VILLAGE·OF·WINNETKA

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Downtown Master Plan
Steering Committee Meeting

Monday, August 29, 2016
Village Hall- 510 Green Bay Road
Council Chambers, 2nd Floor
7:00 p.m.

The Downtown Master Plan Steering Committee will hold its final meeting on Monday, August 29, 2016 at the Winnetka Village Hall, 510 Green Bay Road (Council Chambers), Winnetka, Illinois, beginning at 7:00 p.m.

Agenda

1. Greetings & Agenda Overview

2. Review & Approve Meeting Minutes
   a. May 31, 2016
   b. June 27, 2016
   c. July 25, 2016

3. Downtown Master Plan Draft Document Review

4. Preview Village Council Presentation
   a. September 13, 2016

5. Public Comment

6. 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.

DRAFT

DOWNTOWN MASTER PLAN
MAY 31, 2016 MEETING MINUTES

Steering Committee Members Present:
Meg Benson
Gene Greable
Gwen Trindl
Bill Krucks
Steve Hudson
Jim Gordon
Ian Larkin

Steering Committee Members Absent:
Scott Myers
Jon Talty
Tina Dalman
Bob Winter

Teska
Michael Blue
Erin Cigliano

Village Staff:
Robert Bahan, Village Manager
Megan Pierce, Assistant to the Village Manager
Michael D'Onofrio, Director Community Development
Brian Norkus, Assistant Director Community Development
LoriAnne Weaver, Administrative Assistant, Community Development

Visitors:
Terry Dason
Louise Holland

Working Group Meeting – Property Owners
The meeting started at 5:24pm.

Mike Blue introduced himself and Erin Cigliano. He explained that they have been working on the downtown master plan since the fall of 2015. He thanked the property owners present; he mentioned that property owners are informed and invested.

Mr. Blue began with the vision statements, saying they are a way to express what we want the downtown to be. He asked if the downtown is only for Winnetkans or for others. He said vibrancy will bring people to downtown.

Mr. Blue said regulations affect property owners the most.

Glen Weaver, owner of 574 Lincoln, said he had prepared an outline of what he thinks should be done. He said Winnetka doesn't want to change; he said businesses are savvy and look to regulations.

Kearby Kaiser, who works with an ownership group that owns five buildings in Winnetka, said there are a lot of regulations in Winnetka. He said Winnetka is difficult and more frustrating due to the overlay district. He said he would like to see the overlay district be more predictable and consistent.

Mr. Weaver added that he was there when the overlay district went into effect and that a lot of people left or couldn't come in due to the overlay.

Mr. Kaiser said the overlay district causes confusion; he said Winnetka missed out on Core Power Fitness due to the overlay. He added that Winnetka needs day schools and that Winnetka has no anchor, no community, and people don't work together.

Mr. Blue mentioned that more coordinated marketing – similar stores and hours – would be helpful.

Mr. Kaiser mentioned that over Memorial Day weekend retailers were fighting over who could sell what. He said retailers are very protective, but there are no exclusives. He said Winnetka is a tough sell to national chains because it is so far east; Lake Michigan affects it.

Mr. Blue asked what are the differences between the different areas of Winnetka – East and West Elm and what do you look for in good tenants.

Mr. Kaiser said he sells Winnetka as the area between Evanston and Highland Park.

Mr. Weaver said he looks for good credit, people who are devoted to the community, and pay the rent on time.

Mr. Blue asked what the tenants are looking for.

Mr. Weaver said the cost of rent per square foot, improvements to the building, and for the building owner to build the business for them.

Mr. Kaiser added that everybody wants the space to be turnkey; so, he builds in the expense.

Mr. Blue asked what goes into calculating the rent.

Mr. Weaver said it depends on the building.

Mr. Kaiser responded that it depends on what you put in it; he said Winnetka is about $35 per square foot.

Mr. Blue asked what draws businesses to the business districts and why do they chose the Northshore.

Mr. Weaver responded that it depends on the type of store – mostly high-end merchandise. He added that he thinks people prefer to shop locally.

Mr. Kaiser said he didn't see that people like to shop locally.

Mr. Weaver added that the codes are too restrictive and that people don't want to wait.

Mr. Blue said that national chains are better at understanding the process. He asked how much handholding do landlords have to do.

Mr. Kaiser said that handholding is non-stop, cradle to grave.

Mr. Blue asked about the special use process.

Mr. Kaiser said the zoning process is very unclear about what has to be done; it scares people off. He said most businesses are service these days and he has to tell them that services can't come into the village. He added that it seems some people are able to get around the restrictions.

Mr. Weaver said that his building has been vacant for 8 years because a change of use would trigger the need for a sprinkler system to be installed. He said this limits the use and value of his property. He said the fire chief has total control over the business districts.

Mr. D'Onofrio pointed out that Mr. Weaver's property is not in the overlay district.

Mr. Blue asked of the process was more predictable and use list broader would that help.

Mr. Weaver added that the sprinkler system costs are outrageous; for a small building, it costs between $60,000- $132,000.

Mr. Kaiser said the overlay needs to be clear with the rules laid out clearly.

Mr. Blue said there have been improvements with the changes made by the Design Review Board.

Mr. Blue mentioned that studies show that the amount of parking in Winnetka is good.

Mr. Weaver and Mr. Kaiser agreed.

Mr. Kaiser added that Winnetka needs a draw, an attraction, or something different. He said Winnetka needs an identity. He said people are not as invested as they think they are.

The meeting adjourned at 6:20pm.

Steering Committee Meeting
The meeting started at 7:05pm.

Greetings & Agenda Review
Chair Benson greeted everyone and turned the floor over to Erin Cigliano.

Presentation & Discussion of Development Regulations
Draft Master Plan & Next Steps

Erin Cigliano began by giving an overview of the earlier working group meeting. She said there was a general agreement of the review of the "use" list and that the group felt the process needed to be cleaned up and not so confusing. She said the group didn't think there were any issues with signage or parking.

Tina Dalman asked which districts were discussed.

Ms. Cigliano replied Hubbard Woods and Elms Street districts.

Jim Gordon asked if the people were happy.

Ms. Cigliano responded that Winnetka needs a destination; and the development regulations need refinement versus restructuring.

Mr. Talty asked if they might just be resigned to it.

Mike Blue mentioned that there was a small turnout, only 2 people, for the working group meeting. He, also, said they were looking for predictable codes.

Mr. Gordon stated that in the last 40-50 years, not a lot has happened; Galleria is the only thing that has happened. He said the property owners have done very little in terms of developing their properties, leaving some that are obsolete and not attractive to businesses. He said people don't think things are happening.

Mr. Blue stated the objective for the evening was to get a consensus on what we want to do.

Meg Benson said they should start from the vision statements and build on them. She said the committee is there to make recommendations, not regulations.

Mr. Blue mentioned that there was some recent code and policy changes.

Mr. Blue asked about the zoning entitlement process-should it be shorter and how.

Ms. Dalman responded that she is concerned about the number of standards; she said the process could be clearer, but probably not shorter. She said it could be a more efficient process for both the village and the users.

Bill Krucks added that the village council cut the time in half for special use permits in the commercial districts.

Chair Benson said the process should be clearer, not necessarily shorter; there should be clarity of what's expected.

Ms. Dalman asked if so many things need to be special uses.

Mr. Gordon added the planned use developments must be included.

Scott Myers asked that each item be discussed separately.

Gwen Trindl said, concerning special uses, they need to re-evaluate what is involved in the overlay district.

Chair Benson added that we need a way to draw people and keep them downtown.

Mr. Gordon asked if there is any evidence that the overlay is doing good.

Jon Talty said there are multiple meeting and that at some point you need to make a decision; do something.

Ian Larkin said we need to narrow the process.

Ms. Dalman asked how many people we lose, who never appear in front of the board, due to the process.

Mr. Talty added that the efforts of the staff have made it easier. He said redevelopment doesn't have to be a horror story.

Gene Greable asked what the impact of the changes have been.

Mr. Krucks responded that the staff has had a huge impact on what has happened.

Ms. Trindl said we need time to see the efforts of the changes and we aren't there yet.

Mr. Myers said that the special use table needs to be re-evaluated; need to look at by right versus special use and service versus retail.

Mr. Larkin asked how it compares to the surrounding areas.

Mr. Blue asked what we are trying to protect with all the regulations. He said it needs to be predictable.

Mr. Larkin suggested product versus retail.

Mr. Gordon said there is no distinction between service and retail.

Mr. Blue asked if the difference matters.

Mr. Krucks and Chair Benson both responded that it does matter. Mr. Krucks added that the survey says people want more restaurants and places to go, not more services.

Mr. Myers said that there is a need to be more specific; types of services versus service and retail. He said you need to look at what types of services bring in the most people at different times. He said educational services attract people and they have to kill an hour or more.

Mr. Gordon added that special use process deters tenants.

Ms. Trindl added that the spaces are too small.

Mr. Gordon asked what the experts say we should do to spur development.

Chair Benson said that it is not Mike Blue's job to tell us what to do; they put our thoughts into words.

Chair Benson asked if there are rules for residential in commercial areas.

Mr. Myers said there isn't anything in zoning to keep people from redeveloping.

Mr. Blue said that a lack of predictability in the process keeps tenants away. He said there needs to be set rules; the standards need to be clearer and the use list needs to be re-visited. He added that the commissions need focus and training.

Mr. Meyers suggested that there be a process for developers to sit down with village staff and representatives of the boards in an informal meeting.

Mr. Talty said that Winnetka needs to help people be more successful; hear honest feedback.

Ms. Trindl said that surrounding towns are doing better than Winnetka; she said it isn't the store, but what they are doing with the stores.

Chair Benson said that it is our job to make things work for the village; not our job to make things easier on the property owners.

Ms. Dalman said the standards need to be updated.

Mr. Blue asked about the overlay district.

Mr. Talty said that a time frame should be placed on the process.

Chair Benson said there should be no time frames; games can be played.

Mr. Gordon added that the standards should be reduced.

Mr. Blue said that it could be done with an administrative review.

Mr. D'Onofrio said there are a number of variations that are handled administratively.

Ms. Dalman asked what the overlay provides us today; why do we need both the overlay and zoning.

Mr. Krucks added that we need to build vibrancy; and, maybe, out in rent controls.

Mr. Blue asked if there are certain uses that don't fit into the vision for the vibrant downtown; users that don't advance the cause. He said that the purpose of a special use is a higher level of control.

Ms. Dalman added that village wants to be able to say no.

Mr. Blue said you have to let go of some control to get businesses to come.

Mr. Greable asked if any special use applications have been denied.

Mr. Blue said not many are denied.

Mr. Blue asked about design review. He said it defines what Winnetka should be. He asked what is most important.

Mr. Myers said the quality of the materials.

Mr. Talty said quality of materials is important, but not replicated.

Ms. Dalman said is should be an eclectic mix. She asked why it has to be Tudor style.

Mr. Talty said Tudor style is easy to replicate cheaply.

Ms. Dalman added that Tudor is in the Comprehensive Plan.

Mr. Krucks asked what happens when the village design standards go against the retailer's corporate look.
Mr. Blue continued with parking. He said the village standards were recently changed and are very easy to meet. He said small spaces don't have to provide parking. He mentioned that a fee-in lieu of parking could be established with funds going towards signage and improvements.

Mr. Myers added that parking issues are related to the signage and directions.

Chair Benson said the fee in lieu of parking could be added later if needed.

Mr. Blue said the issue with parking is where the parking is located.

Mr. Blue said there is not much need to change the regulations for signage.

Mr. Talty said wayfinding signs are important.

Public Comment

Louise Holland, chair of the Winnetka Landmark Preservation Commission, commented that history is very important. She said the Galleria building was built when she was president and worked with owner to determine what he needs to make it work. She said the village has to talk to the developers. She added that training is crucial; that board members need to know their mission.

Adjournment
The meeting was adjourned at 9:35pm.

DRAFT

DOWNTOWN MASTER PLAN
June 27, 2016 MEETING MINUTES

Steering Committee Members Present:
Meg Benson
Gene Greable
Gwen Trindl
Bill Krucks
Steve Hudson
Jim Gordon
Ian Larkin

Steering Committee Members Absent:
Scott Myers
Jon Talty
Tina Dalman
Bob Winter

Teska
Michael Blue
Erin Cigliano

Goodman Williams
Linda Goodman

Sam Schwartz Engineering
Kelly Conolly

Village Staff:
Robert Bahan, Village Manager
Megan Pierce, Assistant to the Village Manager
Michael D'Onofrio, Director Community Development
Brian Norkus, Assistant Director Community Development
LoriAnne Weaver, Administrative Assistant, Community Development

Visitors:
Terry Dason
Kristen Ziv

Steering Committee Meeting
The meeting started at 7:07pm.

Greetings & Agenda Review
Chair Benson greeted everyone and turned the floor over to Mike Blue.

Review of Draft Master Plan Components – Part 1

Mr. Blue said the goal of the meeting was to focus and get consensus on the findings of the market assessment and transportation. He introduced Linda Goodman.

Ms. Goodman said the market conclusions for the next 5 years say the both the Hubbard Woods business district and the Elm Street business district can support new residential and commercial developments; the demographics show the area as not growing and not predicted to grow based on past trends. She said the median income is $150,000 or more.

Ms. Goodman said the leakage analysis shows that billions of dollars are not being captured in Winnetka. She said there has been a lot of activity in the last six months in Winnetka with a lot of openings of new businesses.

Ian Larkin asked if the numbers included closings and moves.

Ms. Goodman said either way it is a fair amount of movement and that is good.

Ms. Goodman said office and medical make up a huge chunk of the commercial potential and those medical offices bring people into the area.

Ms. Goodman made some commercial recommendations to capture the most demand. She said there would need to be code changes, the Zoning Board and the Design Review Board would need to be more predictable and efficient, the overlay district would need to be addressed, and the infrastructure and urban design would need to be reviewed.

Ms. Goodman said the private sector recommendations include maintaining or upgrading the buildings to provide functional spaces, competitive pricing, and aggressive marketing.

Steve Hudson asked what types of restaurants and if the current going rate was in the mid $30 pre square foot.

Ms. Goodman said the older spaces would have to be priced below the new space.

Mr. Greable asked what types of retail Winnetka is missing.

Ms. Goodman responded that the village needs small store fronts with high incomes.

Chair Benson added people want a relationship with the store; they want service and sales people.

Ms. Goodman said people are willing to pay for service.

Ms. Goodman continued with the residential market findings. She said there have been several apartment complexes built near highways or employment centers that have been very well absorbed, even with the high rents.

Mr. Greable asked which three they should visit.

Ms. Goodman suggested they look at Midtown Square, the Reserve, or 770 in Skokie. She said all three are very successful and have great amenities. She said the prices are based on the amenities.

Ms. Goodman said there are 260 multi-family rentals in Winnetka that have not been upgrades to Class A standards. She said there are very few vacancies and the rents are between $850-$1,550 per month. She said they are occupants are a mix of ages. She said the residential market opportunities include age-targeted condominiums for people 55 and older, attached single family homes, and rental apartments.

Chair Benson asked if everyone agreed with the commercial recommendations.

Mr. Hudson said he was concerned about the current vacancies.

Chair Benson said bringing more people in will create more demand.

