ACS estimates, the median value of owner-occupied homes within the Village stands at \$941,800, and 44.3% are valued at over \$1,000,000. Many are historic homes built before 1939 and updated to high standards through the years, though tear-down and rebuilding (particularly of mid-century and later homes) has become increasingly common over the last two decades. Many of these newly built homes carry values in excess of \$2,000,000.

By contrast, Winnetka's stock of rental apartments is minimal, with most units located in older walk-up buildings that have received few, if any, recent updates. Few contemporary apartments exist within the Village. As such, Winnetka is primarily a Village of homeowners. In fact, by ACS estimates, nearly 91% of households in Winnetka own their own homes, compared to 58% for Cook County and 67% for Illinois as a whole.

As shown in Figure 7, the majority of Winnetka's renter householders are below the age of 45, with the largest number (120) between the ages of 35 and 44. Fewer than 100 renter householders are above the age of 55. Owner households eclipse renter households by a wide margin at every householder age cohort except 25-34 years.

Figure 7: Households by Age & Tenure



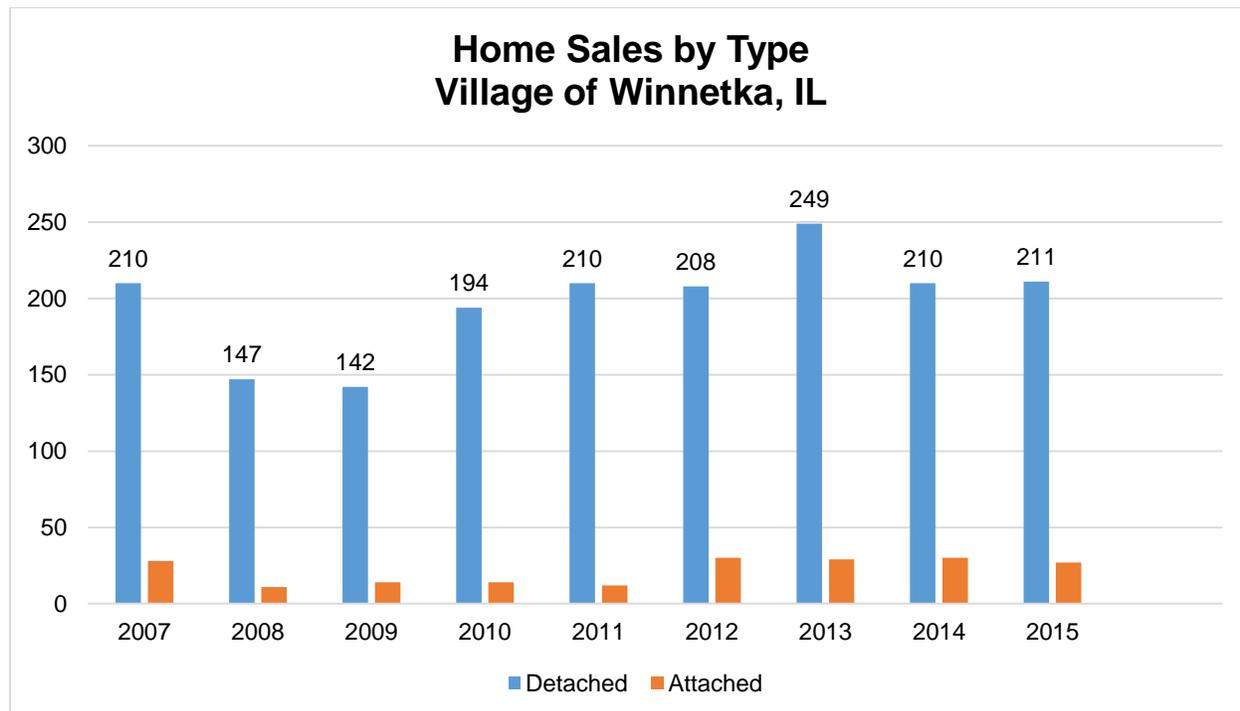
Source: U.S. Census Bureau, ACS 2009-2014

Apart from scattered single family home construction (which has averaged 24 units annually over the last five years), little new residential development has occurred in Winnetka since before 2000. In the coming years, however, Winnetka’s changing demographic profile will present both unique challenges and new opportunities for the Village’s housing market.

For-Sale Market Overview

Winnetka experienced a significant decline in home sales volumes (Figure 8) during the recessionary years of 2008 and 2009. However, unlike many municipalities throughout the Chicago region, which continue to struggle to regain market momentum, normalized sales activity had returned to the Village by 2010. Since that time, detached single family home sales have remained fairly consistent (apart from a peak in 2013) at roughly 210 units per year. Attached home sales, meanwhile, make up a small portion of the local market, averaging just 26 sales per year since 2010.

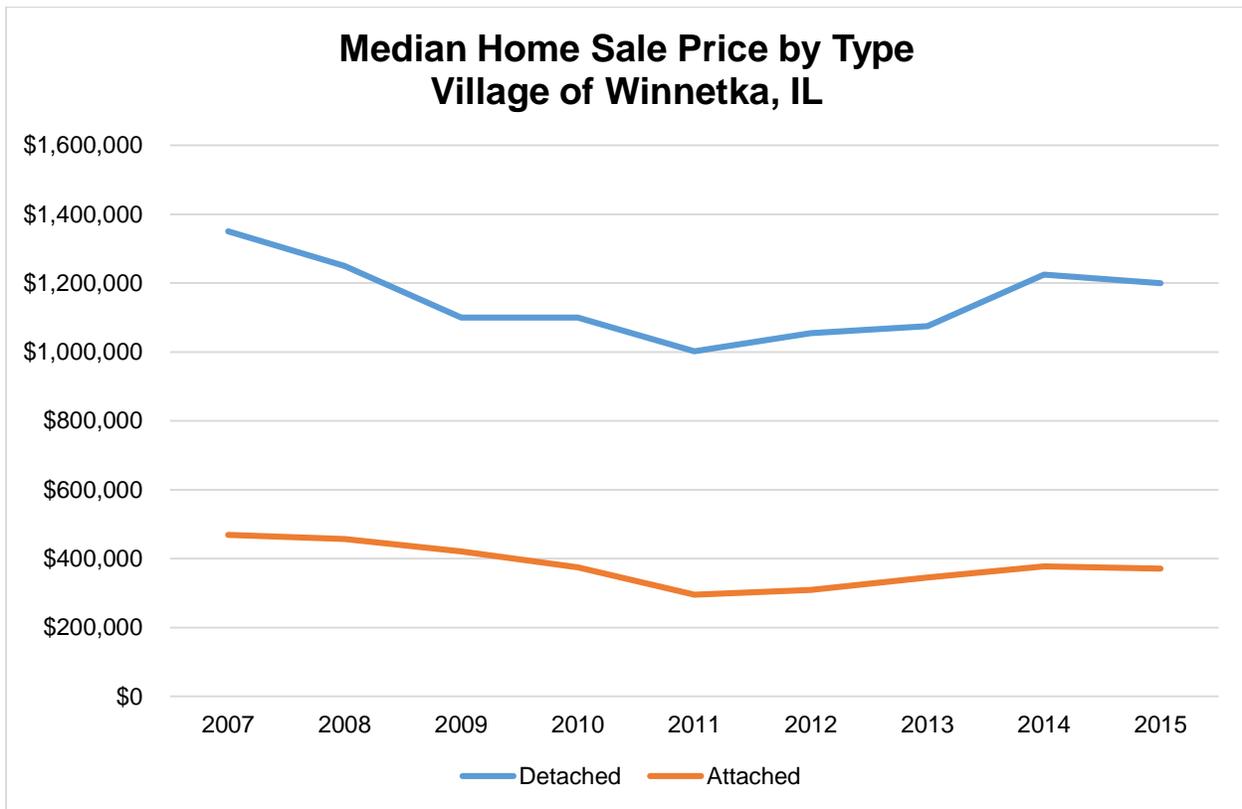
Figure 8: Home Sales, 2007-2015



Source: *Midwest Real Estate Data*

The Winnetka for-sale market has recovered its momentum in terms of sales volume; in terms of median sale price, however, it remains well below pre-recession highs. Figure 9 indicates that median sale prices in 2015 stood at \$1,200,000 for detached homes and \$371,050 for attached units – 11.1% and 20.8% below 2007 median prices, respectively.

Figure 9: Median Home Sale Price, 2007- 2015



Source: Midwest Real Estate Data

Even so, detached home sale prices in Winnetka remain significantly higher than most areas of the region. In 2015, for example, 46% of all detached homes sold in the Village were priced between \$1,000,000 and \$2,000,000, while nearly 17% were priced at over \$2,000,000, as seen in Table 10.

Table 10: Detached Home Sales, 2015

Detached Home Sales by Price Village of Winnetka, IL		
Price Range	Sales	%
Less than \$500,000	6	2.8
\$500,000-\$999,999	73	34.6
\$1,000,000-\$1,999,999	97	46.0
\$2,000,000 or More	35	16.6
Total	211	100.0

Source: Midwest Real Estate Data

Winnetka currently supports the second highest detached home median sale price among the neighboring North Shore communities of Wilmette, Kenilworth, and Glencoe shown in Table 11. In 2015 only Kenilworth was higher, at \$1,450,000. In addition, Winnetka has recovered a higher proportion of its pre-recession home value than have Kenilworth or Glencoe.

Table 11: Detached Home Sales by Community

Detached Home Median Sale Price Comparison			
Municipality	2007	2015	Change (%)
Winnetka	\$1,350,000	\$1,200,000	-11.1
Wilmette	\$812,500	\$750,000	-7.7
Kenilworth	\$1,750,000	\$1,450,000	-17.1
Glencoe	\$1,287,500	\$969,000	-24.7
Area	\$1,045,000	\$930,000	-11.0

Source: Midwest Real Estate Data

As of the beginning of May 2016, 60 detached and eight attached homes had been sold in Winnetka year-to-date – volumes roughly equivalent to the same period in 2015. Currently, 159 detached homes are listed for sale on the local Multiple Listing Service (MLS). At 2015 sales velocities, this equates to 9.0 months of supply, which is, by most measures, elevated. (In most markets, a supply of 6.0 months is considered balanced.) Meanwhile, just 14 attached homes are listed for sale, equating to 6.2 months of supply. Together, the listed units represent 4.0% of the entire housing supply within the Village. The median asking price for the detached homes listed is \$1,669,000, while that of the attached homes is \$437,000. The relatively high asking prices for detached listings likely accounts, at least in part, for the excess inventory currently on the market.