Mr. Krucks said he is concerned about how much retail Winnetka can support. He expressed concerns that the millennials want to live in the city and employers are moving back to the city to accommodate these new employees.

Mr. Blue said young families are looking to get out of the city and they want amenities.

Rob Bahan added that the vacancies in Hubbard Woods are generating interest.

Ms. Trindl said the village needs rental units.

Ms. Goodman said rentals are financially feasible.

Mr. Blue said that by addressing land use, you create opportunity and show the developers what they have to do.

Chair Benson asked if there is a way to make the process more palatable for both the owners and the tenants and protect the interest of the village.

Mr. Larkin said pop-up stores could be an answer.

Mr. D'Onofrio said pop-up boutiques have been addressed. He said the code was changes to allow them and the system is currently in place. He said they are allowed a limited number of days per year.

Kelly Conolly, with Sam Schwartz Engineering, began the transportation recommendations. She said the transit system is superb with three Metra stations in Winnetka. She said there are three major themes – Green Bay Road, street and sidewalk design, and customer parking.

Ms. Conolly said the key findings for Green Bay Road and the Elm Street bridge include the perceived barrier to the east-west connection, customer parking is difficult and hard to find, and there are too many types of existing parking types. She said the recommendations include a road diet or modifying a cross section of Green Bay Road to reduce it by 8' and to introduce curb extensions to shorten the walking distant.

Mr. Krucks said the road diet in Wilmette caused traffic delays.

Mr. Bahan asked if the road diet would impact traffic counts.

Ms. Conolly said there would be no reduction.

Ms. Goodman commented that retailers like the slower traffic.

Ms. Conolly said the recommendation for Oak Street and Green Bay Road is to reduce lane capacity and use curb extensions. She said permit parking should be relocated, the parking limit on the street should be increased to 90 minutes, and better signage is needed.

Ms. Conolly said for Hubbard Woods, the sidewalks are too narrow, parking garage is under-utilized, and the signage is very confusing. The recommendations include adding spacers to allow people to cross in between cars and have wider sidewalks with curb extensions, convert Merrill to a 2-way street to allow better access to garage, and promote the Green Bay Trail with the business district and add ramps and or an elevator at the train station.

Ms. Conolly moved to the recommendations for Indian Hill. She said student traffic is tremendous. She said because Indian Hill serves as a gateway into the village, directional signage is needed to show how to get to the downtown areas.

Ms. Trindl stated that the village owns the corner property and it is ugly.

Mr. Bahan stated the property was leased to Land Rover and I snow leased to New Trier High School. He said when the school is done, the property would be available.

Mr. Larkin added that the bike master plan has a good flow.

Public Comment

Kristen Ziv asked if the associated cost had been assigned.

Ms. Conolly said the costs had not been assigned.

Adjournment
The meeting was adjourned at 9:20pm.

DRAFT

DOWNTOWN MASTER PLAN
July 25, 2016 MEETING MINUTES

Steering Committee
Members Present:
Meg Benson
Gene Greable
Gwen Trindl
Bill Krucks
Steve Hudson
Jim Gordon
Ian Larkin
Scott Myers
Jon Talty
Tina Dalman
Bob Winter

Teska
Michael Blue
Erin Cigliano

Village Staff:
Megan Pierce, Assistant to the Village Manager
Michael D'Onofrio, Director Community Development
Brian Norkus, Assistant Director Community Development
LoriAnne Weaver, Administrative Assistant, Community Development

Steering Committee Meeting
The meeting started at 7:05pm.

Greetings & Agenda Review
Chair Benson greeted everyone. She said it is important that everyone understand and that they reach a consensus.

Review and Approve Meeting Minutes
Gwen Trindl commented that she enjoyed the minutes.

All minutes were approved (October, 2015 through April, 2016).

Review of Draft Master Plan Components – Part 2
Mike Blue said they are looking for a long magazine-type article that will live on.

Chair Benson asked what would be in the final version.

Mr. Blue responded that the background and visions statements would be included along with the recommendations and why.

Mr. Blue began with the discussion of land use. He said things change and there are development questions that go along with what's happening in the village. He said the districts have different roles and characteristics in the village. He said the intent of the plan is to have a consensus on what should happen.

Mr. Blue said the first recommendation is to reduce and clarify the zoning entitlements and standards. He said too many standards can lead to inconsistency; should have one set of standards for one thing.

Steve Hudson mentioned the plan commission standards.

Chair Benson said the special use standards.

Tina Dalman said you can't make rules for the exceptions; developers can't have any certainty when it is done like that.

Chair Benson asked the committee if everyone agreed so far and the group said yes.

Mr. Blue said the next recommendation is to revise the commercial retail overlay district, including the permitted uses. He said the overlay needs to include a broader list of uses, not just traditional retail; it should include medical uses and educational uses.

Chair Benson asked if the village council would look at the recommendations and make changes.

Mr. Blue said the recommendations would be made to the village council; they would then approve and adopt them.

Scott Myers said it is a very sensitive issue in the village. He suggested watching the wording by recognizing strong retail and vibrant feel. He said you need to recognize that retail has changed and make sure it fits the needs of the residents.

Ms. Dalman said you have to careful not to have too broad a scope. She said she was concerned about health clubs.

Bill Krucks said the standards give the village a chance to regulate businesses.

Mr. Myers said he was concerned about medical offices; he said there may be categories that need to be refined.

Chair Benson said it needs to be re-evaluated every few years.

Jon Talty asked where you draw the line when dealing with duplicate types of businesses.

Mr. Hudson added that a change of use leads to sprinkler requirements.

Ms. Trindl said not to throw everything; it has evolved

Mr. Blue said you could have categories instead of a laundry list of different retail.

Jim Gordon asked what the fear is.

Mr. Talty added that banks and brokers are shrinking.

Chair Benson asked what they are trying to keep out. She added that the overlay hurts nothing and provides a safety net.

Mr. Gordon said the rents are higher on the first floor forcing groups to go upstairs. He suggested taking space designed to be residential and change it to office space.

Mr. Krucks said there is a fear in this community that the storefronts would all be taken over by banks and brokers.

Chair Benson added that some places take storefronts because they want the visibility in Winnetka.

Ian Larkin commented that there are two types of retail not wanted in Winnetka- medical marijuana and methadone clinics; try to say they are not welcome in Winnetka.

Ms. Trindl said she didn't agree with letting just anyone come in; she said we don't have downtown, we have a business district. She said medical offices in one place would be okay.

Ms. Dalman said that uses could still be special uses.

Ms. Trindl added that the village has employed a person to bring business to the village and that maybe she should address the village council and tell them why people have come into town.

Chair Benson said the committee would be asking the village council to reevaluate the overlay, not get rid of it.

Mr. Blue said the overlay is worth keeping; he said visibility is key.

Mr. Blue continued with special uses. He said special use is not bad for the village; you put conditions on it. He said drive-thru's are almost always special use and they need to be done appropriately. He said that the special use process can give the applicants the wrong idea – the let's give it a try and see what happens idea. He said this isn't good business.

Mr. Blue continued by looking at the geographic extent of the overlay. He said there isn't a lot that can be shaved off of it.

Mr. Larkin suggested using the narrow rather than revise.

Mr. D'Onofrio said as a brief history, a number of years ago, the intent was to make the overlay district smaller; however, by the time it was done, the overlay had been expanded.

Mr. Myers said they should encourage the village council to evaluate the value of the overlay district as you move away from the center of the business district.

Mr. Gordon said the steering committee needs to make a recommendation to the council, not just tell them to evaluate the overlay. He said the steering committee needs to take responsibility.

Chair Benson said she preferred the word evaluate.

Mr. Myers said he agreed with Mr. Gordon's point about making a decision. However, he said the retail leakage reports show money going elsewhere. He said we could make decisions, but don't have any fact-based reasons.

Ms. Dalman said leakage happens due in part to the state of the buildings.

Chair Benson said they need to identify the things to start with to reach the vision.

Mr. Larkin said he didn't like the word evaluate.

Ms. Dalman suggested saying evaluate the merits of narrowing the overlay district.

Mr. Myers said that they didn't have any fact-based reasons.

Mr. Gordon said that yes they do – the experience of the steering committee.

Mr. Krucks asked where the shared responsibility between the village, residents, property owners, tenants, etc. He added that for this to work there has to be a shared responsibility.

Chair Benson said that if all restrictions were removed, people might build, but that wouldn't be right either.

Mr. Blue said the intention is to be able to say that the village is changing the rules so the owners can do their part. He said everyone has to work together to make it happen. He said you regulate what is important, like life safety issues.

Mr. Winter said he is not worried about people getting upset; he said the committee has to take a stand.

Mr. Talty said the residents aren't going to read all the pages. He said people are desperate for action. He asked how we move forward with it.

Mr. Blue suggested changing the name of the overlay district and refining the design review standards. He said we need a clear set of urban design standards; he said we are currently missing a set of criteria.

Mr. Blue said by refining the design review process and having a little less process, owners would be more likely to do it.

Ms. Dalman said she was okay with administrative review.

Mr. Blue mentioned establishing a planned development commission that would consolidate the commission reviews by taking reps from each commission and review things together resulting in fewer meetings.

Ms. Trindl said she was very much for this idea.

Mr. Myers said there would need to be an education process on integrating all aspects of what each board looks for.

Mr. Talty said this would be a rare event.

Ms. Trindl said there should be some criteria for the committee members, like experience and time on boards.

Mr. Larkin suggested letting each body decide who the contact would be.

Mr. Blue continued by discussing the fee in lieu of parking recommendation.

Ms. Dalman asked what would happen with the fees.

Mr. Blue said the fee would be identified in such a way as to have some value and be used for parking facilities and upkeep. He said alternate forms of compliance could be available such as providing parking off-site. He said parking requirements in Winnetka are very low.

Mr. Talty said the fess needs to be a defensible, reasonable amount.

Mr. Blue said it is important to have commission training.

Mr. Blue moved to the land use discussion of the downtown master plan. He said there is a debate as what the correct number of condominiums and townhomes.

Mr. Winter said the tern multi-family sounds like apartments.

Mr. Myers stated that we don't need the residents think this is the RFP; this should just be conceptual.

Mr. Blue said there are three ideas concerning the Elm Street district. These include: (1) working with businesses and property owners giving the idea that the village is stepping up and they should too; (2) Rehab versus new construction – plan needs to be clear that there is no preference, okay to keep existing buildings; and (3) if the One Winnetka project proceeds, the post office site should hold off.

Mr. Blue continued with the Hubbard Woods business district. He said Hubbard Woods is a family-oriented area with a design district. The suggestion is to maintain the street wall and embrace both the families and the design district and let them live side by side.

Mr. Hudson suggested that it could be a new street wall.

Mr. Talty asked if the open lot would be required to fill that in with a street wall.

Mr. Blue responded that it is done more for parking to protect activity on the sidewalk from parking.

Mr. Blue continued with Indian Hill. He said the C-1 zoning should be maintained. He said the village-owned property could be used as a gateway space. He said the commuter lot north of Winnetka Avenue could be considered as a development site; maybe New Trier High School could be involved in the development.

Erin Cigliano began the review of the urban design plan. She said the topics are district-specific and contain more details. From the quick poll results, she said the results showed landscaping, biking, and outdoor eating were the most important things to the peopled who responded. She wayfinding only received twelve votes. She said there are eight elements to the urban design plan. These include: character, diverse users, connectivity, signage, amenities, safety, and outdoor dining. She said each district has specific objectives. She said Elm Street's objectives include a gateway opportunity, streetscape, and a road diet. She said it is a very thoughtful signage plan - very pedestrian-oriented with light pole banners and kiosks. She said the road diet is to establish the idea of bringing people across the bridge. She the bike amenities include bike racks.

Mr. Myers asked if there is any logic or experience that says what order to do these things.

Ms. Cigliano responded there are macro versus micro elements.

Ms. Cigliano continued with Hubbard Woods saying it is a more linear district with design and family orientations. She suggested that the parking garage need to be put on the radar. She added that a prime vista should be used to celebrate Winnetka and banners could be used, as well. She said the pedestrian elements include curb extensions, bump-outs, and clearer pedestrian paths. She suggested parklets for creative things like outdoor dining.

Mr. Talty said there should be something done to activate the alley, Tower Court, to make it more pedestrian and biker friendly.

Ms. Cigliano said this idea had been explored a little bit.

Mr. Blue said the space is a very narrow space to share vehicular and pedestrian and bike traffic.

Mr. D'Onofrio added that there are a number of businesses accessed from that space.

Ms. Cigliano said public art - something very prominent at the proposed vistas at Green Bay Road and Tower Road- would be beneficial.

Ms. Cigliano continued with India Hill saying that a gateway and signage needs to be included. She said the large number of people associated with New Trier High School needs to know where the downtown is and how to get there. She said the gateway should be something lively. She said a pop-up patch could be created to be a little space with lots of possibilities.

Mr. Myers said it could be used for food trucks.

Ms. Cigliano concluded that these ideas are based on stats received from a lot of outreach.

Mr. Myers said some of the ideas are at a zero cost, some have costs involved. He asked what the estimated costs are.

Mr. Blue responded the existing streetscape plans were sidelined due to the cost. He said these ideas should be added to the existing plan to move forward.

Mr. Hudson asked about the bike plan.

Mr. Myers said the park district bike master plan should be studied.

Mr. Gordon asked why the park district is developing plans for Winnetka streets.

Mr. Myers said the bike plan should be referenced in this downtown master plan.

Public Comment
None

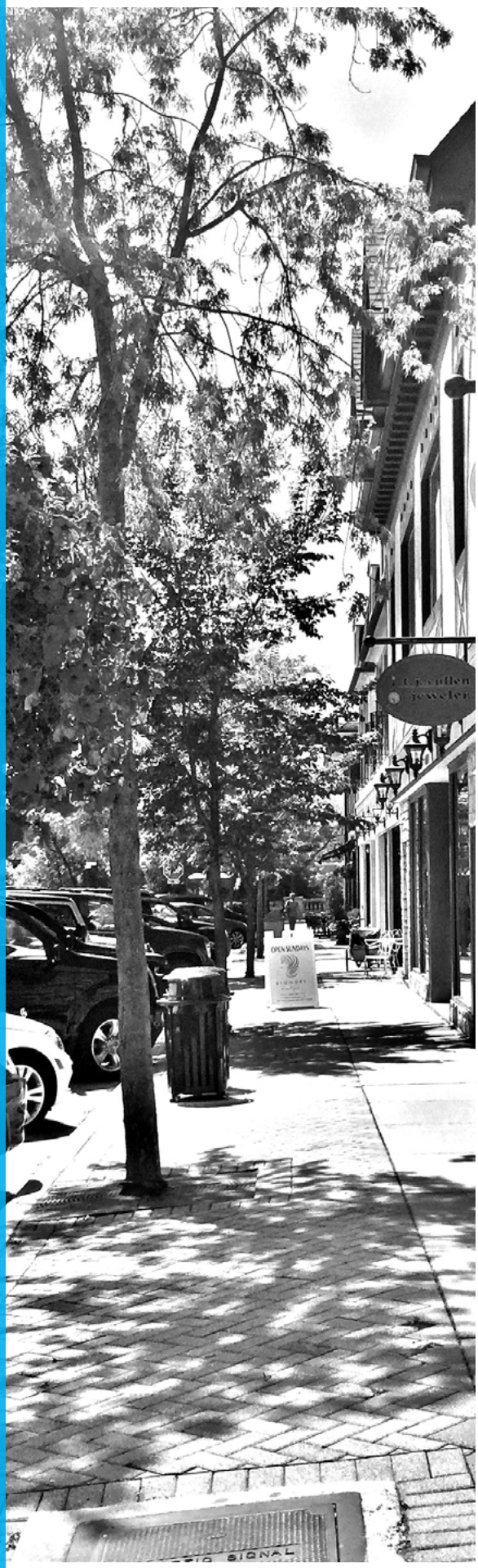
Adjournment
The meeting was adjourned at 10:05pm.

VILLAGE OF WINNETKA

DOWNTOWN MASTER PLAN

ELM STREET
HUBBARD WOODS
INDIAN HILL

STEERING COMMITTEE REVIEW DRAFT | 08/29/16



SPECIAL THANKS

The Winnetka Downtown Master Plan would not have been possible without the steadfast insight, oversight, and support of a select team of truly dedicated folks. For that, we owe special thanks to the following individuals.

** Listed alphabetically by last name*

Steering Committee

Meg Benson, Chair
Tina Dalman
Jim Gordon
Gene Greable
Steve Hudson
Bill Krucks
Ian Larkin
Scott Myers
Jon Talty
Gwen Trindl
Bob Winter

Village Council

Past and Present

E. Gene Greable, President
Andrew Cripe, Trustee
Carol Fessler, Past Trustee
William Krucks, Trustee
Stuart McCrary, Trustee
Scott Myers, Trustee
Marilyn Prodromos, Past Trustee
Chris Rintz, Trustee
Kristin Ziv, Trustee

Village Staff

Robert Bahan, Village Manager
Michael D'Onofrio
Brian Norkus
Megan Pierce
Lori Weaver

Working Groups

Property Owners
Bob Berger
Josh Braun
David Hoffmann
Kearby Kaiser
Leslie Stevens
Glen Weaver
Cliff Zimmerman

Developers / Real Estate
Paul Dunn
Tom Eilers
Bob Horne
Warren James
Steve Livaditis

Design Character
Gary Frank
Tom Kerwin
Paul Konstant
Penny Lanphier
Peggy Stanley
John Swierk

Residents At Large
Richard Pierce
Dan Streif
Todd Helmick
Kristin Ziv
Wes Baumann
Gil Fitzgerald
Mike Nielsen

Working Groups (cont.)

Community Organizations
Matt Bradley
Laurie Cahill
Bethany Crocker
Patti Van Cleave
Terry Dason
Erin Donaldson
Amber Farashahi
Christy Fowler
Linda Furey
Dorsey Gordon
Harry Grace
Mary Hastings
Matt Hulsizer
Beth Kauffman
Trish Kocanda
Greg Kurr
Besty Landes
Dee Macey
Gina Matthews
Tim McCabe
Tracey McDowell
Alison McNally
Greta O'Keef
Laurie Petersen
Paul Salley
Rose Selker
Ann Sharp
Heather Smith
Greg Robitaille
Kim Ronan
Rebecca Wolf
Linda Yonke

Working Groups (cont.)

Business Districts
Louie Alexoukis
Pat Berwanger
Wade Bundy
Dan Fields
Bill Hiscott
Stephanie Hochschild
Vickie Hofstetter
Bill Leske
Patrick O'Neil
Shermin Pelinski
Peg Swartchild
Paul Zurowski

Project Consultants

Teska Associates, Inc.
Michael Blue
Erin Cigliano

The Goodman Williams Group
Linda Goodman
Zach Lowe
Aneesha Marwah

Sam Schwartz Engineering
Kelly Conolly
Mark de la Vergne

CONTENTS

The following chapters include the overall findings and recommendations by topic area of the Winnetka Downtown Master Plan. In addition to the chapters noted below, there is a separate 'Plan Appendix' document which includes the Existing Conditions Report and technical plans for the market, transportation, urban design and land use chapters.

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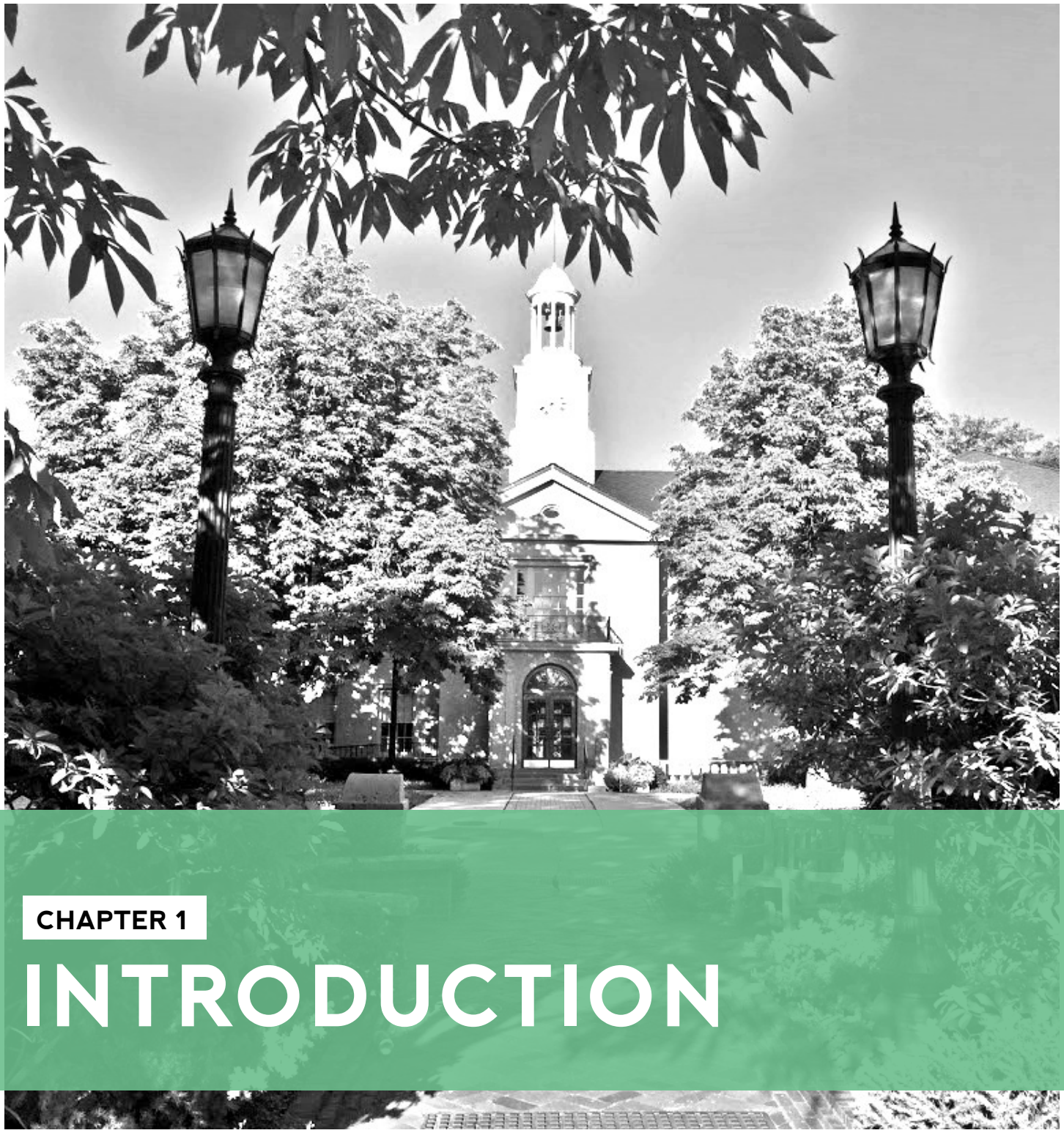
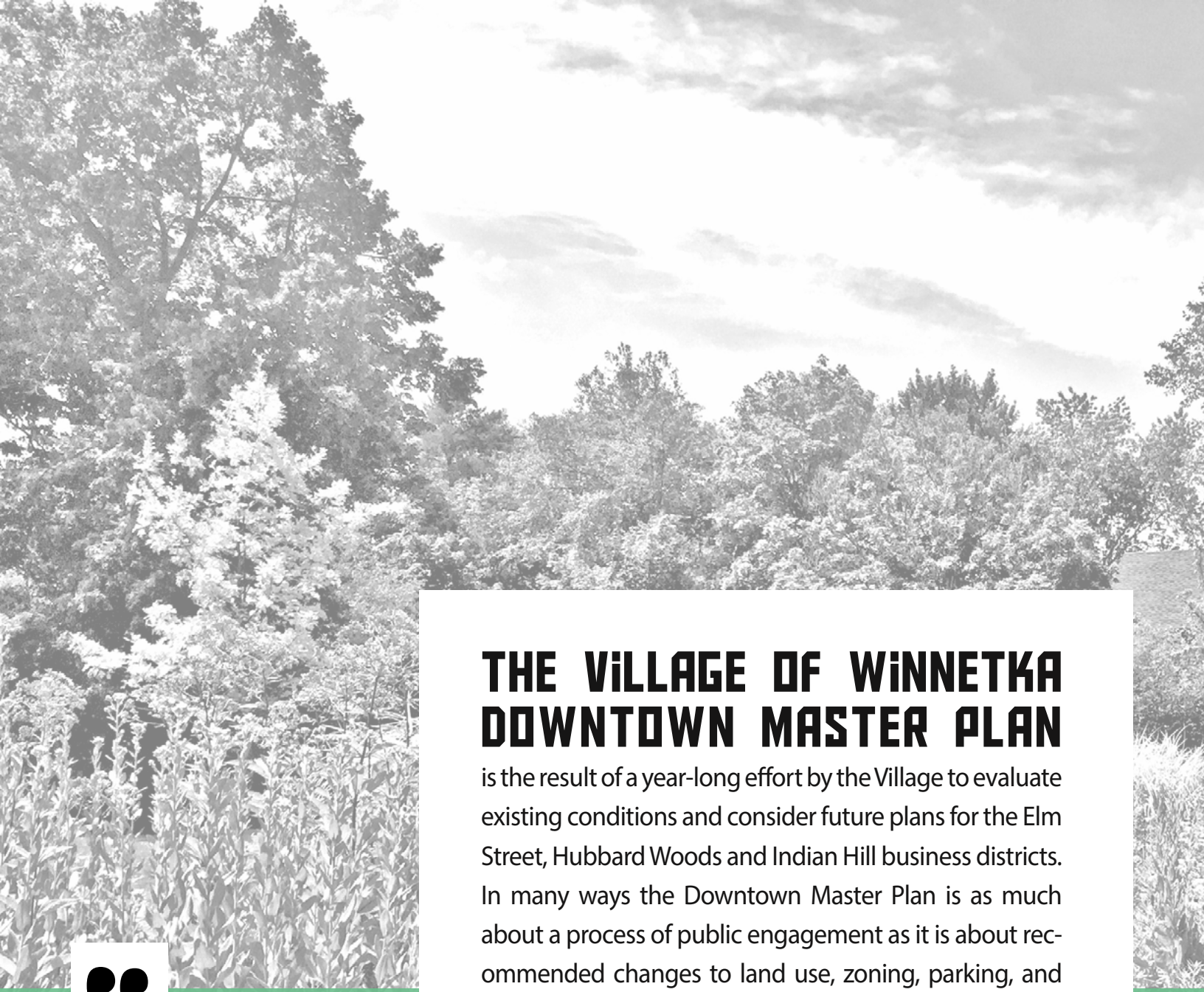


CHAPTER 1

INTRODUCTION



THE VILLAGE OF WINNETKA DOWNTOWN MASTER PLAN

is the result of a year-long effort by the Village to evaluate existing conditions and consider future plans for the Elm Street, Hubbard Woods and Indian Hill business districts. In many ways the Downtown Master Plan is as much about a process of public engagement as it is about recommended changes to land use, zoning, parking, and urban design. A great deal of energy was put toward understanding what residents, property owners, and merchants need and want for their community. How people will live, work, and shop in a community with Winnetka's long history and unique character is not about dramatic and large scale change; the Village is well established both in regard to its land use and sense of community. This Plan is about enhancing how the business districts fit into the established community and reflect the quality of life that Winnetka provides. This mission for the Plan is straightforward, but not simple. In fact, the notion raises any number of questions…

THIS MISSION FOR THE PLAN IS STRAIGHTFORWARD, BUT NOT SIMPLE. IN FACT, THE NOTION RAISES ANY NUMBER OF QUESTIONS…

WHY DID THE VILLAGE CONDUCT THIS PLAN?

The Downtown Master Plan represents the next step in a long history of Village planning and recent efforts to improve the business districts. Winnetka's first comprehensive plan was prepared in 1921. Clearly the community has a history of thoughtful action regarding its development and quality of life. More recently (in 1999) the Village prepared a comprehensive plan (called Winnetka 2020) that included planning for the business districts. A number of the concepts for the districts from that plan are still relevant today, but it is time for an update. Even more recently, the Village's Plan Commission recommended, and the Village Council chose to prepare more detailed studies to identify the best ways to support the districts and ensure they meet community needs and remain vital. This is particularly significant given changes to the national economy over the past several years and how people use business districts related to shopping and work in the internet age. Just like when malls were built in the 1970's and created competition for business districts, online shopping has created a need to review and refine how business districts are relevant to people's lives. This Plan is done in the context of understanding and meeting those opportunities and challenges.

HOW EXACTLY DID THE PLAN GET DONE?

Central to the project was an eleven-person Steering Committee (Village officials and residents) and over seventy Working Group members (residents, property owners, merchants, and developers) who reviewed technical aspects of the planning process and refined Plan recommendations to ensure they met the unique characteristics of Winnetka. Integral to the process was the input of the Village Council, residents at public meetings, and Village staff who shared tremendous amounts of insight, history, and context for the plan. Lastly, the Village used a team of consultants with experience and expertise in land use, public engagement, market analysis, and traffic / parking planning to assess the districts and advance recommendations for their success.

WHOSE IDEAS ARE IN THE PLAN?

The Plan is built on three pillars. The first is a set of sound technical evaluations related to real estate markets, land use, development regulations, parking, traffic, and design character. The second is in-depth public engagement process that garnered input from hundreds of residents, both in person (at meetings, workshops, and events) and online (via the project website, Village website, and e-newsletters, quick polls, and community chalkboards). Fundamental to those ideas are the carefully crafted Vision Statements for each district. It is important to recognize that the public input process did not occur just at the start of the process to craft the Vision Statements, as is often the case with planning projects. It actively sought out community insights throughout and established a feedback loop to continually refine ideas. Most significant to public engagement was the direction provided to the Plan and its recommendations from the residents and other stakeholders serving on the Steering Committee and Working Groups. Lastly, the third pillar of the Plan is provided by the recommendations for the future. These best practices for planning and development are designed to reflect both the technical realities of the first pillar and the specific community needs of the second. In this way, the Plan is both aspirational regarding the future of Winnetka's business districts and practical, firmly based in the realities of the market place, traffic and parking needs, and land use practices.

WHAT DID WE LEARN?