Rental Market Overview

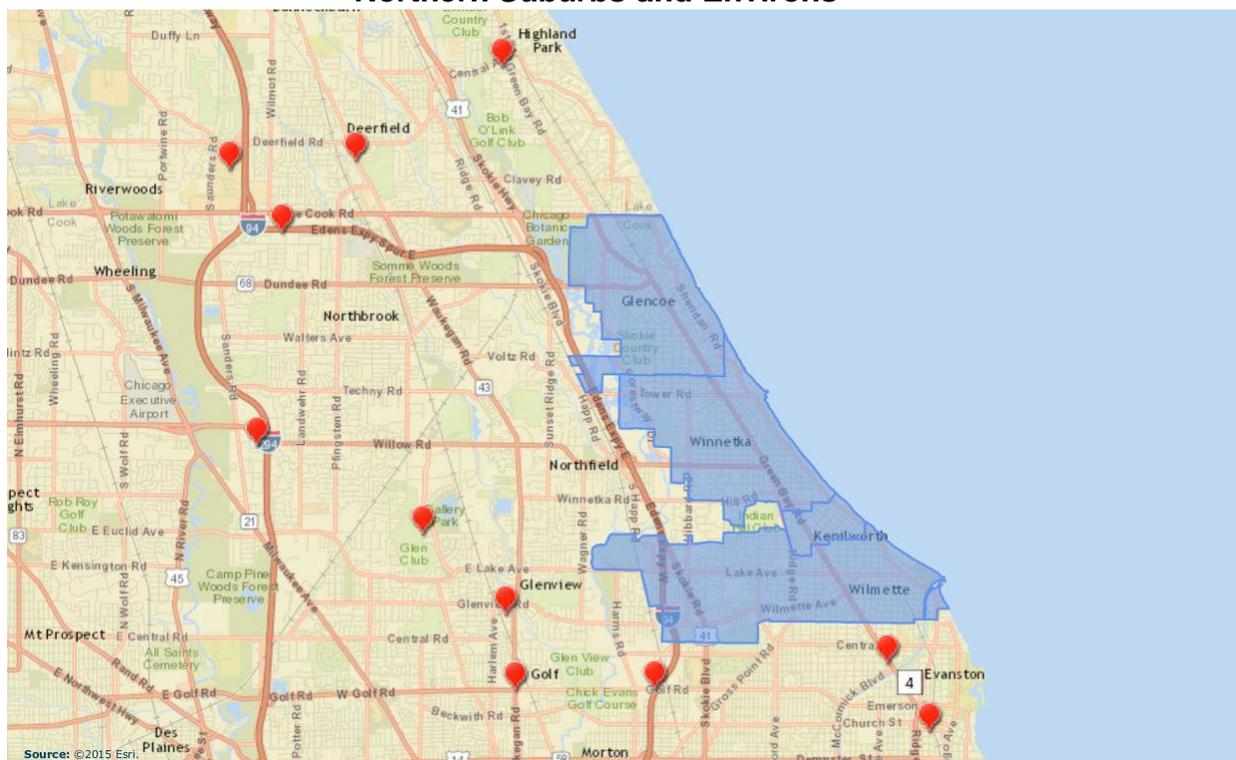
Since 2000, a significant amount of rental apartment development has occurred within the Chicago region’s northern suburbs, as seen in Figure 10. Sixteen new developments have been completed in the communities of Evanston, Skokie, Deerfield, Glenview, Northbrook, and Highland Park, encompassing nearly 3,100 units. According to market survey data from Appraisal Research Counselors, vacancies at the ten developments that had achieved stabilized occupancy at the time of survey were extremely tight, with an overall occupancy rate of 96.4% among the group. Rent levels have pushed higher in recent years, and stood at \$2.31 per square foot, on average, at the time of survey.

The new developments are generally located near expressways and other primary traffic routes, including Waukegan Road and Green Bay Road. However, new rental development has

completely by-passed the North Shore communities of Wilmette, Kenilworth, Winnetka, and Glencoe.

Figure 10: Map of New Apartment Developments

New Rental Apartment Development Locations Northern Suburbs and Environs



Source: Goodman Williams Group; map by Esri, Inc.

As mentioned previously, the rental apartment stock within Winnetka itself is primarily located in older buildings within the Village’s three commercial districts. Among approximately 260 units, 48% are located in the Downtown Elm Street District, 40% in Hubbard Woods, and 12% in Indian Hill. The units are largely located in mixed-use buildings constructed in the first half of the 19th century, and few (if any) have been updated to Class A standards. Even so, occupancies among the units are extremely high, and only a handful of units were available at the time of our survey. Current rents among the units are low compared to newer apartments located elsewhere in the northern suburbs, ranging from \$800 to \$1,900 per month, with the majority of units falling between \$850 and \$1,550.

Apart from these rental units in multifamily buildings, a number of “built for sale” condominiums and single family homes have also been entered into the rental market. At the time of our survey, 25 such homes were listed for rent, with prices ranging from \$1,375 to \$40,000 and a median monthly rent of \$5,250.

While rental apartment development has been absent from Winnetka and its environs in recent years, a number of plans and proposals now in the development pipeline could help to change that. Most significant for Winnetka are plans for *One Winnetka*, a mixed-use building proposed for development by Winnetka Station, LLC at Elm Street and Lincoln Avenue in the Village's Downtown Elm Street district. The most recent iteration of the project plan calls for the development of 44 rental apartments along with 24 ownership condominiums and townhomes.

To the south in Wilmette, M&R Development has closed on the sale of the property at 611 Green Bay Road that will become *The Wilshore*, a five-story mixed-use building with 75 rental apartments. M&R has recently applied for building permits for the project.

Finally, in Highland Park, developer Greg Merdinger is constructing *McGovern Flats*, a six-story apartment building located at Central and McGovern avenues in the City's downtown area. The building will contain 75 apartments, of which 11 will be set aside as affordable housing.

Conclusions

As discussed previously in this report, Winnetka's household base in 2015 was essentially unchanged from 2000 and is expected to grow only minimally over the next five years. This slow rate of household growth may be attributable in part to significant gaps in the Village's housing supply as well as the high values of its single family homes.

In particular, for many younger individuals and families, ownership housing in Winnetka is simply not attainable. Yet neither do viable rental options exist. Even though these younger households may find Winnetka highly desirable (particularly with regards to local public schools), the Village thus has difficulty attracting them. As evidence, between 2000 and 2015 (as median home values within the Village rose an estimated 25%) the number of Winnetka residents age 25-34 fell 21% and those age 35-44 fell 54%.

At the other end of the age spectrum, in 2015 Winnetka had 38% more residents age 55-74 and 28% more residents age 75 and above than it did in 2000. And by 2020 individuals age 55 and older are expected to make up *nearly 37%* of the Village's population. Yet few housing options exist for older households who may wish to downsize to single level, maintenance-free living environments. Thus, many households who would otherwise prefer to remain in the Village may find themselves at risk of "aging out" of it. And indeed, recent reports from residents and real estate professionals alike suggest that older households routinely leave Winnetka – often for other northern suburban locations – to get the housing they seek.

Redevelopment in Winnetka's commercial districts could help to address these gaps, allowing the Village to better meet the housing needs of current residents and attract new ones. Moreover, it could help to broaden support for the Village's existing businesses while adding the "rooftops" that help attract new investment.

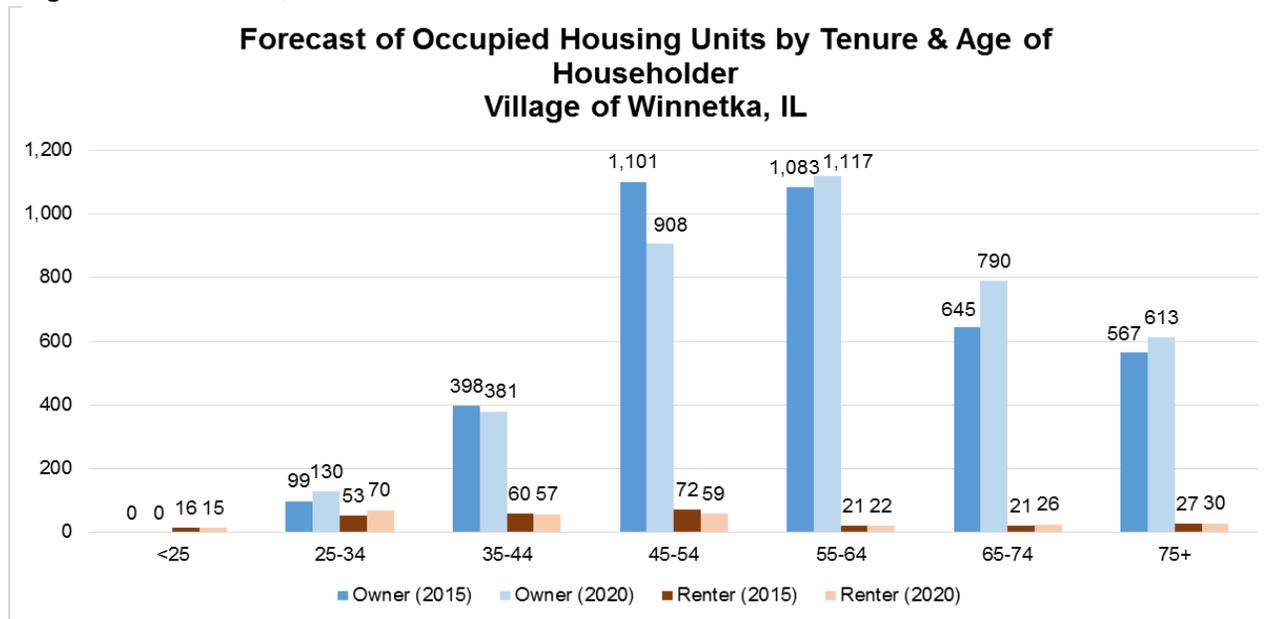
Gaps in the local housing supply are thus not only challenges, but also represent opportunities for the introduction of housing product types that are currently under-represented and that will strengthen the vitality of the Village overall.

Market Opportunities

Residential development opportunities within Winnetka are found to exist in three distinct housing product types.

- Age-Targeted Condominiums:** Our analysis of current occupancy characteristics and projected householder age dynamics suggests that demand for for-sale housing targeting householders 55 years and older could be significant over the near to mid-term (i.e., 1-5 years). As shown in Figure 11, when current estimates of housing tenure are projected onto a forecast of household makeup by age in 2020, the results suggest that significantly more housing units in Winnetka will be occupied by householders age 55 and older than is the case today. While the first choice for many households is to age in place, research shows that nation-wide approximately 6% of older households move in any given year. Many of these moving households will be motivated by a desire to downsize into a single level home in a maintenance-free living environment and in a location that offers convenient access to shopping, dining, entertainment, and services. We thus expect demand for new condominium units in Winnetka to be relatively robust in the coming years. Based on our analysis of potential market depth among area higher income householders age 55 and above, we estimate that between 45 and 55 new condominiums could be absorbed over a five-year period, provided price points are equivalent (on a price per square foot basis for comparable footage) to those for new detached single family construction within the Village.