The findings and key recommendations of the Winnetka Downtown Master Plan are presented via a series of topic-specific reports that are appendices to this Plan: 1) Existing Conditions, 2) Market Findings, 3) Parking and Circulation Findings, 4) the Land Use and Zoning, and 5) the Urban Design Plan. These reports present the full findings and recommendations of the consultant team and reflect the policy direction of the Steering Committee. Based on the in-depth detail of the individual reports, they are provided as separate documents, with the major findings summarized in this Plan.

Some of the important new and noteworthy takeaways from the process are highlighted on the following page:

WHAT DID WE LEARN?

RESTAURANTS

The desire expressed by the community for active, vibrant business areas in Winnetka is reflected to a great extent in wanting more restaurants– considered a desirable place to visit with friends or family.

MARKET REALITY

Supportive of the desire for more restaurants, there is capacity in the local retail market to accommodate more shops and restaurants in Winnetka. While there may be challenges to filling individual spaces, the potential shopper dollars are available and are currently "leaking" to other communities.

ATTRACT VISITORS

A strong future for the Winnetka business districts requires that they attract patrons from not only within the Village, but beyond – Winnetka is not just for Winnetkans.

BETTER WAYFINDING

Finding one's way to and around the business districts is challenging for those that are not residents or regular visitors. Even more confusing is understanding where to park and how long that can be done legally.

BICYCLE-MINDED

Travel to and through the Village by bicycle, and in particular access to the business districts, is becoming more popular, but is hampered by lack of clear routes and bike amenities.

HOUSING TYPES

The market for residential dwellings in the business districts creates opportunities for downsizing empty nesters and younger families looking to move to the Village.

ELM STREET

The Elm Street District functions as a single district (rather than an East and a West District) even if crossing Green Bay Road or the railroad tracks is seen as a challenge.

UNIFIED DESIGN

The lack of unified urban design, gateway, and streetscape elements diminishes the visibility, character, and appearance of the business districts.

COOPERATION

In cases where redevelopment of older buildings is not feasible, successful occupancy of commercial buildings requires cooperation and flexibility by three key parties – the existing property owner, the merchant, and the Village.

WHAT DO WE DO MOVING FORWARD?

The process of preparing this Plan has done well to help the Village understand the business districts, plot out a vision for the future, and engage many different people and perspectives. Moving forward, the Plan has three primary functions:

1. The Plan recommendations and action steps should be reviewed by the Village Council and staff when preparing annual budgets and the Business Plan to determine which Plan priorities should and can be accomplished in the coming year. In addition, the Plan should be continually considered so as to take advantage of opportunities that arise to meet Plan objectives (such as new developments, cooperative ventures with other agencies, or a granted funding source).

2. The Plan should be referenced when the Village considers development proposals within the districts. The Plan and Visions Statements should be incorporated into discussions and deliberations about new developments.

3. The Plan should be shared with other downtowns and community – wide groups (as well as the Villages of Glencoe and Kenilworth) to identify and pursue common objectives. Local groups would include the Community House, Chamber of Commerce, and New Trier High School, to name just a few.

WHAT ARE THE CONTENTS OF THE PLAN?

The Village of Winnetka Downtown Master Plan is presented in seven chapters:

1. **Introduction** – The passages presented above provide context for why and how the Plan was done, as well as notions for how to use the document moving forward.

2. **Defining Community Vision** – The approach to preparing the Plan and essential existing conditions findings are provided in this chapter. In addition, the depth of public engagement and the resulting visions statements are presented.

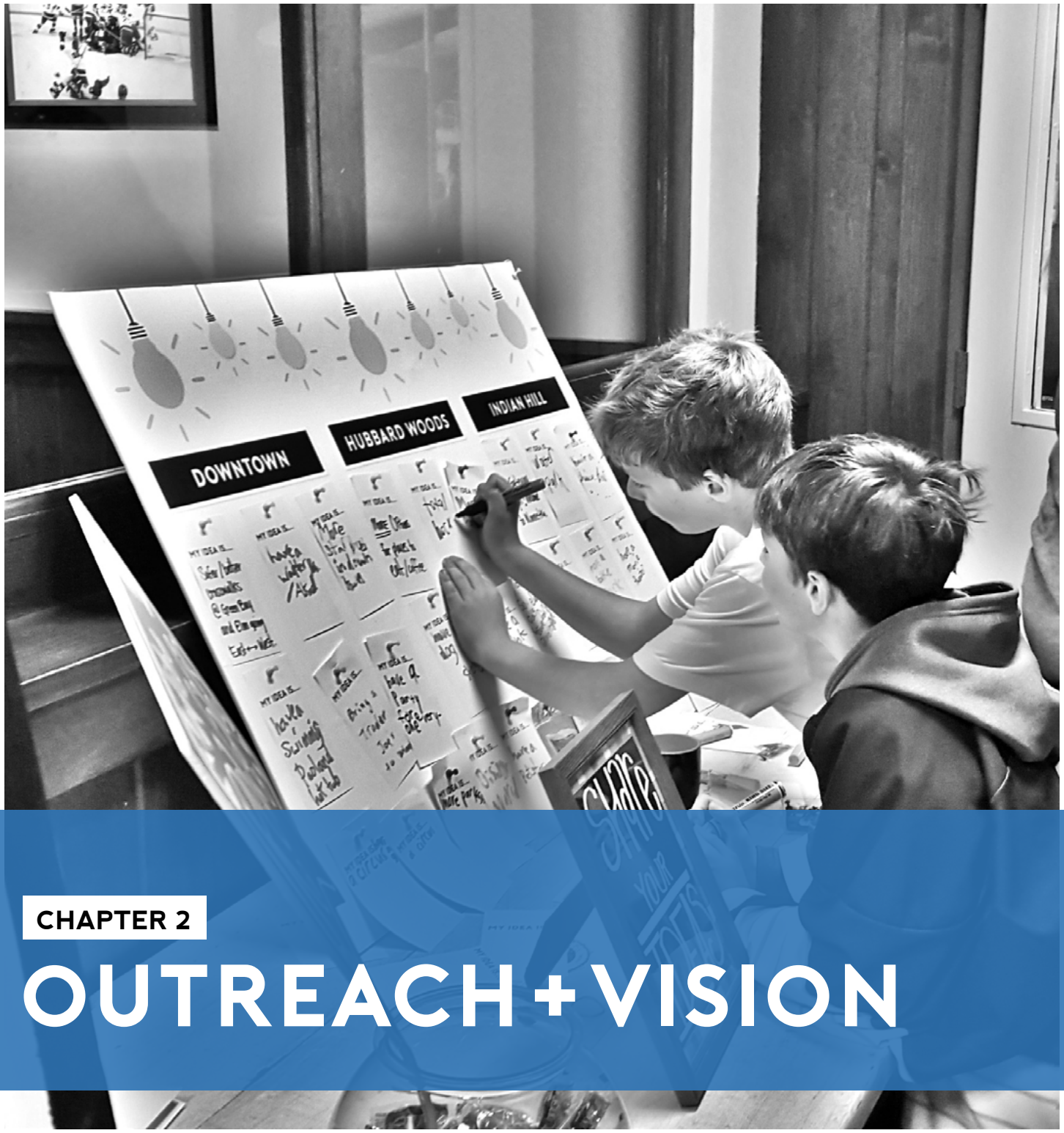
3. **Market Assessment** – The evaluation of commercial and residential real estate markets prepared to direct sound finding for this Plan are summarized.

4. **Transportation** – Parking and circulation findings and recommendations for the Plan are outlined.

5. **Urban Design** – Findings and recommendations related to enhancing how each district functions and responding to and serving the varying users are presented.

6. **Land Use and Zoning** – Recommended changes to the Village's development regulations are explained.

7. **Action Plan** – Next steps to be taken to implement the Plan are spelled out.



CHAPTER 2

OUTREACH + VISION

DEFINING THE VISION

Plans ask three primary questions: Where are we? Where are we going? How do we get there? This chapter considers the first two questions by looking at the underlying existing conditions of the business districts and presenting Vision Statements for their future. The assessment of existing conditions is somewhat technical to the extent it considers the buildings, businesses, and development standards that are already in place. Vision statements developed for each of the districts are the result of much language crafting, extensive community engagement, and consensus building.

EXISTING CONDITIONS

The inventory of existing conditions that took place at the start of Winnetka's Downtown Master Plan Process was an essential first step in that it provided baseline data and an understanding of the current state and workings of each district. How do they function, look, and feel? What is the composition of uses and types of users? How easy is it to get around – drive, bike, walk and park?

The Existing Conditions Report, which is included as an Appendix to this Plan, answered all these questions and more. It included a thorough review of Village demographics and detailed sections focused on the following for each district:

LAND USE: What is the general mix of uses; are they complimentary? Where are vacancies and opportunities?

ZONING: What is the nature of zoning and how has it impacted the districts?

TRANSPORTATION: What is the working state of transportation, parking and infrastructure – do they flow and function well together?

URBAN DESIGN: How has development impacted the design of each district; what does the pedestrian experience feel like?

BUSINESS INVENTORY: What does market data tell us? How is space utilized?

VILLAGE DEMOGRAPHICS

POPULATION has remained stable over the years at right around 12,200 individuals. Between 2000 and 2015 the Village experienced a -1.2% decrease in total residents.

2000 12,419 Residents
2015 12,270 Residents (estimate)

MEDIAN AGE is 44.7 years; higher than CMAP's estimates for Cook County (35.5) and Lake County (37.0). Since 2000, the median age has risen from 39.8 years to 44.7 years in 2015, a 12.3% increase.

Contributing factors may include: the population 55 and older has increased since 2000 and now makes up about 1/3 of the community. The population from 25-44 has declined but the number of young people from 20-24 has increased significantly. This could correlate with the national trend of college graduates living at home while they look for full-time employment. The overall increase in median age over the past 15 years may indicate that the tenure of residents is long-lasting but that the Village hasn't drawn in as many young families with children.

Winnetka Age Distribution

Age Range	2000	2015	% Change	% of 2015
0-19	4,486	4,159	-7%	34%
20-24	230	598	+160%	5%
25-34	599	472	-21%	4%
35-44	2,069	945	-54%	8%
45-54	2,133	2,189	+3%	18%
55-74	2,222	3,065	+38%	25%
75+	685	844	+23%	7%
Median Age	**39**	**44**	**12%**	

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

HIGHLY EDUCATED

Winnetka population is extremely well educated.

- 88% of the 25 years+ population has either a bachelors or graduate degree.

AVERAGE HOUSEHOLD SIZE

The average size of households (HH) in Winnetka has remained constant over the years at right around 3 persons.

OWNER VS. RENTER OCCUPIED

Winnetka has a high percentage of owner-occupied units.

93% Occupied Housing
- 88% Owner Occupied
- 12% Renter Occupied

7% Vacant

FAMILY HOUSEHOLDS

The percent of family households within the Village experienced a slight decrease of -1.7% in the past 15 years, which also factors into the increase in median age being that there are less children.

MEDIAN HOUSEHOLD INCOME

Median household income has increased from $167,458 in 2000 to $207,995 in 2010.

POPULATION BY RACE

Relative to race, Winnetka is primarily white, with Asians accounting for the largest minority at just 3.8% of the population.

CONTEXT + SIMILARITIES

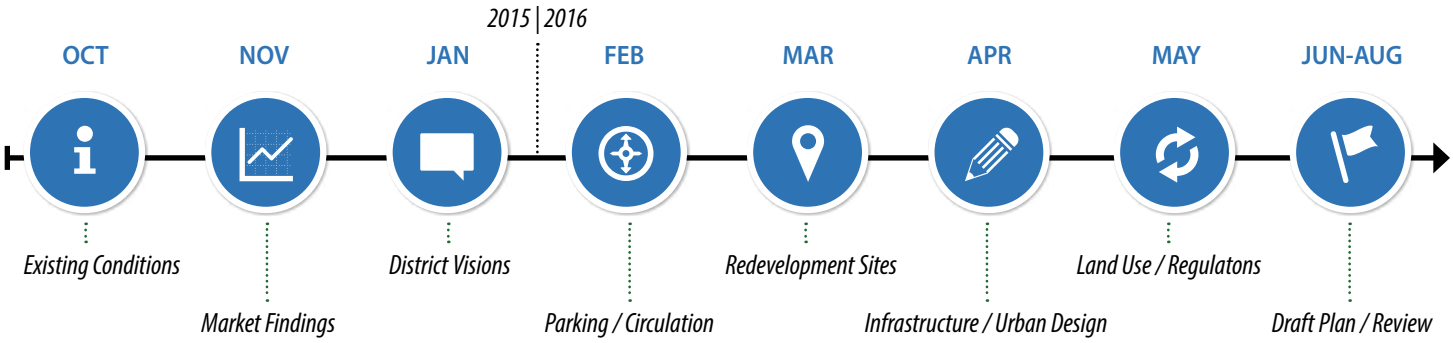
The findings of this analysis provided the context upon which Winnetka's Downtown Master Plan was created. It set forth the key opportunities and issues unique to each District, while also recognizing the similarities among them. For example, Elm Street, Hubbard Woods, and Indian Hill:

For example, Elm Street, Hubbard Woods, and Indian Hill:

- Are situated along, connected by, and divided by Green Bay Road.
- Are served by a Metra station.
- Have direct access to the Green Bay Trail.
- Include/are near major destinations (Village Hall, Hubbard Woods Park, New Trier HS).
- Are unique in how they function, look, and the users they serve.

TIMELINE

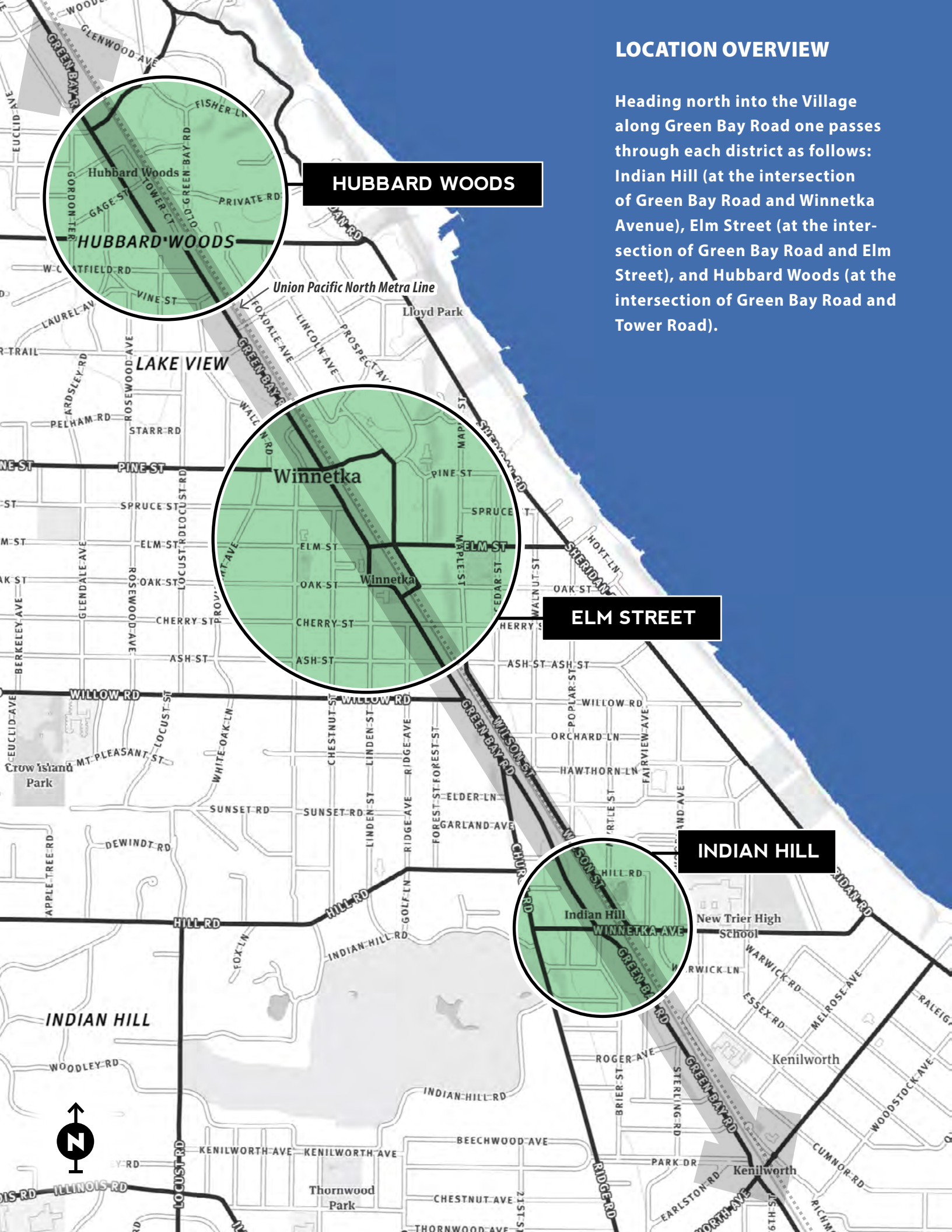
Prior to, during, and following the analysis of Winnetka's Existing Conditions, an in-depth and multi-faceted outreach process was put into full-effect to engage the community. The purpose of this was to establish a line of communication, to connect with residents and stakeholders on all of the topics the Plan would address. The timeline below provides an overview of those topics, meetings and milestones covered by month.



Open House to review Vision Statements | January 25, 2016

LOCATION OVERVIEW

Heading north into the Village along Green Bay Road one passes through each district as follows: Indian Hill (at the intersection of Green Bay Road and Winnetka Avenue), Elm Street (at the intersection of Green Bay Road and Elm Street), and Hubbard Woods (at the intersection of Green Bay Road and Tower Road).



Public Visioning Workshop | November 17th, 2015

> A plan for the people of Winnetka, by the people of Winnetka.

OUTREACH

Winnetka is home to a community of very involved residents and stakeholders. Building on this connection to the community, Winnetka's Downtown Master Plan involved extensive public outreach and a variety of engagement mediums. A main driver and top goal from the very start of the planning process was to ensure the Downtown Master Plan would be a plan for the people of Winnetka, by the people of Winnetka. Successfully meeting this goal meant generating project interest, building awareness, marketing outreach tools and community workshops, and gathering people together to begin the conversation of what the Plan should address. It meant asking the right questions, attending community events to spread the word, providing regular and progressive updates over the course of the project, and generating content and documents that could be readily accessible for all, whether in-person (at meetings and workshops), online (via the website), or in-print (via newsletters and broadly distributed project marketing materials posted around town).

Bottom line, Winnetka's Downtown Master Plan provided an outreach menu of sorts; people were able to choose how to connect and provide their ideas and feedback in a way that was easy, comfortable, and natural to them. The best type of engagement is "easy" engagement – meaning, it must be easy for people to learn about the Plan and provide input. The diverse array of outreach components speak to just that.

PROJECT PARTNERS: PUBLIC, STEERING COMMITTEE, WORKING GROUPS, STAKEHOLDERS

The people of Winnetka were partners in this effort from day one through the overall community dialogue that took place via outreach with residents and stakeholders. Beyond that, a framework was established to solicit expert insights, steady guidance and support from individuals who understood and knew Winnetka the best, and could help champion the Plan and help further outreach along the way. In addition to the public, the three other major partners were **(1)** the Steering Committee, **(2)** Working Groups, and **(3)** other stakeholders.

STEERING COMMITTEE:

The Steering Committee was comprised of eleven community officials and residents selected by the Village. The group reflected varied perspectives, and included those with insights and expertise to best evaluate the Plan and its elements. The Steering Committee met monthly to review and refine consultant findings, and provide policy direction and suggestions for further analysis.

All Steering Committee meetings provided focused and insightful review and discussion of Plan topics. Furthermore, all meetings were open to the public and marketed via posters, print materials at Village Hall, the project website, Village website, print, and e-newsletters. At the end of every meeting there was time provided for additional public comments and suggestions.

WORKING GROUPS:

The Working Groups were established to augment the insights provided to the planning process and broaden the perspectives heard by the Steering Committee. The groups drew on the depth of expertise in the community on topics related to the Plan. One Working Group was established for each of the following: 1) Business District Members, 2) Design Character, 3) Development and Real Estate, 4) Community Organizations, 5) Property Owners, and 6) At Large Residents. Each Working Group session was conducted directly before the relevant Steering Committee meeting. Following, one member would report back to the Steering Committee on the discussion and major findings. In this way, the insights and ideas of the Working Groups were directly incorporated into the process and Steering Committee deliberations.

STAKEHOLDERS:

Members of the community with interest in and knowledge about the business districts were interviewed in small groups to secure their insights and ideas for the areas. These groups included: 1) residents, 2) business owners, 3) property owners / realtors / developers, and 4) other public bodies. These meetings, conducted early in the process, provided insight and understanding of the study areas. Separate meetings were conducted for each of the three business districts; these meetings provided the chance to include more persons and their perspectives.

OUTREACH TOOLS AND EVENTS

PROJECT WEBSITE

The website was set up prior to any planning activities (www.WinnetkaDowntownPlan.com). Its role in the process was invaluable. The project website served as a collaborative workspace for residents and stakeholders over the course of the project to learn about the Plan, stay up-to-date on news and upcoming meetings and engage with each other and the effort. Varying tools were integrated allowing residents to share and post ideas, upload photos of what they'd like to see in Winnetka, take quick polls, and vote on varying Plan topics such as urban design priorities. Furthermore, the website integrated a "follow" feature, allowing users to receive project updates direct to their email. Over the course of the planning process the website included over 40 news postings and project updates. It was accessed by nearly 2,500 unique visitors making 10,000 page views. Interactive elements included:

- **Follow Feature**
- **Share an Idea**
- **Upload Photo**
- **Quick Polls**
- **Project Updates + News Posts**

WEB STATS

40+ NEWS POSTS
2,500 UNIQUE VISITORS
10,000 PAGE VIEWS

IDEA CHALKBOARD

Date: 10/15 - 11/15

A plethora of ideas were shared via the two Idea Chalkboards installed in Elm Street and Hubbard Woods. Installed over five weeks in October, 2015, the sharing stations' feedback was plentiful! Village officials took photos of the chalkboards daily and when full, wiped them clean for more ideas to appear. The primary themes highlighted were celebrated and incorporated into the Vision Statements, including more family friendly dining options, outdoor patios and cafes, brew pubs, and coffee houses.

Wordle displaying the chalkboard ideas noted most often.

KICK-OFF MEETING + WALKING TOUR

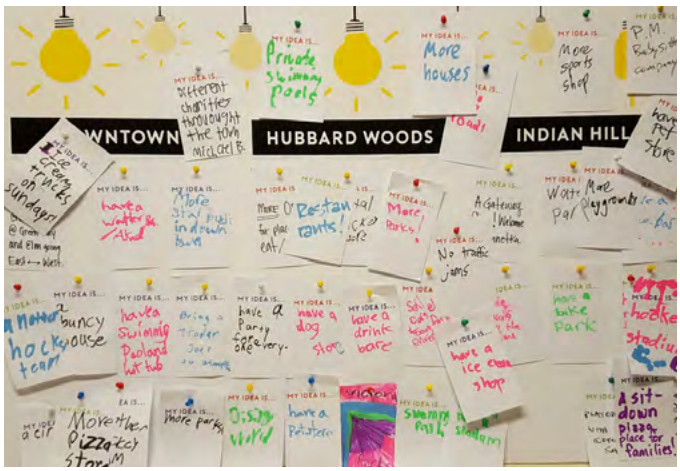
Date: 10/12/15

The kick-off meeting for Winnetka's Downtown Master Plan was held the at the Winnetka Community House. Steering Committee members and Working Groups gathered with the consultant team and started the night by venturing out on walking tours through downtown. Participants stopped at different points along the way to discuss opportunities and general feedback unique to each vantage point and area. After the walking tours, individuals reconvened in groups to consider the top issues, opportunities and priorities facing each of the three business districts. The walking tour was later translated into a self-guided activity and posted to the project website for all members of the community to take part in.

HALLOWEEN ON ICE

Date: 10/24/15

Ideas and costumed-kids were everywhere at the Winnetka Park District's Halloween on Ice event at the Winnetka Ice Arena. A Downtown Master Plan booth was set up to gather ideas and comments relative to Winnetka's business districts. Participants had the chance to relay their thoughts by writing on chalkboards or posting written comments. At the end of the event both boards were filled with feedback.



Halloween On Ice Idea Board.

VISIONING WORKSHOP

Date: 11/17/15

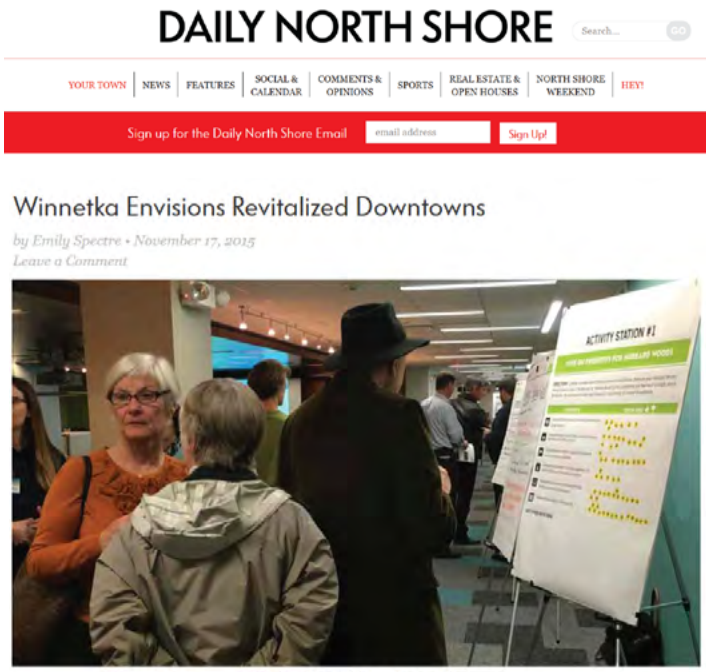
A Public Visioning Workshop, held at North Shore Country Day School, asked residents to provide input on what they would like to see in Winnetka's business districts. The Workshop was organized around four activity stations set up to gather residents' ideas. This workshop served as the main catalyst and checkpoint upon which the Vision Statements for the districts were drafted.

Below are the top two priorities for each district, as voted on by attendees.

- **Elm Street needs more dining options and / or pubs to enhance nightlife**
- **Elm Street's future Post Office Site development should be a mixed-use building**
- **Hubbard Woods needs more family friendly dining options and coffee houses**
- **Hubbard Woods needs to expand festivals and events to enhance nightlife**
- **Indian Hill is fine as is, the focus of this plan should be on Elm Street and Hubbard Woods**
- **Indian Hill users need to cater to New Trier High School**

"It would be great to get some family-friendly businesses in."

Idea Submitted via the Project Website:
www.WinnetkaDowntownPlan.com



DAILY NORTH SHORE

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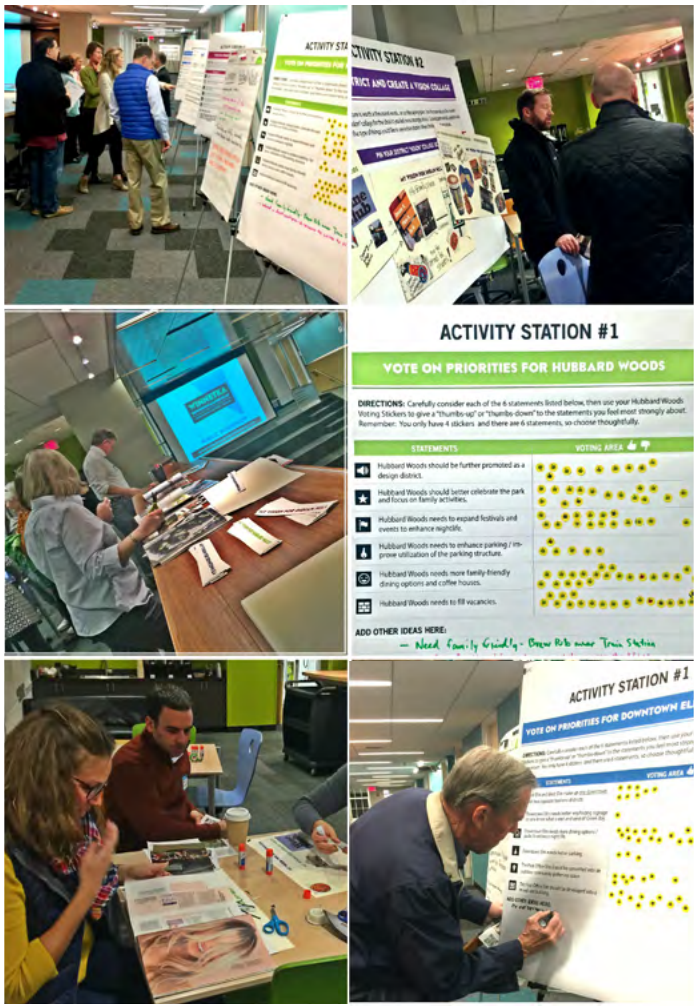
Sign up for the Daily North Shore Email — email address — Sign Up!

Winnetka Envisions Revitalized Downtowns

by Emily Spectre • November 17, 2015
Leave a Comment

Winnetka residents weigh-in on downtown plan.

WINNETKA – Winnetka residents gathered at North Shore Country Day School on November 17 to provide input on what they would like to see in Winnetka's business districts. The workshop was organized by consultants Teska Associates as they work with village officials to develop a new downtown master plan for Winnetka's struggling business districts.



VILLAGE COUNCIL WORKSHOP

Date: 12/13/15

The Village Council Workshop provided another step forward in refining issues and opportunities for Winnetka's business districts. Council members took part in a group visioning exercise wherein discussion centered on what should be focused on in the future. Council members noted that Hubbard Woods needs more anchor-style tenants or draws to attract users and fill vacancies. In terms of looking ahead, the Council noted that future planning would have to reflect trade-offs. For example, promoting historic character of the districts only has value if the area is vibrant and vacancies are filled.

OPEN HOUSE TO REVIEW VISION STATEMENTS

Date: 1/29/16

The Vision Open House, which preceded the Steering Committee meeting, provided the opportunity for reviewing final drafts of the Vision Statements. Residents, stakeholders, working group participants, and members of the Steering Committee worked together to discuss, refine, and prioritize the fundamental elements unique to each district.