Figure 11: Forecasts, 2020



Source: Source: U.S. Census (tenure estimates); Esri Business Analyst (2015 estimates and 2020 projections); Goodman Williams Group

- **Attached Single Family Homes:** Attached single family homes (i.e., townhomes or rowhomes) represent a relatively small percentage of housing in Winnetka. The introduction of a limited number of these units could serve as an alternative to detached single family homes and attract younger families who desire a single family environment with some amount of outdoor space, but who would like a walkable TOD (transit-oriented development) environment with immediate access to commercial amenities and mass transit, and/or for whom Winnetka's detached homes are out of reach. These lower density attached homes are an appropriate form for suburban commercial districts, where they serve as a transitional product between detached single family homes and higher density multi-family. They can be easily adapted to a multitude of architectural environments and have proven successful in many locations across the region. Though market opportunities for this product type will be limited, at price points roughly equivalent to area newly constructed detached homes (on a square foot basis), we estimate a five-year absorption potential of between 25 and 30 units.

- **Rental Apartments:** Market fundamentals suggest that demand for rental apartments in Winnetka is minimal at present (particularly as new apartment developments in other North Shore communities continue to capture a large proportion of higher end rentals). However, given the dearth of newer apartment units in the immediate North Shore market area and an anticipated increase in the number of householders age 25-34 in the coming five-year period, in a longer term planning context (i.e., 3+ years) a small amount of high quality apartment housing targeting this age group could potentially be supported. Apartments, if priced in line with market averages for newer rental units elsewhere in the northern suburbs, would further act as a draw to younger individuals and families, and could result in actual increases of households in the 25-34 year old age group being higher than current projections. Our analysis of market depth suggests that up to 75 units could be supported within the next 3-5 years.

It should further be noted that efforts to strengthen Winnetka's commercial districts and to widen and diversify the types of businesses located within them are an important factor in the success of new residential development. For all three of these housing product types, market acceptance of new units will grow as the commercial districts are strengthened and new shopping, dining, entertainment, and personal service options are introduced.

Recommendations

Given the analyses and conclusions presented within this report, and in consideration of the supportable housing product types discussed above, we recommend the following development strategies for Winnetka's three commercial districts:

- The **Downtown Elm Street** district is most appropriate for ownership housing. Offering easy access to Winnetka's most robust collection of shops, restaurants, and service businesses, this district is considered an excellent location for new condominium units in mixed-use buildings targeted primarily to older households. Additionally, a small number

of townhomes/rowhomes could provide desired variety and would be particularly appropriate in locations facing the existing detached homes aligning the district. Downtown Elm Street offers the most distinctive architectural styling among Winnetka's three commercial districts, and care must be taken in planning and design to ensure that new development preserves the district's architectural integrity.

- The **Hubbard Woods** district, with a somewhat lower profile than Downtown Elm Street, is seen as the most appropriate location among Winnetka's commercial districts for new rental apartments. Particularly if constructed within a mixed-use TOD environment, new rental apartments located near Hubbard Woods' Metra station – if appropriately priced with respect to northern suburban market averages for newer units – could serve as a catalyst for attracting younger individuals and families who may wish to put down roots in Winnetka and would provide support to local businesses (and who, in the future, may choose to “move up” to ownership housing). Additionally, if suitable land can be found, Hubbard Woods would be a desirable location for new townhomes/rowhomes aimed at attracting younger families, particularly if these homes were priced below any townhomes/rowhomes developed within the Downtown Elm Street district. Recent business investment and municipal improvements – most notably the new Mrs. Green's grocery store and Hubbard Woods Park renovation – provide further support to residential uses within the Hubbard Woods district.
- Finally, the **Indian Hill** district lacks the commercial infrastructure considered crucial to the support of new residential development at this time. While it does offer convenient Metra access and could, at some point in the future and in a higher growth market, support a modicum of development, for now and into the foreseeable future much stronger opportunities for residential development can be found within the Downtown Elm Street and Hubbard Woods districts.

Moving Forward

This report provides guidance on what are deemed to be realistic opportunities for supportable residential development within Winnetka's commercial districts under market conditions as they currently exist and as projected over a three- to five-year planning horizon. However, as an overarching strategy, any plan for new development must be responsive to prevailing market realities. In particular, care must be taken not to “out build” the market. Winnetka and its neighbors to the north and south are not large communities, and support within any given market segment, while significant, may not be particularly deep. Thus, we advocate a measured approach to development at the reasonably conservative scale noted above, and which allows ample time for adequate market incubation to occur prior to and/or between new projects.

Recommendations for Potential Redevelopment Sites

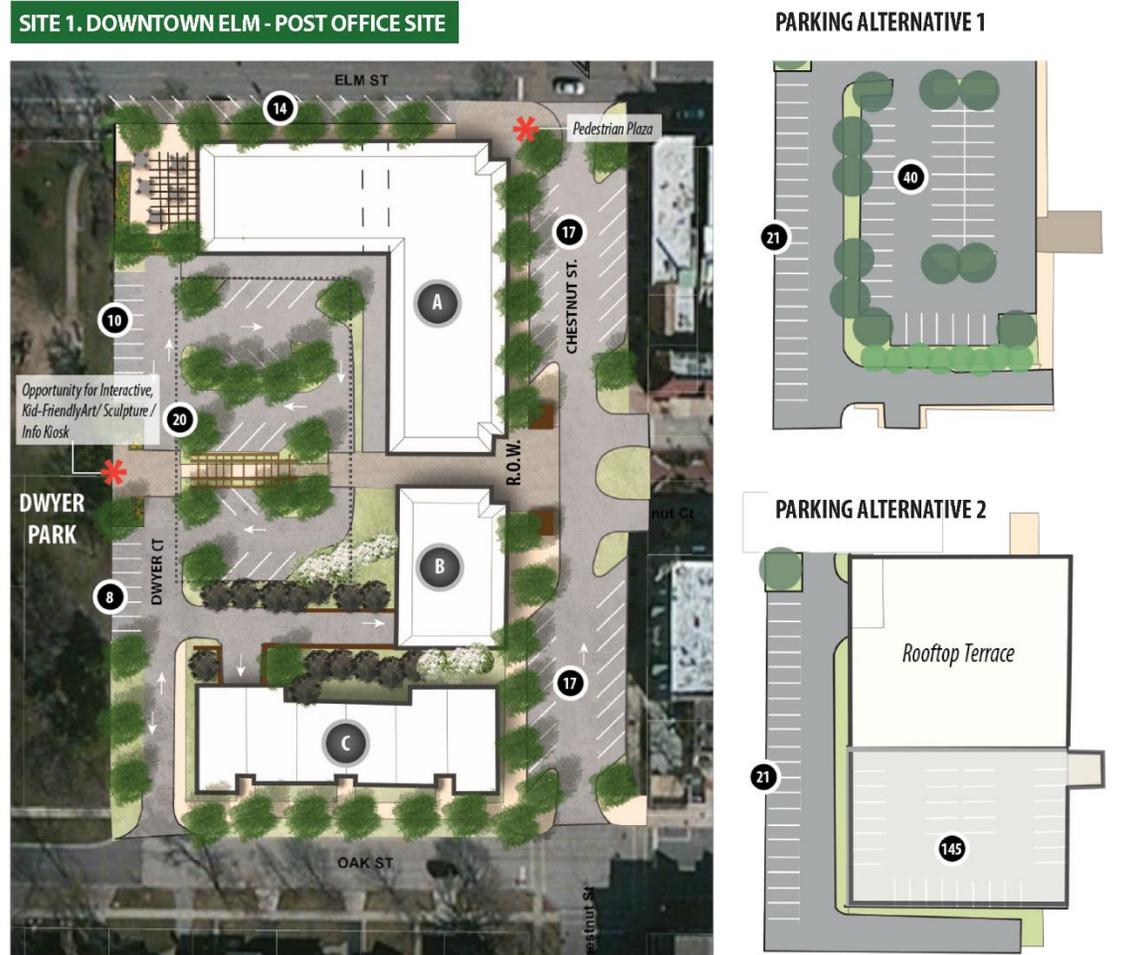
Post Office (Figure 12)

Commercial: The Elm Street and Chestnut Street frontages on the Post Office site offer opportunities for ground floor businesses that would strengthen one of Winnetka's most active commercial submarkets. The drawing illustrates the potential for approximately 17,500 square feet of ground floor space that could be subdivided as appropriate. Tenants could include restaurants (Quick-Service and Full-Service), specialty retail stores, and service uses (including the post office) that would attract people to the area. A limited amount of office space could be included on upper floors.

Residential: The Post Office site presents near-term opportunities for the introduction of for sale-condominiums geared primarily toward downsizing empty-nesters and retirees age 55 and older. Additionally, within the post office site, a limited number of townhomes could potentially be supported.

Figure 12: Post Office Site

VILLAGE OF WINNETKA DOWNTOWN MASTER PLAN



SITE DETAILS

BUILDING A

4-Story Mixed Use
 1st: 16,000 SF Commercial
 Parking required per code: 32 spaces *
 2nd-4th: 52,000 SF Residential, 22-28 Units
 Underground parking at 1.5 per unit

BUILDING B

3-Story Office/Commercial
 1st: 5,000 SF Commercial
 Parking required per code: 10 spaces *
 2nd - 3rd: 10,000 SF Office
 Parking required per code: 20 spaces *
 Shown per plan: 20 underground spaces

BUILDING C

2.5-Story Townhomes/Flats
 18,000 SF, 6 Townhomes or 15-20 Condos
 Underground parking at 1.5 per unit

ON-STREET PARKING

Chestnut St. and Elm St.
 Existing parking: 31 spaces
 Shown per plan: 48 diagonal spaces

OFF-STREET PARKING

Existing parking: 155 spaces
 Shown per plan: 38 spaces
 Option: 70 underground spaces

PARKING ALTERNATIVES

- 1 | Surface Parking: 40 spaces
 Parking Along Dwyer: 21 spaces
- 2 | Parking Deck: 2 levels, 145 spaces
 Parking Along Dwyer: 21 spaces

*** Proposed Parking Requirements**

- Retail/Office: 2 spaces / 1,000 SF
- Restaurant: 10 spaces / 1,000 SF

URBAN DESIGN

- Building heights step down moving south on site to reflect and complement existing residential on Oak Street. Heights are reflective of area character, structures and street width.
- Pedestrian plaza at corner of Elm and Chestnut.
- Pedestrian plaza / connection across from Moffat Mall creates a gathering place, builds on design character of downtown, reflects Moffat Mall and forms access point to Dwyer Park. Alternative designs without connection provides increased parking.
- A wider sidewalk to facilitate pedestrian character is anticipated along south side of Elm.
- Need to celebrate/connect to Dwyer Park.
- Building architecture should reflect and complement upscale historic character of the district.