NEWSLETTERS

Date: Fall 2015 | Spring 2016

Two special newsletters were designed and distributed to the community during the Downtown Master Plan process. The first, distributed in the Fall of 2015, was a double-sided insert in the Winnetka Report introducing the Plan and ways to get involved. The second newsletter was a twelve-page April 2016 Special Report, sent to every residence in Winnetka highlighting the Downtown Master Plan, efforts to date, next steps in the process, and ways to get involved.

Images at right: Print materials, including project cards, posters and newsletters were integrated throughout the process to market and inspire feedback and attendance at project events.

URBAN DESIGN QUICK POLL

Date: April 2016

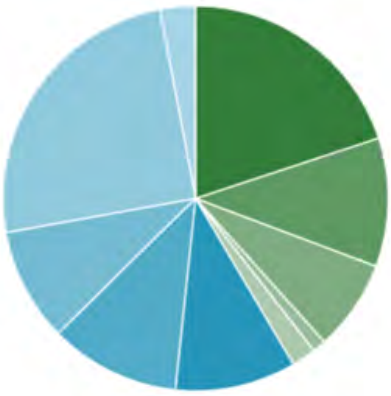
To better identify and measure community attitudes towards elements of urban design, an online Quick Poll was posted to the project website in April 2016. The poll, which asked the question, "Which urban design elements would benefit Winnetka the most?" was cross-promoted via the project website, Village website, and weekly Winnetka e-newsletter. Within 2-weeks' time, over 1,000 votes had been submitted by the community regarding their urban design ideals, the final results of which are noted in the pie chart below.

"There are too few benches for our future of increased pedestrian traffic and regular use of the sidewalks."

Idea Submitted via the Project Website:
www.WinnetkaDowntownPlan.com

Which urban design elements listed below would benefit Winnetka the most? Select your top three categories.

Total Votes
1,074



Landscaping - Trees / Planters	214	19.93%
Bike Amenities - Paths / Parking	116	10.8%
Pedestrian - Crossings / Connectivity	82	7.64%
Wayfinding - Directional Signage / Info Kiosks	12	1.12%
Gateways - Welcome Signage / Feature	22	2.05%
Parking - Amount / Location / Signage	109	10.15%
Lighting - Pedestrian Scaled / Ornate	118	10.99%
Street Furniture - Benches / Trash Recepticals	102	9.5%
Outdoor Dining - Sidewalk Patios	267	24.86%
Other:	32	2.98%

The results of the poll relayed that outdoor dining, landscaping, lighting, and bike amenities were among the top four urban design elements as ranked by Winnetkans. The wish to advance these four components was further supported by the comments and ideas shared via the project website throughout the planning process.

The feedback received via the poll helped to further solidify many of the elements already noted as priorities by the community. But just as it is important to understand what elements ranked high, it is necessary to review and understand why certain design elements ranked low. For example, wayfinding signage was the lowest ranked need via the quick poll; yet the goal of "furthering business district vitality by attracting visitors from outside Winnetka," was consistently noted throughout the planning process as a driver of downtown vitality and desire for Winnetka. To this point, it was reasonable to understand that residents taking the quick poll didn't share the immediate need for wayfinding signage because, as residents, they know how to get to stores, restaurants, parking, and other destinations.

Points such as these were considered along with the findings of the public quick poll at the April, 2016 Steering Committee meeting. In addition to understanding the public's voice and desires, the Committee took part in detailed discussion and further refinement to determine how best each urban design element fit into fulfilling the goals of the overall Downtown Master Plan and district specific visions.

Together, the 1,000+ quick poll results, ideas shared throughout the planning process, and Steering Committee discussions led to the identification of a set of urban design themes and district specific recommendations. Whereas the themes relate to the overall priorities for urban design that apply to the Village's business districts as a whole, the district specific recommendations are just that – objectives that address specific concerns and desires as they relate to the differing environments in each of the business districts – Elm Street, Hubbard Woods, and Indian Hill. Extensive outreach, review and feedback solidified both the themes and district specific recommendations through online and in-person outreach.

BUILDING THE VISION

Together, the engagement tools successfully empowered the Steering Committee with a clear sense of the community's desire for the future of the business districts. This allowed consensus to be reached and concerns to be overcome. The functionality, design, and targeted marketing of the project website, in-person tools, workshops, events, and Steering Committee meetings provided the foundation for total engagement. Furthermore, the consistent news postings to the website and at meetings ensured public concerns and aspirations were consistently understood and considered throughout the planning process. Collectively, these components worked together to build on past plans, generate new ideas and create a shared vision for Downtown Winnetka. It is from these efforts that the Downtown Master Plan is a plan for the people of Winnetka by the people of Winnetka.

****** Turn to view the Vision Statements! ******

BUSINESS DISTRICT VISION STATEMENTS

Thanks to the extensive feedback received from Winnetka residents and others via the variety of outreach mediums, the Vision Statements for Winnetka's three business districts were finalized in January 2016. The Visions celebrate the desired look, feel, function, and overall objectives for each district for the future. They represent what Winnetka desires the business districts to become, not what they are today. These statements will serve as the foundation of the Winnetka Downtown Master Plan, helping guide and direct each district to move toward its Vision.

ELM STREET VISION

The Elm Street business district is the main hub and Downtown of Winnetka, serving as the Village's community core. The district features a variety of multi-model transportation options including the Green Bay Trail and Elm Street Metra station, which provides great regional access via the Metra line. The area's inviting mix of thriving restaurants, businesses, and community amenities attracts residents as well as visitors from across the North Shore. Those living in the district and housing nearby especially enjoy the wide sidewalks, benches, outdoor patios, and parks that make the Elm Street District a special place to stroll, shop, and dine. With upscale and historic architecture abundant in the area, the collective mix is complementary and respectful of the distinguished and historic character that is uniquely Winnetka.

HUBBARD WOODS VISION

The Hubbard Woods business district is happening, active, and multi-generational. The area's complementary mix of specialty design stores, every day goods, coffee houses, and evening dining options draws nearby residents as well as those from surrounding communities. Hubbard Woods Park, located at the north end of the district, is a prominent focal point and gathering spot for families and nearby residents of all ages via its year-round festivals and programming. The look and feel of the district is similar to Elm Street; the buildings display a mix of masonry, stone and historic influences. With sidewalks supported by bump-outs on the corners and select outdoor pocket patios, Hubbard Woods is a great spot in Winnetka to grab a coffee and window shop for unique goods or attend an event at the park followed by an evening sip and bite at a local brewpub.

INDIAN HILL VISION

The Indian Hill business district, located a short distance south of the Elm Street District is the southern entrance into the Village. The area's attractive streetscape features ornate lighting and interesting landscaping that provide a sense of arrival. The district serves as a major access point for students attending or those visiting New Trier High School, just a couple blocks due east. Indian Hill offers a mix of service, convenience, and professional uses that cater to a daytime population. Beyond its strong auto-oriented businesses, the district benefits from the Indian Hill Metra station and pedestrian amenities that enhance access and safety for the students and other users.

CHAPTER 3

MARKET

MARKET ASSESSMENT

Understanding the commercial and residential markets in the Village and surrounding area are fundamental aspects of preparing this Downtown Master Plan. Market factors frame a realistic expectation for what development is possible and how it could support the Village's vision for the future. To accomplish this objective a market assessment was prepared in the fall of 2015 – that work was refined based on the most current market data in June 2016.

This chapter presents conclusions on the near-term potentials for additional retail, commercial space, and new residential development in the 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 outlined here. The recommendations will position Winnetka to compete successfully with the downtowns in other North Shore communities.

SUMMARY OF WINNETKA SOCIOECONOMIC TRENDS

The following 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.

- 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.

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

- The 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).

- The median age of Winnetka residents has risen by 12% since the year 2000. 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.

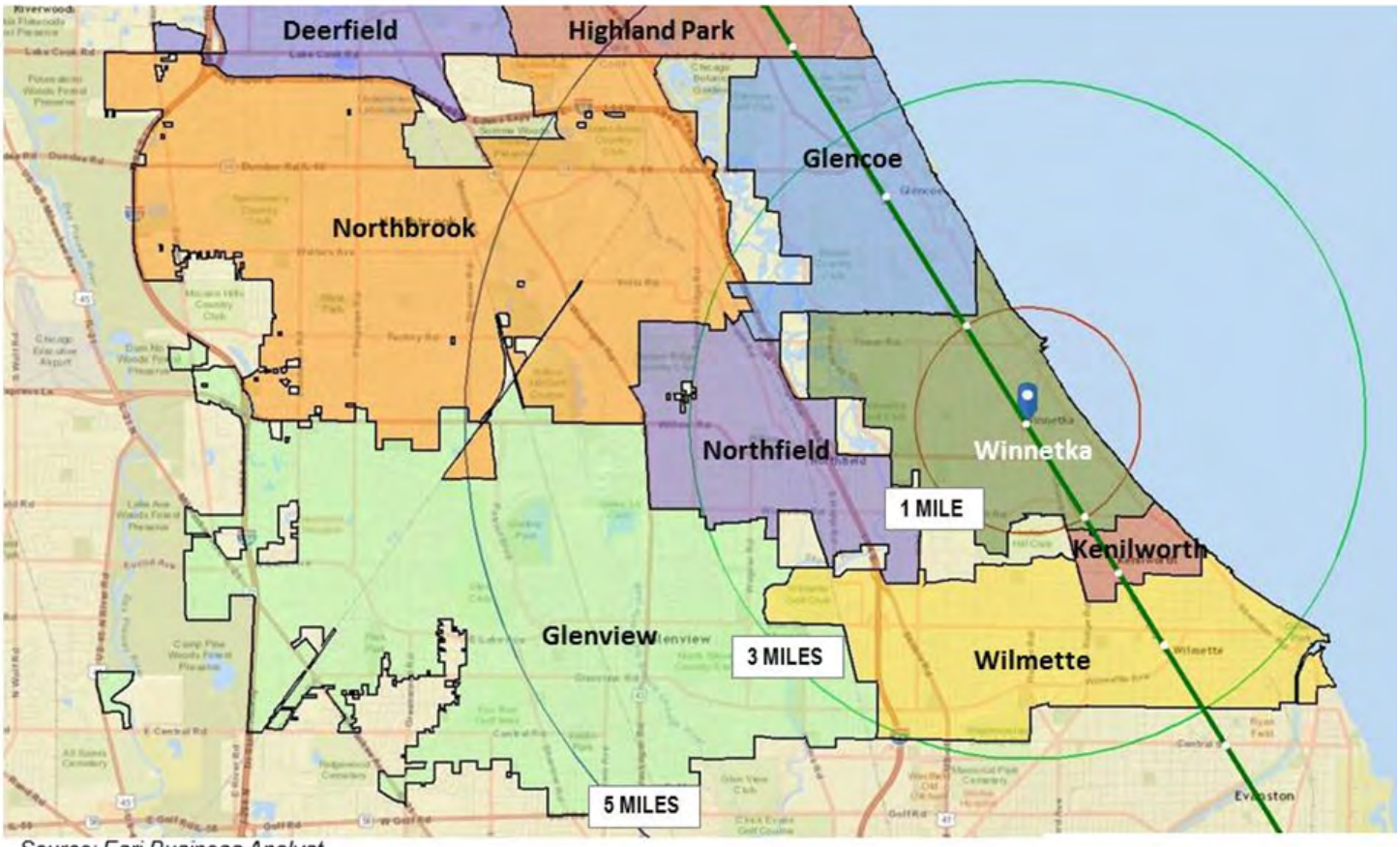
Table 3.1 summarizes key demographic and market information for the Village of Winnetka and eight other North Suburban communities. Figure 3.1 shows Winnetka and its surrounding communities in context. The Metra line which runs through Winnetka and its neighboring suburbs is shown on the map in dark green.

TABLE 3.1. 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 3.1. MAP OF WINNETKA AND SURROUNDING COMMUNITIES



Source: Esri Business Analyst

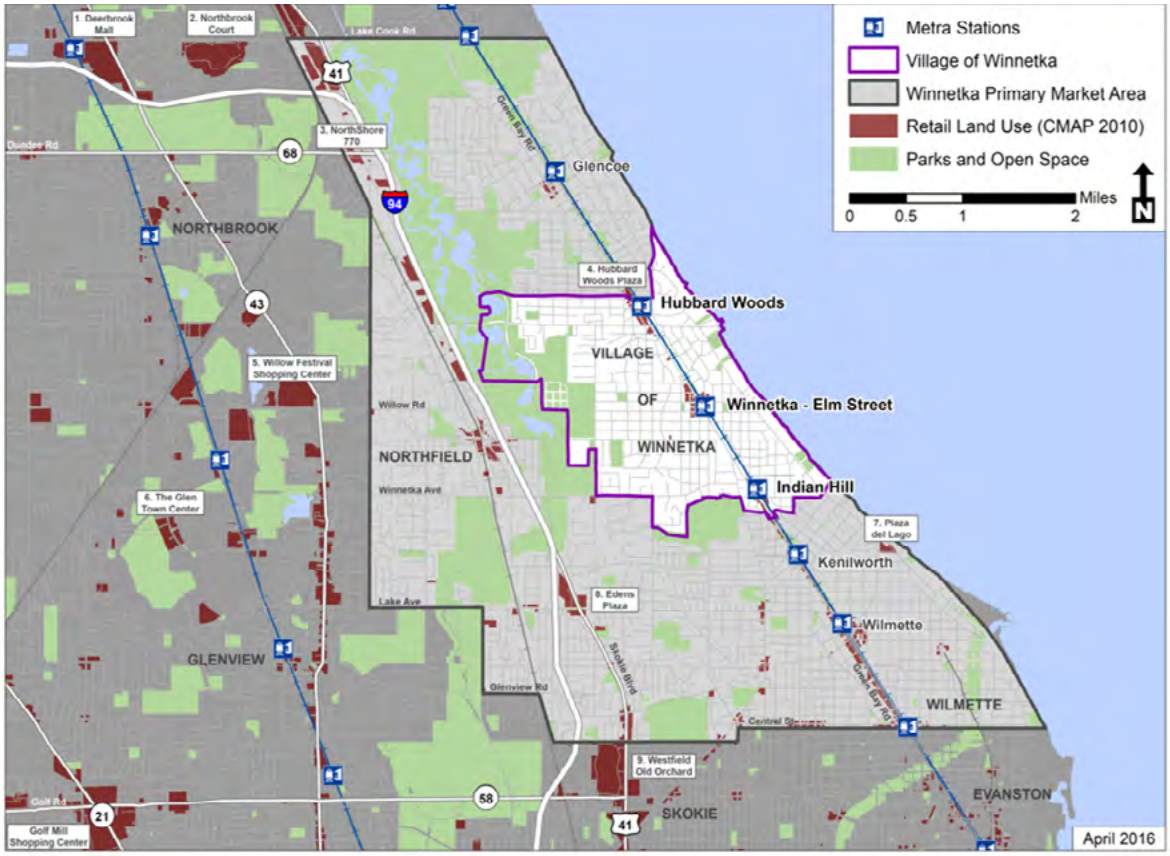
COMMERCIAL MARKET

The Elm Street, Hubbard Woods, and Indian Hill districts 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. The districts mainly serve Village residents but attract some customers from surrounding communities; a few businesses in the Village have a regional draw.