Downtown Elm – North (Figure 13)

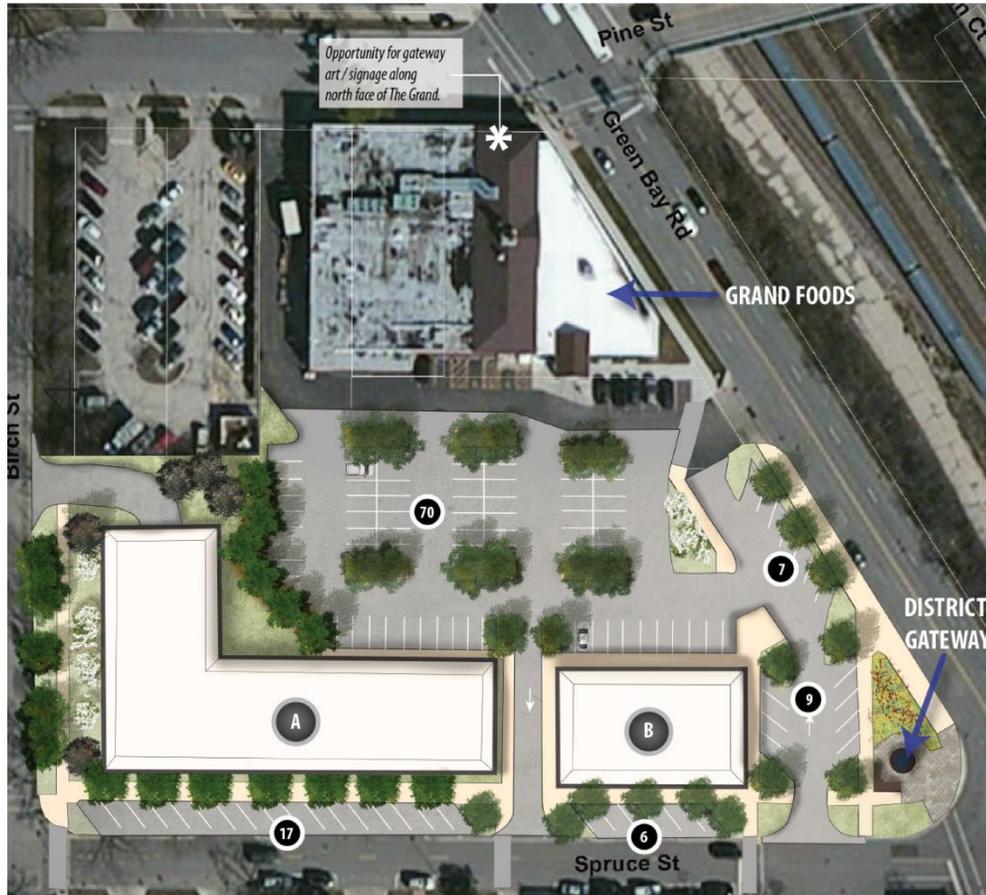
Commercial: The Grand is an anchor in the Elm Street district, and adequate parking for shoppers is critical to its ongoing success. A limited amount of additional retail and services businesses could be supported on the Spruce Street frontage facing The Laundry. In particular, service businesses and professional office that attract people to the area would be welcome additions.

Residential: The Downtown Elm District presents opportunities for the introduction of for sale condominiums geared primarily toward downsizing empty-nesters and retirees age 55 and older.

Figure 13: Downtown Elm - North

VILLAGE OF WINNETKA DOWNTOWN MASTER PLAN

SITE 2. DOWNTOWN ELM - NORTH



■ SITE DETAILS

BUILDING A

3-Story Residential
57,000 SF, 25-30 Condos
Underground parking at 1.5 per unit

BUILDING B

2-Story Commercial
13,000 SF, Office or Retail
Parking required per code: 26 spaces *

PARKING

On-Street Parking
Existing parking: 6 spaces
Shown per plan: 23 spaces

Off-Street Parking
Existing parking: 144 spaces
Shown per plan: 86 spaces

*** Proposed Parking Requirements**

- Retail/Office: 2 spaces / 1,000 SF
- Restaurant: 10 spaces / 1,000 SF

URBAN DESIGN

- Gateway element located at NW corner of Spruce Street and Green Bay Road.
- Gateway art option along north face of Grand Foods.
- Visibility to Chestnut Street and downtown from Green Bay Road emphasized.
- Building set back slightly off of Birch Street, reflective of adjacent residential.
- Building architecture to reflect surrounding character.
- Number of curb cuts reduced on Spruce Street.
- Commercial building located to be directly across from The Laundry building.
- Internal pedestrian paths/walkways provided to enhance safety/connectivity.

Hubbard Woods South / Tower Road (Figure 14)

Commercial: The sites on the south side of Tower Road have good visibility and access from cars traveling along Green Bay Road. Consequently, these sites have the potential for attracting commercial development, particularly eating and drinking establishments. Market opportunities could include Full-Service or Limited-Service restaurants or perhaps a brewpub.

Residential: These sites would not support new residential units.

Figure 14: Hubbard Woods South / Tower Road

VILLAGE OF WINNETKA DOWNTOWN MASTER PLAN

SITE 3. HUBBARD WOODS - SOUTH



■ SITE DETAILS

BUILDING A

1-Story Commercial
Family Friendly Destination/Restaurant
5,700 Square Feet
Parking requirement: 57 spaces*

BUILDING B

3-Story Adaptive Re-use
1st-3rd: 10,800 SF
Parking requirement: 22 spaces*

BUILDING C

1-Story Adaptive Re-use
14,000 SF
McDonald's: 3,000 SF
Commercial: 11,000 SF
Parking requirement: 52 spaces

DISTRICT GATEWAYS

Entry features located at opposite corners of Tower Road

PARKING

Shown per plan: 108 spaces
(151 spaces required per code)*

Existing: 135 spaces total

- Private Lot: 80 spaces
- Village Lot: 55 spaces

*** Proposed Parking Requirements**

- Retail/Office: 2 spaces / 1,000 SF
- Restaurant: 10 spaces / 1,000 SF

URBAN DESIGN



- Gateway features located at south leg of Green Bay and Tower Roads are on the north and south sides of Tower. Features would have consistent design to establish district gateway.
- Restaurant building sited to be prominent vista point for southbound traffic.
- Safer, more comfortable pedestrian crossings.
- Streetscape incorporated along south side of Tower Road to enhance area character and appeal of uses south of road.
- Site access at Locust Street to be northbound only to prevent excess traffic on that street.
- Wayfinding signage will be needed to orient users to the commercial use (bldg A) / parking.

Hubbard Woods North / Scott Avenue Parking Deck (Figure 15)

Commercial: Additional commercial development could be supported on the Green Bay frontage. Tenants could include specialty retailers that fit into the “Design District” branding, convenience retail, or service businesses. Additional restaurants are also possible, including those that cater to families attracted to Hubbard Woods Park.

Residential: Proximate to the Metra station and the newly renovated Hubbard Woods Park, rental apartments geared primarily toward 25-34 year old householders could potentially be supported at this location. While market fundamentals suggest that current demand for new apartments is limited, support is expected to grow over a longer term development context (i.e., 5+ years). In this longer term timeframe, for sale condominiums and/or townhomes could also find market support, particularly once Hubbard Woods is firmly established with new commercial and recreational amenities.

Figure 15: Hubbard Woods South / Scott Avenue Parking Deck

VILLAGE OF WINNETKA DOWNTOWN MASTER PLAN

SITE 4. HUBBARD WOODS - NORTH



■ SITE DETAILS

BUILDING A

3-Story Mixed Use
 1st: 12,000 SF, Commercial
 Parking required: 24 spaces *
 2nd-3rd: 22,000 SF, Residential
 13-18 rental units
 Parking required @ 1.5 unit

BUILDING B

3.5-Story Residential
 1st: 1.5 Existing Deck
 2nd-3rd: 24,000 SF
 15-20 rental units
 Parking required @ 1.5 unit

BUILDING C

3.5-Story Residential
 1st: 1.5 Existing Deck
 2nd-3rd: 24,000 SF
 15-20 rental units
 Parking required @ 1.5 unit

AREA D

Rooftop Terrace on 2nd Floor
 Existing deck (219 spaces) to remain

AREA E

2-Way Traffic
 Convert Merrill Street to 2-way traffic
 with diagonal parking: 12 spaces
 Requires cul-de-sac at east end

PARKING

Existing Garage: 219 spaces
 Commercial requirement: 24 spaces
 Residential requirement: 65-87spaces

*** Proposed Parking Requirements**

- Retail/Office: 2 spaces / 1,000 SF
- Restaurant: 10 spaces / 1,000 SF

Lessons Learned



In translating the preliminary concepts first seen by the Steering Committee to the more detailed sketches showcased herein, a number of factors came forward. These lessons are fundamental to the future of each site and useful to understand in evaluating them. While at one level perhaps straightforward, they are basic to future development in Winnetka – whether publicly or privately directed.

- Redevelopment of existing parking lots creates the doubled edged sword of eliminating existing parking and creating the need for additional parking.
- No site can be developed in a vacuum. In addition to potential off-site impacts, adjacent and nearby sites should be considered as opportunities to create a larger development site or meet the need for parking, outdoor seating, passive recreation, etc.
- Development is best done in coordination with adjacent owners or government bodies to prevent adverse impacts and identify potential win-win opportunities.

URBAN DESIGN



- A residential building on, or over the deck is conceptual and based on the ability to engineer such a structure.
- The design shown for the structure above the parking deck is intended to limit building bulk and visual impact on surrounding areas. Also facilitates similar development potential on remaining quadrant of the block.
- The corner of Merrill Street and Green Bay Road is set as a small pedestrian plaza to provide visual relief and to highlight proximity to Hubbard Woods Park and the parking deck.
- Two-way access on Merrill Street between Green Bay Road and parking deck entrance. This would facilitate, but not require, consideration of future two-way traffic around the park.
- Landscaping indicated along Green Bay Road to enhance pedestrian experience.
- Building architecture should reflect and complement upscale historic character of district.

Downtown Winnetka Master Plan

Transportation Plan

**Sam
Schwartz**
*Transportation
Consultants*

June 22, 2016

Introduction

Sam Schwartz Engineering has developed transportation recommendations for the Downtown Winnetka Master Plan. The purpose of this plan is to detail the key findings and recommendations related to pedestrian mobility, traffic circulation, parking and bike connectivity. Three major themes have emerged through the master planning process that embody transportation recommendations across the Downtown districts.

- Green Bay Road
- Street and Sidewalk Design
- Customer Parking

These themes are described in the following section. And while these themes are common throughout Downtown, they play out differently in each of the three specific business districts: Elm Street, Hubbard Woods, and Indian Hill. Separate sections are provided for each district that discuss how these themes relate to key findings and present location-specific recommendations.

Transportation Themes

Three major themes have been developed that embody transportation recommendations across the Downtown districts.

Green Bay Road. Changing the character of Green Bay Road is critical to creating cohesive, walkable Downtown districts. Today, Green Bay Road functions as a perceived barrier that bisects each district, serving as a corridor *through* downtown Winnetka. The character of Green Bay Road should overcome this perception of barrier and reflect its role as a key connection *to* local destinations in each of the downtown districts, and a central feature of the downtown street network in each area.

Green Bay Road currently carries 9,500-10,500 vehicles per day through the Village. These roadway traffic demands require at most one travel lane in each direction with a center turn lane at key intersections. Green Bay Road, between Tower Road and Scott Avenue, is an example of an appropriate cross section serving the travel demands through the area. On the other hand, there are several locations where the roadway has excess capacity and is an excellent candidate for reduced lane capacity, such as a conversion from four lanes to two or three – one travel lane in each direction with a center turn lane. A narrower cross section will serve traffic adequately and provide opportunities to change the character of the street through shorter crossing distances at intersections, more street parking and wider sidewalks.

Key east-west pedestrian crossing locations on Green Bay Road were identified at Tower Road, Elm Street, Oak Street, and Winnetka Avenue which are imperative to the success of the Downtown Plan. Changing the character of these intersections to prioritize pedestrians should be a focus of planning efforts. The alignment of Green Bay Road jogs at Oak Street within the Elm Street area, and Tower Road within Hubbard Woods. While the jogged alignment could actually serve to calm traffic by slowing traffic at these key Downtown “entrance” locations, capacity of Green Bay Road instead increases at these jogs with additional turn lanes, making these intersections extra wide and particularly difficult for pedestrian crossings. Intersection improvements, particularly lane consolidation and curb extensions, are recommended to bridge

the barrier. In addition to making crossings easier and safer for pedestrians, these intersection treatments have been proven to slow passing vehicles, calming the traffic at these key gateways into downtown.

Street and Sidewalk Design. The design of downtown streets and parking is a tool that can be used to implement all aspects of the vision for Downtown Winnetka. Through careful design consideration, transportation infrastructure can serve to activate the Downtown districts and create spaces where people want to spend time. The correlation of transportation and urban design is important to create more visually cohesive districts. Simple improvements, such as consistent crosswalk treatments and maintaining a continuous sidewalk and landscaping can begin to build visual cohesion between blocks along the corridor. In combination with gateways which create a sense of arrival into Downtown, visually similar blocks reinforce to those passing through that they have entered a downtown district distinct from surrounding neighborhoods. This visual shift reinforces to drivers that they are in an area with more pedestrian activity, and must by necessity drive more slowly and cautiously. With a potentially growing evening population Downtown, pedestrian lighting will become increasingly important. Decorative lampposts with unified banners can enhance the downtown feel. Banners and signage also offer the opportunity to market local events, which reinforces a direct connection between the physical place and downtown activity.

Sidewalks throughout the downtown districts must be of sufficient width to support both ‘passing’ and ‘pausing’ pedestrian activity. The use of sidewalk space and curb extensions (also known as bump-outs) is a key element of design that can achieve that walkable, vibrant downtown feel. Sidewalk widths currently vary between each of the districts. It is ideal to maintain a minimum 10-foot sidewalk throughout a downtown retail district, sufficient width to support a 3-4-foot frontage zone, as well as 6 feet of unobstructed sidewalk. Each segment should be scrutinized for elements such as a frontage zone with street furniture, and shadecover. Where a 10-foot sidewalk does not exist, ancillary areas for outdoor activity and landscaping can be created by reorganizing on-street parking adjacent to the curb. Where possible, on-street parking can shift along a block, opening up gaps between cars extending to the outside of the parking lane. These spaces allow for construction of curb bump-outs. Where it isn’t possible to expand the entire sidewalk, bump-outs can make the sidewalk feel wider by positioning trees further from the storefronts or creating a gathering area. Bump-outs also afford space to create or expand outdoor dining areas, which is nearly impossible in the existing, constrained sidewalk widths. Placement of these new spaces consistently along the block create a new rhythm along the street edge, further reinforcing the distance district across blocks.

The Green Bay Trail is a unique asset to all three Downtown Districts and presents an opportunity to capture foot-and bike-traffic from trail users. However, capturing this activity in Winnetka’s downtown requires the creation of visible and convenient connections directly from the trail to key/relevant destinations in the downtown districts. It also requires that the Downtown districts feature the presence of the trail with signage and programming to cross-promote the proximity of the recreational destination with related goods and services. Consider, for example, the potential for bike riders to use the protected trail for a short weekend ride, stopping along the way to have lunch in the Elm Street District and then ice cream in Hubbard Woods. Businesses stand to benefit most if the Green Bay Trail becomes a physically connected and integral part of downtown transportation network. Bike parking and amenities strengthen that cross-promotion. Bike amenities not only provide a service to bikers already out and about, they represent the Village’s

attitude toward biking as a mode of transportation. Combining bike parking with other amenities, such as seating or water fountains, creates hubs of activity where people can recognize and enjoy an active and lively downtown.

Customer Parking. Providing parking for Downtown customers should be a priority to ensure the success of Downtown commerce. Better management of all types of parking in Winnetka will result in more accessible customer parking but requires a prioritization and balancing of different user needs.

Customer parking in the Downtown districts is provided on-street, as well as in Village parking lots, in the form of free, time-restricted parking. The Village also has two permit parking designations. Permit parking for employees who work for local businesses is allowed in Zone A designated spaces and train commuter permit parking is allowed in Zone C designated spaces. Currently, there is an inefficiency in how the existing parking supply is designated. Customer parking is hard to find at times on some blocks, but that is because this is the most convenient location to park. It is impossible to provide a parking space for everyone directly in front of their destination. There is customer parking available at all times, it is just difficult to locate because of signage or location.

To start, establishing a hierarchy and overall understanding of parking priority in the Downtown districts with customer parking at the top, will help the Village to make smart parking decisions. The parking user hierarchy from most important to least important throughout the Downtown districts is as follows:

1. Customer – Customer parking is priority and should be accommodated within the most convenient spaces at street level.
2. Employee – Employees are parked for long periods of time and very familiar with the area so they can be expected to walk longer distances and utilize less convenient parking.
3. Commuter – Commuters are parked for long periods of time and spend limited time within the Downtown districts while they are parked so they can be expected to walk longer distances and utilize the least convenient spaces, especially if there is a price incentive.

With this priority framework in mind, customer parking needs to be made more convenient. All street parking time restrictions should be made 90-minute or 15-minute (i.e. no 1-hr, 2-hr, 4-hr, etc.) to simplify customer usability of the system and encourage turnover of these most desirable spaces. On-street parking should be generally used for customer parking and as much on-street customer parking should be supplied as possible. That may require relocating permit parking as development occurs Downtown, that is currently on-street to off-street facilities which creates more customer parking on-street in the more desirable locations.

In addition, surface parking lot designations should be reallocated and simplified. All customer parking should be 4-hour in off-street facilities in order to force users into an off-street lot if they desire to park for a longer period. This maximizes turnover of the on-street spaces. To the extent possible, each lot should be wholly or mostly designated for a particular user – whether its customers, employees or commuters to make usability of the system most convenient. Signage at the entrance of the lot should display the type of parking accommodated within the lot. And parking maps should be categorized in an easy to read manner. Signage and wayfinding should direct customers to the appropriate lots, thereby creating a pool of easily accessible customer parking.

Overall, better management of permit parking and signage will also result in more accessible customer parking. The Village should limit the pool of employee parking permits. This will help to reduce employee parking demand needs and may encourage carpooling, or walking when its possible. Employee permit fees should also be increased (currently \$10 per year) to at least cover administration of the employee parking program. Employee parking has a cost to the Village and should not be considered the Village's sole burden. Commuter parking management could also free up some customer parking. For example, some commuter parking demand may be relocated out of the Elm Street district by varying the cost of commuter permits to encourage the use of Hubbard Woods and Indian Hill commuter parking (where there is excess capacity) with lower permit fees.

Elm Street District

Transportation in the Elm Street business district consists of Metra service at Winnetka Station with more frequent trains than other stations in the Village, Pace bus options, a complete street grid and sidewalk network, a parking system, and access to the Green Bay trail. Key findings from the transportation analysis show that, throughout the Elm Street District, Green Bay Road functions as a perceived barrier that bisects the east and west sides of the district.

Particularly difficult are the intersection pedestrian crossings at Elm Street and Oak Street where the irregular intersection geometry can also be more challenging to pedestrians due to longer crossing distances, more limited crossing options, and vehicles turning more sharply into the crosswalk. Furthermore, although the street network continues over the Metra tracks, the Elm Street bridge fractures the perceived relationship between retail and restaurant destinations east and west of the bridge. Sidewalks on the Elm Street bridge are more narrow than the sidewalks extending east on Elm Street. A lack of shade, landscaping, and seating along the sidewalk crossing the bridge contributes to the lack of perceived connection to the east and west.

With regard to parking generally in the district, the key challenge relates to time restriction variations and excessive signage making parking difficult for customers, particularly those unfamiliar with the system.

Based on these findings, recommendations were developed for the Elm Street District. **Figure 1** shows key transportation characteristics and an overview of the following recommendations.