PRIMARY MARKET AREA

When assessing the shopping and dining potential of an area, an essential step is to define a primary market area (PMA). 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. Therefore, defining a community's market area is much an art as a science. It is derived by evaluating local drive times and patterns, and considering the locations of competitive commercial districts and shopping centers. The area is further refined by considering insights provided by residents, real estate brokers, retailers, and local officials.

FIGURE 3.2. PRIMARY MARKET AREA



Winnetka's Primary Market Area, shown in Figure 3.2, represents 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 (including a portion of Northfield).

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.

Plaza Del Lago

SHOPPING DISTRICTS:

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 development is underway for a new mixed-use building at 611 Green Bay Road.

SKOKIE BOULEVARD:

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:

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.

REGIONAL MALLS:

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

To quantify potential demand for additional retail in Winnetka, the expenditure potential of households within the Primary Market Area is compared to estimates of actual sales. If certain categories are "leaking" sales to other shopping districts outside the market area, (shown in green on Table 3.2) 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. 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 market 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.

The leakage analysis suggests that the 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.

TABLE 3.2. PRIMARY MARKET LEAKAGE

Summary Demographics			
2015 Population			68,360
2015 Households			24,464
2015 Median Disposable Income			$110,313
Industry Summary	**Demand (Retail Potential)**	**Supply (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

GOODMAN WILLIAMS GROUP
REAL ESTATE RESEARCH

WINNETKA BUSINESSES

In evaluating local businesses:

- 206 Total Individual Ground Floor Business Establishments
- Office Space made up 63% of businesses with 130 establishments categorized as (1) Professional Services/Office, (2) Personal & Household Services, and (3) Medical offices.
- Retail Stores made up 19% of all Winnetka businesses, with 39 establishments.
- Food Service & Drinking Places made up 11% of the total, with 23 establishments.

VACANCY AND RENTAL RATES

At the time the market assessment was performed, Elm Street and Hubbard Woods had a combined total of 582,300 square feet of ground floor commercial space. A total of 62,355 square feet of this space was vacant, resulting in a vacancy rate of 10.7%.

In the Elm Street district, seven storefronts, with a total of 28,900 square feet, had been vacated in anticipation of the One Winnetka Planned Development. Excluding these seven vacant storefronts, the Elm Street district has an extremely small vacancy rate of 1.5%. Further, if the 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 (a worldwide commercial real estate services firm) 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 higher than in Elm Street. At the time of analysis, 16 storefronts were vacant in Hubbard Woods contributing to a vacancy rate of 13.4%. The largest vacant storefront is the former Antique Emporium at 915 Green Bay Road. That business was closed after 40 years following the retirement of the owner. Five small vacancies were in courtyard-facing spaces, which are less desirable than storefronts that face the street. The Hubbard Woods Business District will benefit from 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.

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

COMMERCIAL MARKET OPPORTUNITIES

Over the next five years, the 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. Analysis of the data suggest a potential net increase of more than 80,000 square feet of occupied ground floor commercial space. However, 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.

> ***Analysis of data suggests a potential net increase of more than 80,000 square feet of occupied ground floor commercial space.***
>
> *- Market Assessment Finding*

TABLE 3.3. COMMERCIAL POTENTIAL

	Primary Market Area - Leakage Analysis			Winnetka - New Retail Potential			
Category	**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	$59,026,736	$300	196,756	2,000	5	10,000	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	$60,287,850	$500	120,576	2,500	3	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						30,000	
Net increase in commercial space						**80,000**	

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

COMMERCIAL MARKET OPPORTUNITIES CONTINUED...

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. The analysis shows 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 Walgreen's and CVS stores in neighboring communities

> ***Retail: Analysis shows potential for 8 new retail stores, adding 28,000 square feet of new space.***
>
> *- Market Assessment Finding*

RESTAURANTS. Opportunities for both Full-Service Restaurants and Limited-Service Eating Places exist in both Hubbard Woods and Elm Street districts. The analysis shows that the large expenditure potential (demand) exceeds the current volume of restaurant sales (supply). Limited services eating places include fast food and fast casual restaurants. The analysis includes 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.

> ***Restaurants: Analysis shows potential for as many as 7 new eating and drinking establishments, with a total of ~ 23,000 square feet.***
>
> *- Market Assessment Finding*

OFFICE / MEDICAL / SERVICE USES. Service uses that support vibrant commercial corridors are important assets to communities and their downtowns. Medical practices, educational tutoring services, fitness and recreational uses, and cultural classes are examples of non-retail uses that bring people into the districts and often support nearby restaurants and retailers. The 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.

> ***Anlysis includes up to 30,000 square feet of additional non-retail commercial space over the next 5 years.***
>
> *- Market Assessment Finding*

COMMERCIAL MARKET RECOMMENDATIONS

The commercial market analysis provided context for Winnetka's three business districts and identified the potential for additional commercial development over the near term. In addition, to successfully attract new retail, restaurant, and commercial uses, landlords in both 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 Elm Street and Hubbard Woods to capture future commercial demand. The zoning and development recommendations described elsewhere in the Plan are important to attracting investors, developers, and new retailers.

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 findings by business district.

☐ ELM STREET

Elm Street serves as the main hub of 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. 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 the district and expand its commercial potential.

Among the key development sites is One Winnetka, which includes more than 30,000 square feet of ground floor commercial space. 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. Approximately 17,500 square feet of ground floor space could be subdivided as appropriate on that site. 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.

HIGHLIGHTS

- ***370,000 Square Feet of Space***
- ***Largest inventory of ground floor commercial space***
- ***Several Future Development Sites - Post Office Site, One Winnetka***
- ***Success of near-term developments will help redefine the district's potential***

HUBBARD WOODS

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.

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.

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 brew pub.

HIGHLIGHTS

- ***Branded as Hubbard Woods Design District***
- ***Branding will serve to attract patrons from throughout the North Shore***
- ***Structural improvements will help fill vacant space***
- ***Potential for new retail and mixed-use development on select sites***
- ***Additional opportunities for restaurants / brew pub / family-friendly dining***

INDIAN HILL

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.

HIGHLIGHTS

- ***Limited existing commercial, new commercial development unlikely***
- ***Opportunities relate more to transportation and urban design***

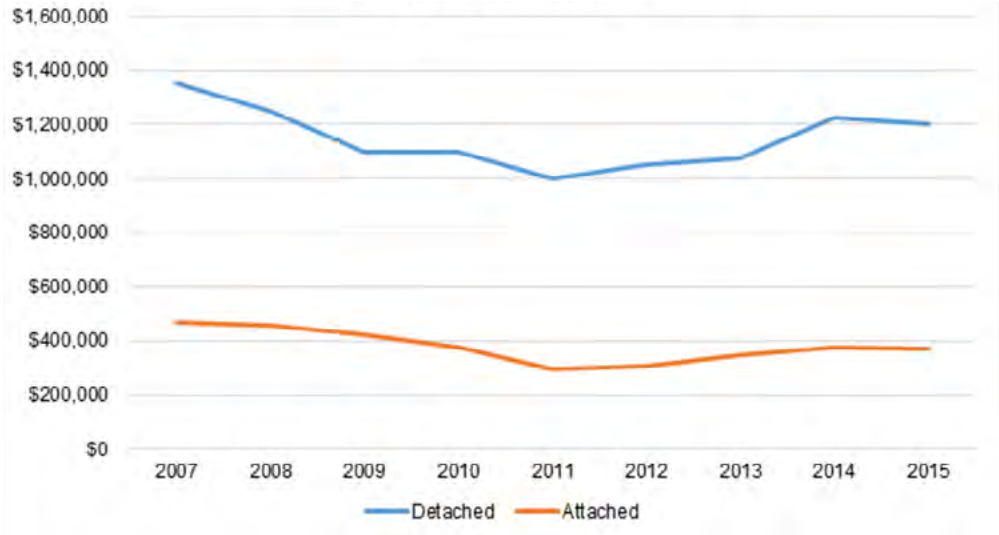
RESIDENTIAL MARKET

This section 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, this Plan advocates for a measured approach to development at the reasonably conservative scale that allows ample time for adequate market incubation to occur prior to and/or between new projects.

CURRENT RESIDENTIAL MARKET CONDITIONS

The majority of dwellings in Winnetka are detached single family homes, making 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 Census 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 Census estimates, nearly 91% of households in Winnetka own their own homes, compared to 58% for Cook County and 67% for Illinois as a whole.

FIGURE 3.4: MEDIAN HOME PRICE BY TYPE IN WINNETKA



CURRENT RESIDENTIAL MARKET CONDITIONS CONTINUED...

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. The Winnetka for-sale market has recovered its momentum in terms of sales volume, and while detached home median sale prices are significantly higher than most areas of the region, they remain well below pre-recession highs.

Winnetka's rental apartment stock is primarily located in older buildings within the Village's three business districts. Among approximately 260 units, 48% are located in the 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. 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.

Since 2000, a significant amount of rental apartment development has occurred within the Chicago region's northern suburbs. Sixteen new developments containing a total of 3,100 units have been completed in the communities of Evanston, Skokie, Deerfield, Glenview, Northbrook, and Highland Park. 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.

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 change that. Most significant for Winnetka are plans for One Winnetka, a mixed-use building proposed at Elm Street and Lincoln Avenue in the Village's Elm Street district.

FINDINGS: RESIDENTIAL MARKET

The number of households in Winnetka is 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. 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. In the coming years, however, Winnetka's changing demographic profile will present both unique challenges and new opportunities for the Village's housing market due in large part to empty nester households.

RESIDENTIAL MARKET OPPORTUNITIES

Efforts to strengthen Winnetka's business 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 the housing types described below, market acceptance of new units will grow as the commercial districts are strengthened and new shopping, dining, entertainment, and personal service options are introduced.

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

1. AGE-TARGETED CONDOMINIUMS: 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). 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. Thus, demand for new condominium units in Winnetka is expected to be relatively robust in the coming years. Based on analysis of potential market depth among area higher income householders age 55 and above, 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.

Demand for housing targeting householders 55 years and older could be significant over the next 1-5 years.

- Market Assessment Finding

2. 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 single family homes and attract younger families who desire a walkable, single family environment with some outdoor space, immediate access to commercial amenities and mass transit, and/or for whom Winnetka's detached homes are financially 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 units. 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), a five-year absorption potential of between 25 and 30 units is possible.

A limited number of townhome / rowhome units could attract younger families.

- Market Assessment Finding

3. 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 households. Analysis of market depth suggests that up to 75 units could be supported within the next 3-5 years.

> ***A small amount of high-quality apartment units targeting householders ages 25-34 could potentially be supported.***
>
> *- Market Assessment Finding*

RESIDENTIAL MARKET RECOMMENDATIONS

Given the analyses and conclusions developed as part of the planning process, and in consideration of the supportable housing product types discussed above, the following development strategies for Winnetka's three business districts are recommended:

ELM STREET:

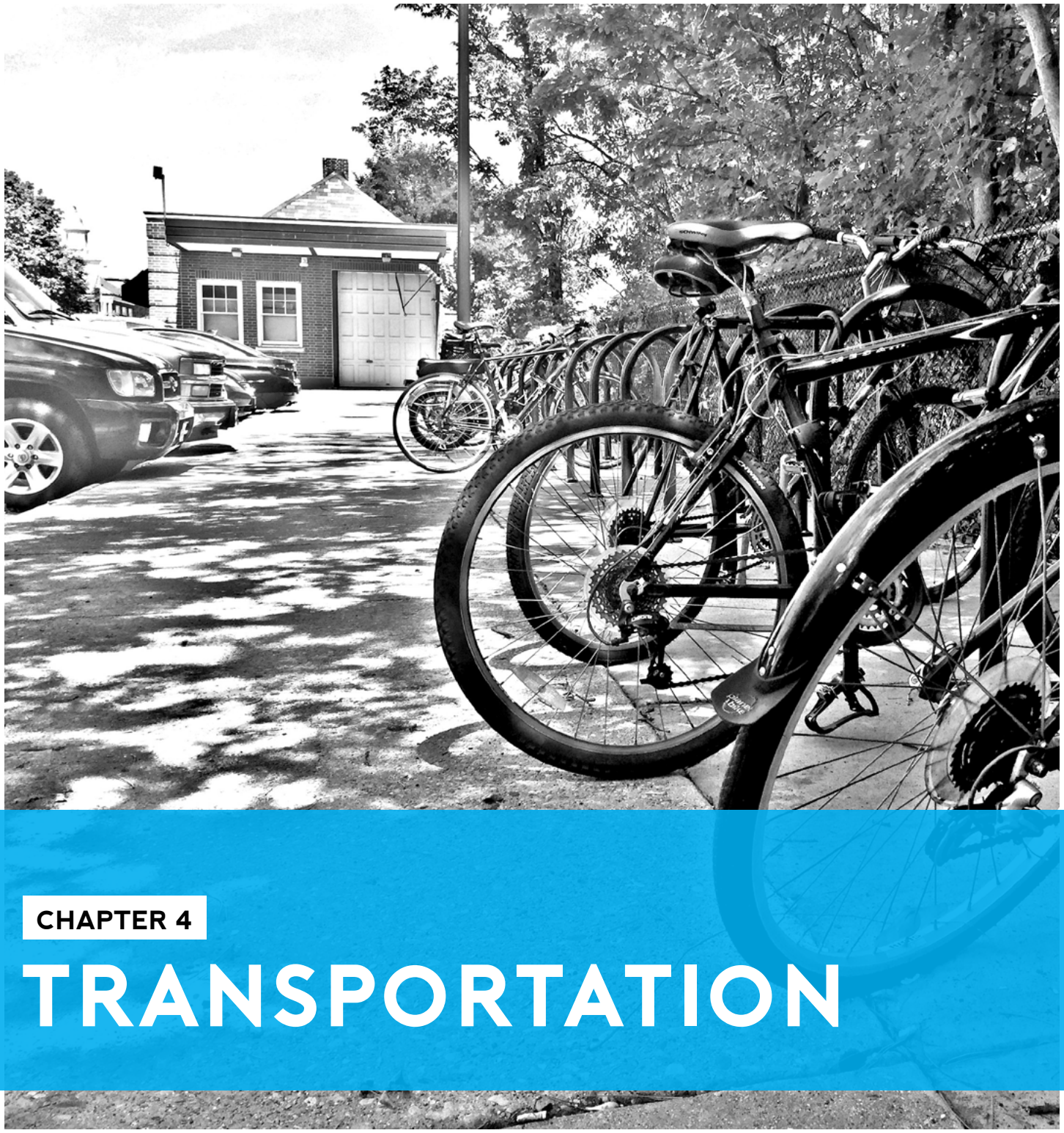
Elm Street is most appropriate for ownership housing. Offering easy access to Winnetka's most robust collection of shops, restaurants, and service businesses, this district is considered an excellent location for new condominium units in mixed-use buildings targeted primarily to older households. Additionally,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

HUBBARD WOODS:

Hubbard Woods, with a somewhat lower profile than 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 households who 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 Elm Street district.

INDIAN HILL:

Finally, Indian Hill 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 Elm Street and Hubbard Woods districts.