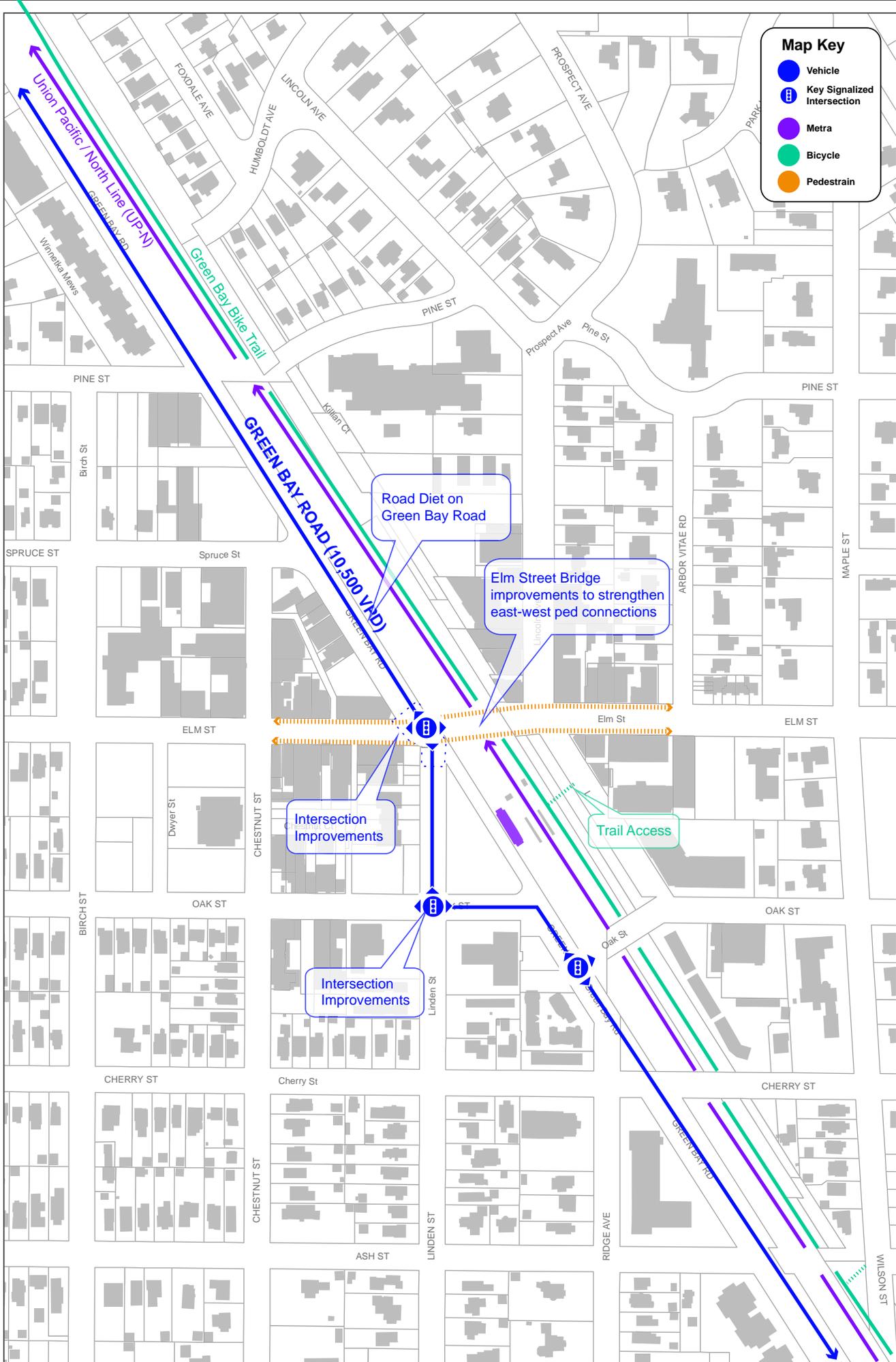
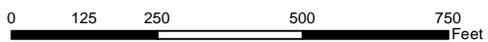


Figure 1: Elm Street District Transportation Recommendations

Village of Winnetka



Modify the cross section of Green Bay Road. A road diet should be implemented on Green Bay Road. The road should at most provide three travel lanes between Spruce Street and Oak Street. The segment between Pine Street and Spruce Street should provide four travel lanes with the southbound right-hand lane dropping as a separate right-turn lane at Spruce Street. The segment between Spruce and Elm Street should accommodate three lanes and parking on both sides. The additional right-of-way could be used to widen the sidewalk on the west side and introduce a carriage walk along the east side of the street serving the parking lane. **Figure 2** and **Figure 3**, respectively, show the Existing and Proposed sections of Green Bay Road in the block between Spruce Street and Elm Street. The segment between Elm Street and Oak Street should continue to be two lanes in each direction with diagonal parking on each side.

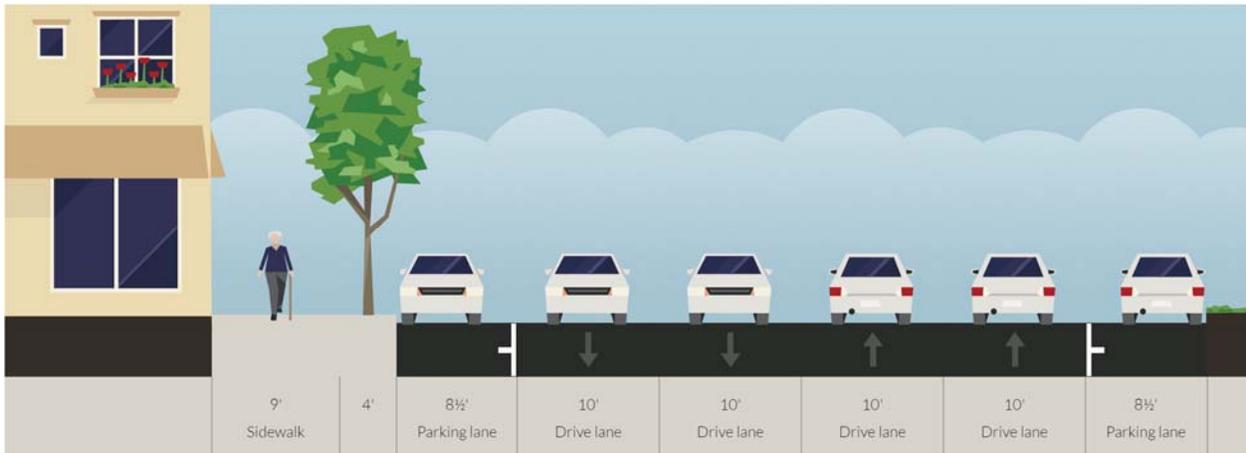


FIGURE 2: EXISTING SECTION OF GREEN BAY ROAD (SPRUCE – ELM)

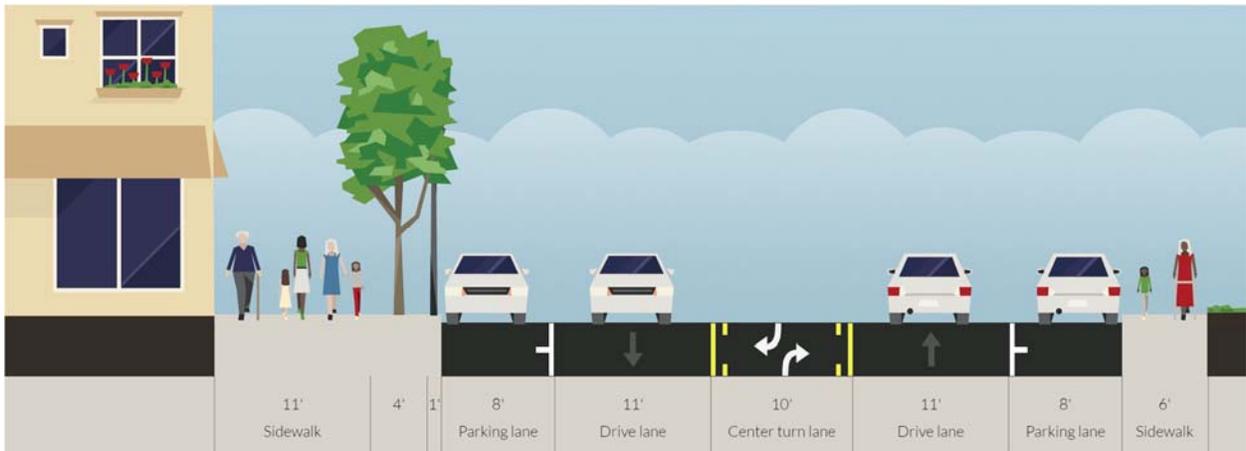


FIGURE 3: PROPOSED SECTION OF GREEN BAY ROAD (SPRUCE – ELM)

Improve the intersection of Green Bay Road and Elm Street and the character of the Elm Street Bridge. There is significant opportunity for reduced capacity, traffic calming and pedestrian enhancements at the intersection of Green Bay Road with Elm Street and on the Elm Street bridge. The road diet on Green Bay Road should extend through the Elm Street intersection to provide one travel lane in each direction and an exclusive left-turn lane to Elm Street. Curb extensions should further reduce crossing distances. This signal should be updated with pedestrian countdown timers and continental-style crosswalk markings which are planned to be installed.

The pavement width on the Elm Street bridge is 56 feet. The travel way of the bridge should be narrowed to two 11-foot lanes, one in each direction, and a 8.5-foot parking lane on each side. Curb extensions should frame the parking lane and sidewalks can be widened to 16 feet or more. Gateway features should be installed within the curb extensions to visually connect east-west across the bridge.



FIGURE 4: CURB EXTENSIONS AND REDUCED LANE CAPACITY AT THE GREEN BAY ROAD/ELM STREET INTERSECTION AND ON THE ELM STREET BRIDGE.

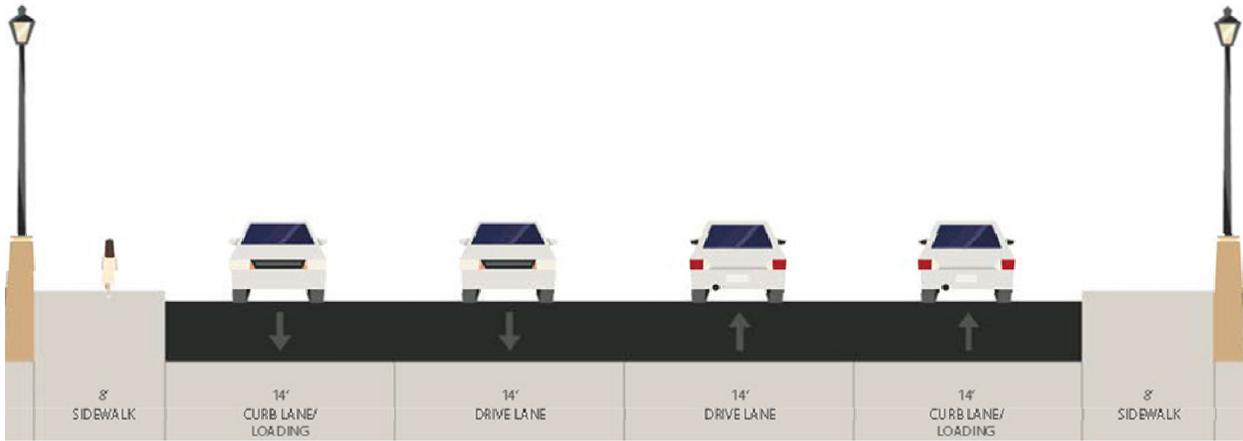


FIGURE 5: EXISTING SECTION OF ELM STREET BRIDGE

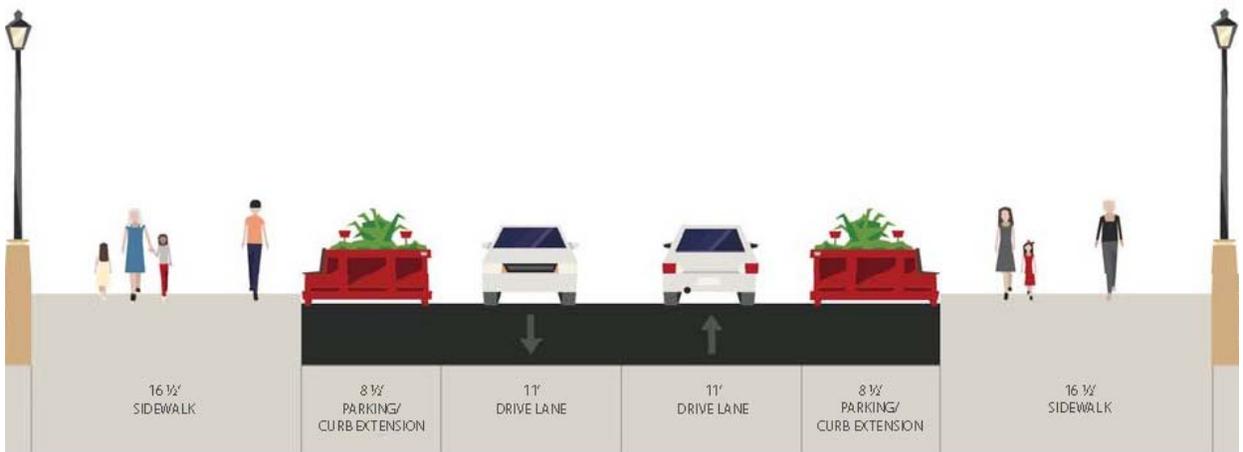


FIGURE 6: PROPOSED SECTION OF ELM STREET BRIDGE

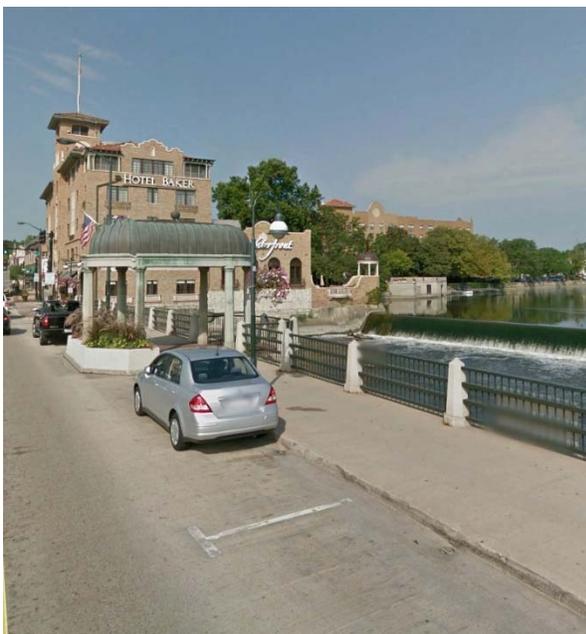


FIGURE 7: GATEWAY FEATURE THAT FRAMES THE PARKING LANE ON THE MAIN STREET BRIDGE IN ST CHARLES, ILLINOIS.

Improve the intersection of Green Bay Road and Oak Street. The road diet on Green Bay Road should also extend through the north Oak Street intersection such that the southern eastbound lane on Green Bay is eliminated and curb extensions are introduced to further reduce crossing distances and calm turning movements which conflict with the pedestrian crossings.



FIGURE 8: CURB EXTENSIONS AND REDUCED LANE CAPACITY AT THE GREEN BAY ROAD/OAK STREET INTERSECTION

Create more customer parking on-street. On-street parking should be generally used for customer parking and as much on-street customer parking should be supplied as possible. That may include relocating permit parking that is currently on-street to off-street facilities which creates more customer parking on-street in the more desirable locations. As development occurs Downtown, permit parking may be accommodated within a new structured parking. **Figure 9** shows locations in the red boxes where, if permit parking were relocated, customer parking may be better placed.

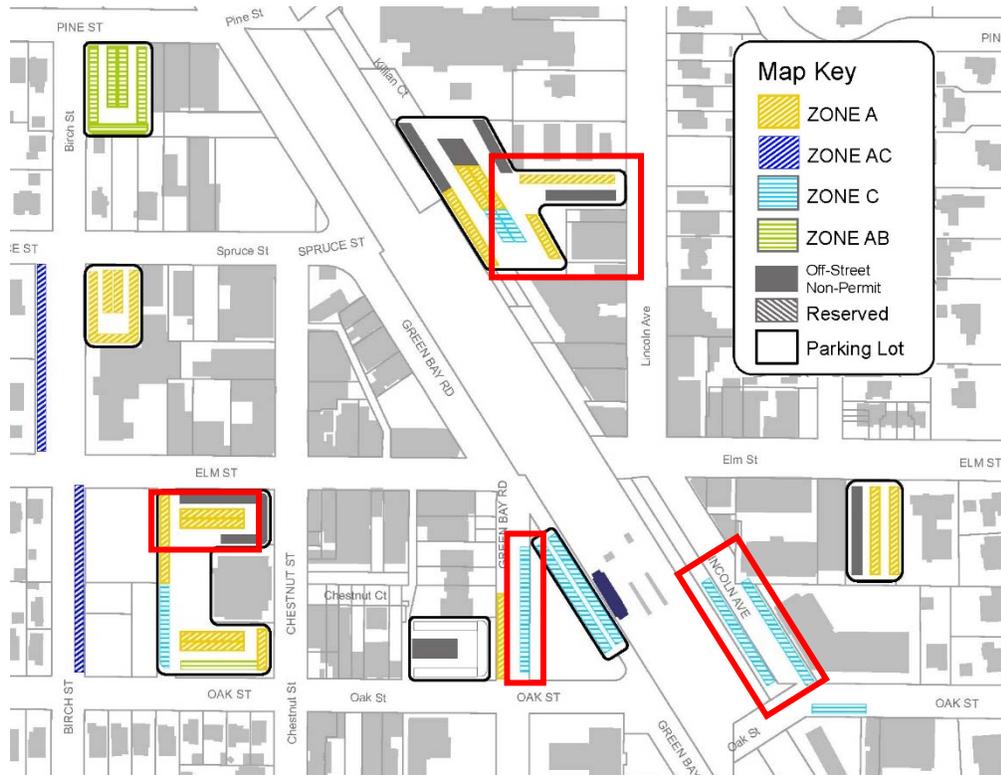


FIGURE 9: PERMIT PARKING LOCATIONS THAT MAY BE BETTER SUITED FOR CUSTOMER PARKING.

Change customer time limits/signage to make the system easy to understand. All street parking time restrictions should be made 90-minute or 15-minute (i.e. no 1-hr, 2-hr, 4-hr, etc.) to simplify customer usability of the system and encourage turnover of these most desirable spaces. All customer parking should be 4-hour in off-street facilities in order to force users into an off-street lot if they desire to park for a longer period. This maximizes turnover of the on-street spaces.

Simplify public parking lot designations. To the extent possible, each lot should be wholly or mostly designated for a particular user – whether its customers, employees or commuters. This makes usability of the system most convenient. Signage at the entrance of the lot should display the type of parking accommodated within the lot. This may also mean relocating permit parkers out of a particular lot and to a less convenient locations further from destinations to increase efficiency for customers. Specifically, relocating or reallocating permit parking at the Lincoln Avenue lot will make it more attractive to customer overflow. This lot is well located and has the

potential to accommodate a lot more customer parking and ease the accessibility of finding customer parking in the busy East Elm shopping area.

Cross promote the Green Bay Trail and the Elm Street district. Within the Elm Street District, access to the trail is provided at a point south of Ash Street and at the Metra Station stairs on Elm Street, Oak Street and the pedestrian bridge. The access points are not clearly marked and the latter locations are stairs to the train platform and require a cyclist to carry his or her bike up or down. Wayfinding and directional signage on the trail and within Elm Street should serve to cross promote the two destinations and should be coordinated with the Park District. Bike parking should be provided throughout the district. The stair structures should also provide a bike ramp along the side of the stairs.

Hubbard Woods

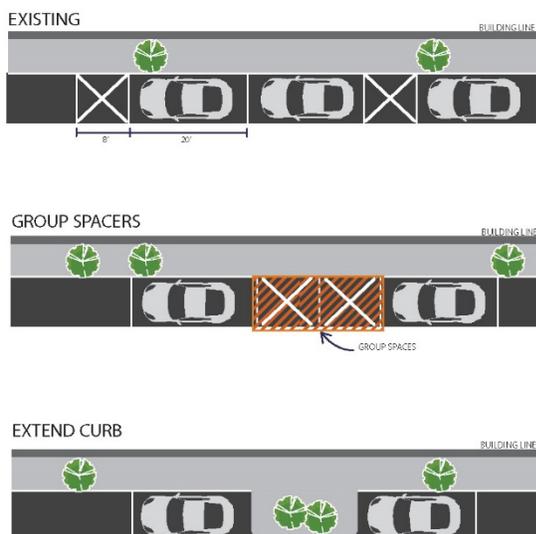
Transportation in the Hubbard Woods business district consists of Metra service at the Hubbard Woods train station, Pace bus service, the Green Bay Road travel corridor, a complete sidewalk system, parking facilities and access to the Green Bay trail. Key findings from the transportation analysis show pedestrian comfort has room for improvement along Green Bay Road as sidewalks are narrow. Although the character of the street - active storefronts, pedestrian-scale lighting and frequent crossings - support pedestrian circulation, the sidewalk width does not allow café seating or desirable activity nodes. Customer parking is difficult to find in the district, even though the garage is consistently underutilized, mostly because the parking garage is difficult to find and access.

Based on these findings, recommendations were developed for Hubbard Woods. **Figure 10** shows key transportation characteristics and an overview of the following recommendations.

Widen and activate the sidewalks along Green Bay Road with curb extensions. Use portions of the parking lane to bump out the curb, widen the sidewalk and create pockets for seating or other amenities where the sidewalk is currently too narrow. The existing painted parking spacers can be combined to minimize the loss of parking spaces. Green Bay Road is

under the jurisdiction of IDOT so the Village will have to work with IDOT for approval.

FIGURE 11: CREATE CURB EXTENSIONS ON GREEN BAY ROAD TO WIDEN SIDEWALK



Map Key

- Vehicle
- Key Signalized Intersection
- Metra
- Bicycle
- Pedestrian

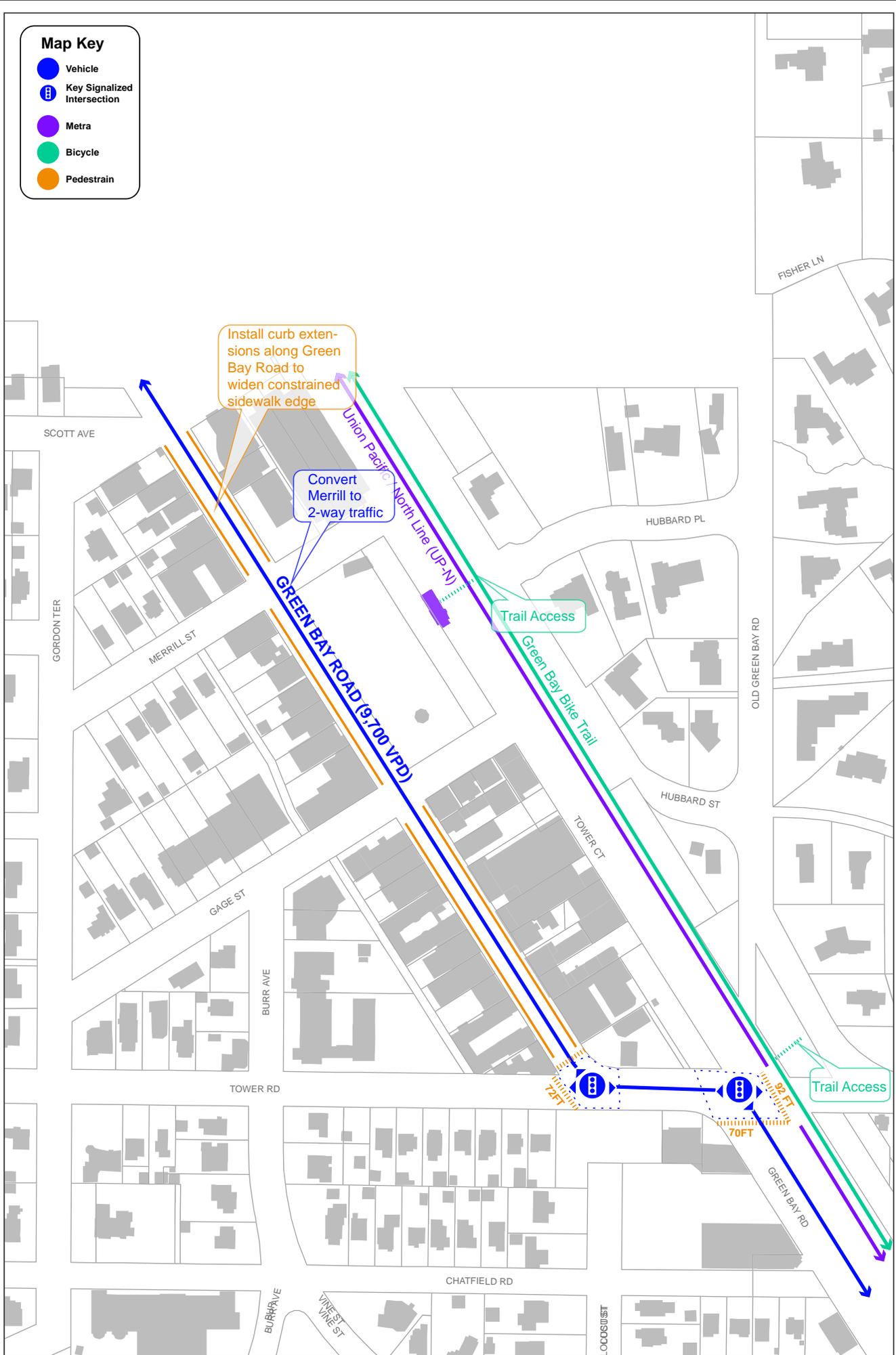


Figure 10: Hubbard Woods District Transportation Recommendations
Village of Winnetka

Change the circulation of Merrill and Gage Streets. Use traffic circulation and connecting streets around Hubbard Woods Park to reinforce programming of the park redevelopment. Merrill Street should be converted from a one-way westbound street to a two-way street. A small turnaround will be needed at the eastern end of Merrill Street to allow eastbound traffic an option to make a U-turn instead of entering the parking garage. Pedestrian improvements along the north-south portion of Gage Street should include pavers, a speed table and bump-outs to calm traffic. Traffic along this portion should remain one-way northbound to allow for train station drop-off and pickup and general circulation but at the same minimize the through movements and keep the street skinny. The two-way circulation change will also improve access and connectivity to the parking garage. Outbound traffic from Merrill to Green Bay Road should be under stop sign control.

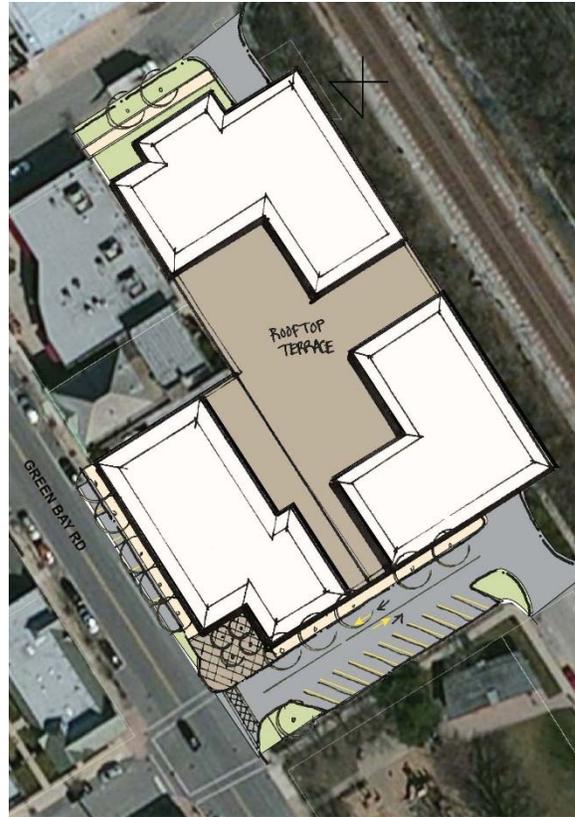


FIGURE 12: CONVERT MERRILL STREET TO TWO-WAY

Enhance wayfinding to parking. Improve utilization of the parking garage with directional wayfinding from Green Bay Road to the parking garage. With the conversion of Merrill Street to two-way, this street, in addition to Scott Avenue, should become the primary routes into the garage. Traffic on Green Bay should be directed with signage to the parking garage via Merrill Street and Scott Avenue.

Cross promote the Green Bay Trail and Hubbard Woods. Within the Hubbard Woods District, access to the trail is provided at a point north of Tower Road, on the Hubbard Woods Metra Station pedestrian bridge and at Scott Avenue. The access points are not clearly marked and the latter two locations are stairs to the train platform and require a cyclist to carry his or her bike up or down. Wayfinding and directional signage on the trail and within Hubbard Woods should serve to cross promote the two destinations and should be coordinated with the Park District. Elevators are planned as part of Hubbard Woods station upgrades and the stair structures should provide a bike ramp along the side of the stairs.

Indian Hill

The Indian Hill business district is focused around the intersection of Green Bay Road and Winnetka Avenue. Due to its location adjacent to Metra, New Trier High School and the student permit parking lot, the intersection sees high pedestrian volumes daily. The graphic below shows the intersection of Green Bay Road and Winnetka Avenue, illustrating key transportation characteristics at the intersection including the New Trier student walking route to the 7-Eleven convenience store. Transportation in the area consists of the Indian Hill Metra station, Pace bus service along Green Bay Road, sidewalks along both corridors, public (permit and non-permit) parking, and direct Green Bay Trail connectivity on Wilson.

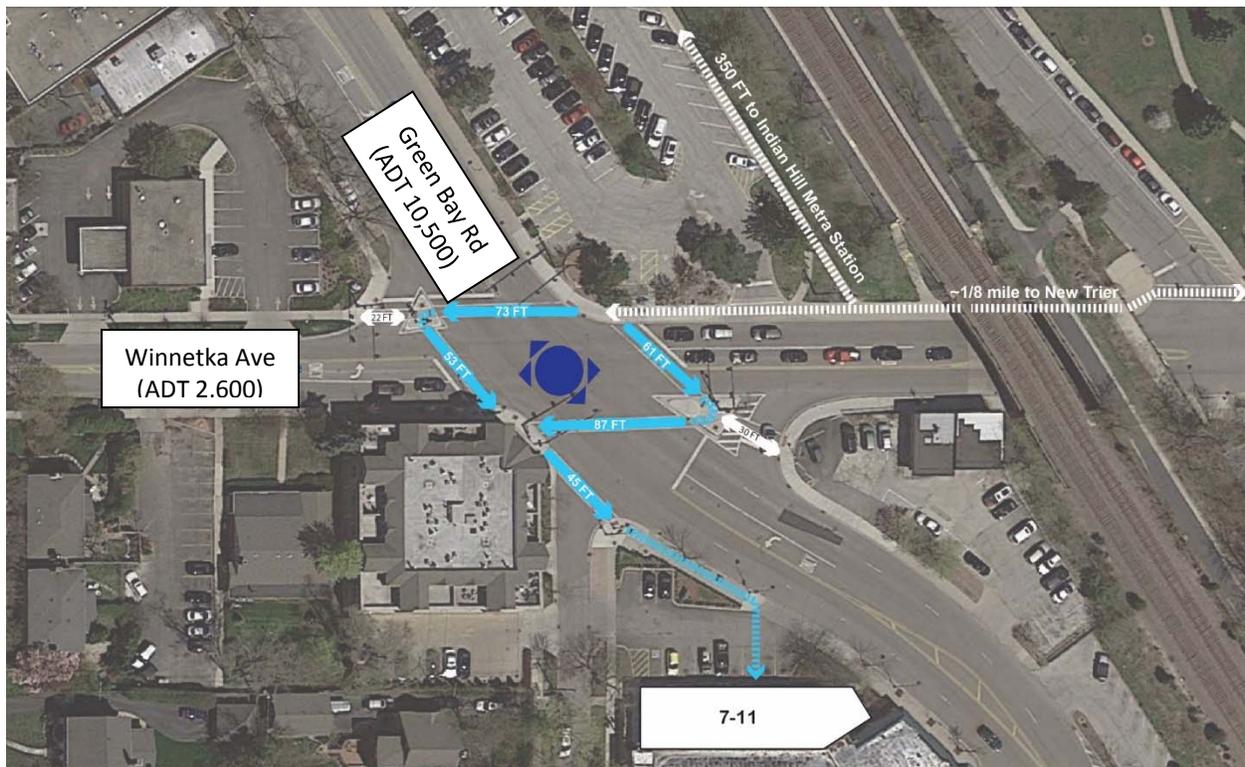


FIGURE 13: WALKING ROUTE OF NEW TRIER STUDENTS TO 7-ELEVEN.

Indian Hill should serve as a gateway to the Village. Directional signage to the Elm Street District should be displayed educating the public that shopping and dining is only a mile away.

The Village should continue to maintain communication with the school district about parking and transportation. NTHS students should continue to utilize the Village's surface commuter parking lot. Providing additional student off-street parking should be the school's responsibility. The school will have a new circulation and parking pattern with the completion of their on-going facilities project.