CHAPTER 4

TRANSPORTATION

Use and enjoyment of Winnetka's business districts relies on people's ability to get there and comfortably visit the areas. With that simple notion in mind, all elements of transportation are critical to achieving the vibrancy described in the Vision Statements. This chapter details key findings and recommendations related to walkability, traffic circulation, parking, and bike connectivity.

TRANSPORTATION THEMES

Three major themes embody transportation recommendations across the business districts: **(1)** Green Bay Road, **(2)** Street and Sidewalk Design, and **(3)** Customer Parking. While these themes are present throughout the Village, they play out differently in each of the three business districts.

1. GREEN BAY ROAD

Changing the character of Green Bay Road is critical to creating cohesive, walkable business districts. Today, Green Bay Road is a perceived barrier bisecting each district as a corridor through Winnetka. The character of Green Bay Road should overcome this perception of being a barrier and reflect its role as a connection to local destinations in each of the business districts, and as a central feature of the street network in each district.

There are several locations where Green Bay Road has excess capacity and there are options to convert 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.

Improvements to key east-west pedestrian crossing locations on Green Bay Road (at Tower Road, Elm Street, Oak Street, and Winnetka Avenue) are another way to support success of the districts. Changing the character of these intersections to make pedestrians as a priority is a focus of Plan recommendations. In addition, the types of intersection enhancements that make crossings easier and safer for pedestrians have been shown to slow passing vehicles, calming the traffic at these key gateways and increasing visibility of businesses and amenities.

Intersection of Green Bay Road and Elm Street

Looking west on Green Bay Road, approaching Oak Street

2. STREET AND SIDEWALK DESIGN

Redesign of business district streets and parking can help to implement the Vision for Downtown Winnetka. Through careful design consideration, transportation infrastructure can serve to enliven the districts and create spaces where people want to spend time. In this regard, transportation improvements should be understood as closely related to urban design in creating more visually cohesive districts.

Simple improvements, such as consistent crosswalk treatments and maintaining a continuous sidewalk and landscaping can begin to build visual connections along the corridor. In combination with gateways that create a sense of arrival into a district, visually similar blocks reinforce to those passing through that they have entered someplace special. This visual shift reinforces to drivers that they are in an area with more pedestrian activity and must drive more slowly and cautiously.

Sidewalks throughout the business 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 to achieve a walkable, vibrant downtown feel. 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.

The Green Bay Trail is a unique asset to all three business districts and presents an opportunity to capture foot-and bike-traffic from trail users. However, capturing this activity requires creating visible and convenient connections directly from the trail to key/relevant destinations in the districts. It also requires that the trails be highlighted in the districts with signage and programming to cross-promote the proximity of the recreational destination with related goods and services.

3. CUSTOMER PARKING

Providing parking for customers is a priority for successful business districts. Customer parking in the Winnetka districts is provided on-street, as well as in Village parking lots, in the form of free, time-restricted parking. However, knowing where to park can be complicated by the variety of parking regulations (and the signs that designate them). To address this, there is need for management of all types of parking to prioritize and balance needs of different users and their access to parking.

Currently, there is an inefficiency in how the existing parking supply is designated. On-street customer parking is hard to find at times on some blocks because it 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 in the districts but it may be difficult to find because of signage or location. Parking is further complicated by the Village's two permit parking designations; one for employees of local businesses (A Pass) and the other for commuters (C Pass). Clarifying how parking is designated and regulated will benefit all business district users.

Essential to addressing parking in the business districts is establishing a hierarchy of parking priority, with customer parking at the top. The appropriate parking user hierarchy, starting with the most important, is as follows:

1. **CUSTOMER** – Customer parking is priority and should be accommodated within the most convenient spaces.

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 business districts while they are parked. Therefore, they can be expected to walk longer distances and utilize the least convenient spaces, especially if there is a price incentive.

PARKING RECOMMENDATIONS

- ☐ **TIME RESTRICTIONS:** With the customer priority framework in mind, street parking time restrictions are best set at 90-minute or 15-minute (i.e. no 1-hr, 2-hr, 4-hr, etc.) to simplify usability of the system and encourage turnover of these most desirable spaces.

- ☐ **ON-STREET PARKING:** 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 that is currently on-street to off-street facilities, which creates more customer parking on-street in the more desirable locations. This change can be addressed as development occurs in the districts.

- ☐ **OFF-STREET FACILITIES:** 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.

- ☐ **LOT DESIGNATIONS:** 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 clear. Signage at the entrance of the lot should display the type of parking accommodated within the lot.

- ☐ **WAYFINDING:** 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.

- ☐ **PERMIT PARKING:** Overall, better management of permit parking and signage can also result in more accessible customer parking. This would include limiting the pool of employee parking permits to reduce employee parking demand needs, and perhaps encourage carpooling, commuting, or walking when possible.

- ☐ **EMPLOYEE FEES:** Employee permit fees should 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:** 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

Transportation in the Elm Street business district consists of Metra service at the Winnetka Station (which has 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.

A key finding from the planning process is 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 shape can 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 of the bridge contributes to the perceived disconnection between 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.

Elm Street Bridge, looking east towards Lincoln Avenue

Post Office Site, Parking Lot

ELM STREET TRANSPORTATION RECOMMENDATIONS

☐ **MODIFY GREEN BAY ROAD CROSS SECTION:** A "road diet" implemented on Green Bay Road would support pedestrian use and maintain traffic flow. This would include:

- The road would be three travel lanes wide between Spruce Street and Oak Street.
- The segment between Pine Street and Spruce Street would provide four travel lanes with the southbound right-hand lane becoming a separate right-turn lane at Spruce Street.
- The segment between Spruce and Elm Street would 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 4.1 and Figure 4.2, 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.

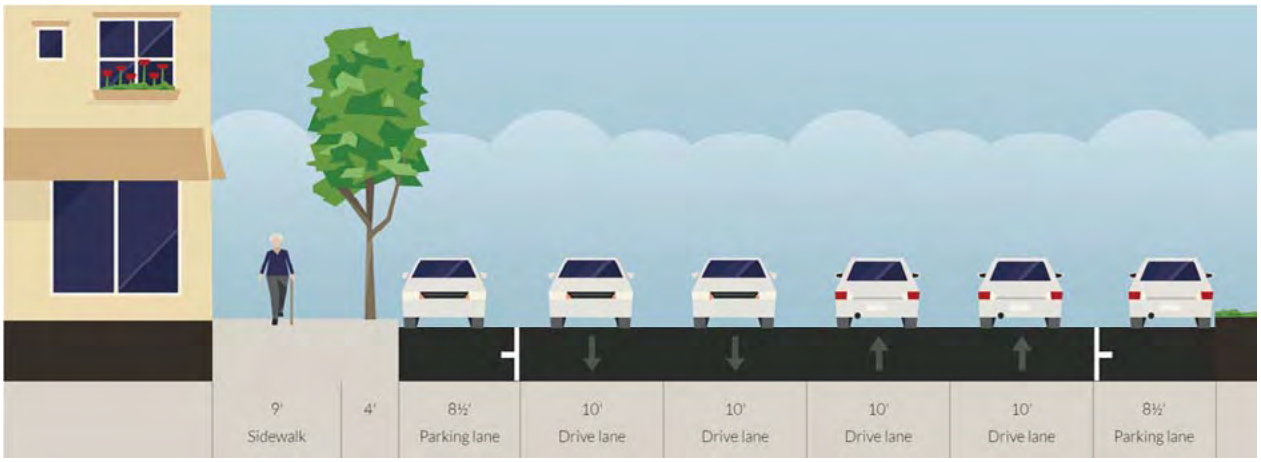


FIGURE 4.1: EXISTING SECTION OF GREEN BAY ROAD (SPRUCE – ELM)

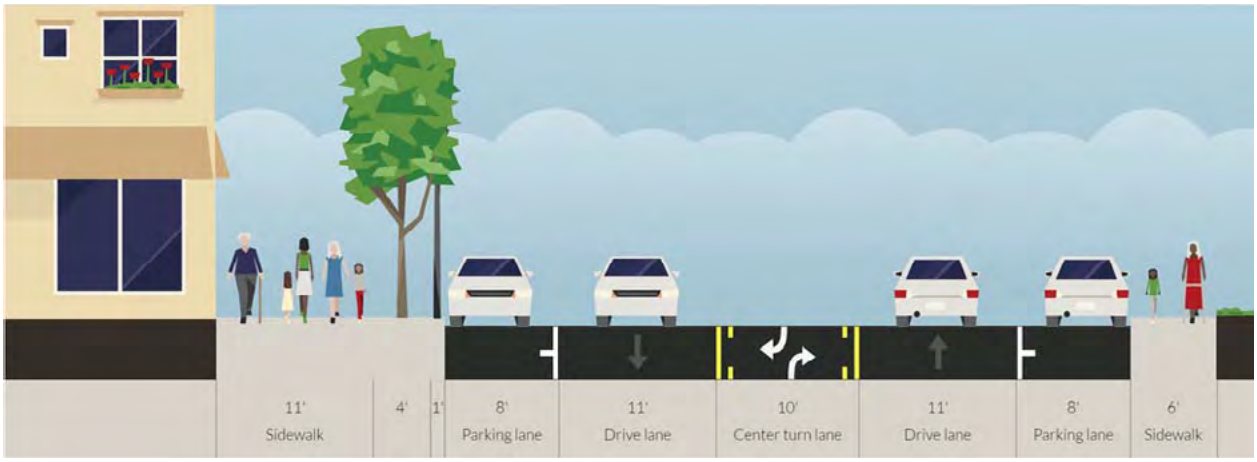


FIGURE 4.2: PROPOSED SECTION OF GREEN BAY ROAD (SPRUCE – ELM)

ELM STREET TRANSPORTATION RECOMMENDATIONS

☐ **GREEN BAY AND ELM: INTERSECTION + BRIDGE IMPROVEMENTS :** There is significant opportunity for traffic calming and pedestrian enhancements at the intersection of Green Bay Road with Elm Street and on the Elm Street bridge. The Village would apply the Green Bay Road "road diet" through the Elm Street intersection to provide one travel lane in each direction and an exclusive left-turn lane to Elm Street (see Figures 4.3 through 4.6).

Pedestrian safety and urban design goals can be supported by:

- Curb extensions to further reduce pedestrian crossing distances.
- The planned updating of the signal with pedestrian countdown timers and continental-style crosswalk markings.
- The travel way of the bridge being narrowed to two 11-foot lanes, one in each direction, and an 8.5-foot parking lane on each side.
- Curb extensions framing the parking lane and sidewalks being widened to 16 feet or more.
- Gateway features installed in the curb extensions to visually connect east-west across the bridge.

FIGURE 4.3:

CURB EXTENSIONS AND REDUCED LANE CAPACITY AT THE GREEN BAY ROAD/ ELM STREET INTER-SECTION AND ON THE ELM STREET BRIDGE

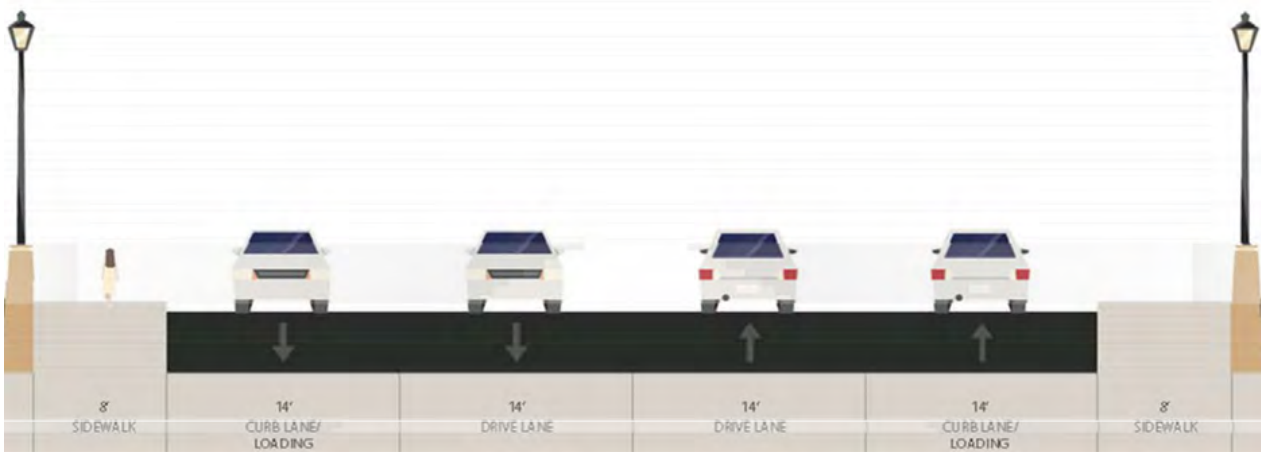


FIGURE 4.4: EXISTING SECTION OF ELM STREET BRIDGE

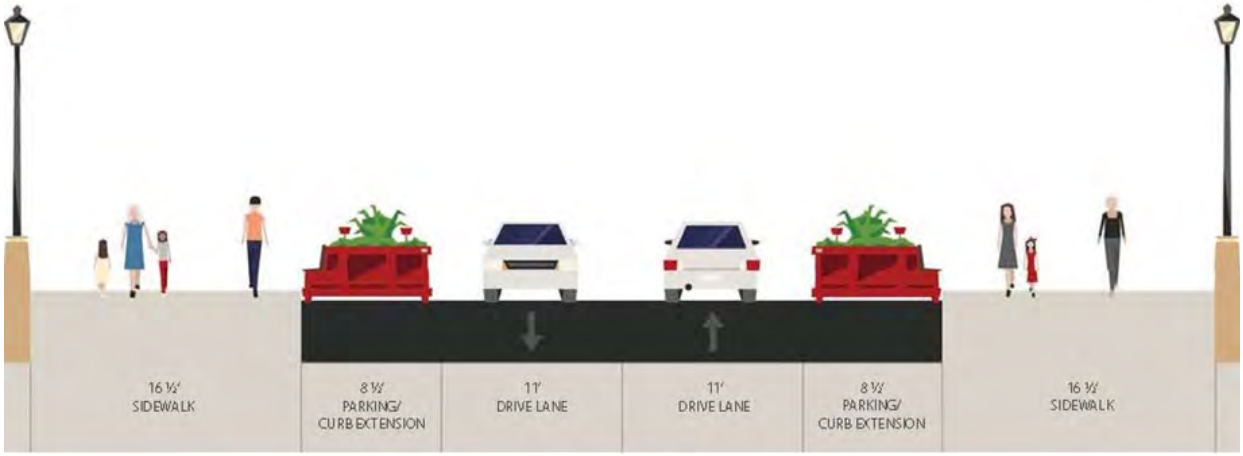


FIGURE 4.5: PROPOSED SECTION OF ELM STREET BRIDGE

FIGURE 4.6:

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

ELM STREET TRANSPORTATION RECOMMENDATIONS

- ☐ **GREEN BAY AND OAK: INTERSECTION IMPROVEMENTS:** The road diet on Green Bay Road to further reduce crossing distances and calm turning movements that conflict with the pedestrian crossings also can be extended through the north Oak Street intersection, with the southern eastbound lane on Green Bay eliminated and curb extensions introduced (see Figure 4.7).

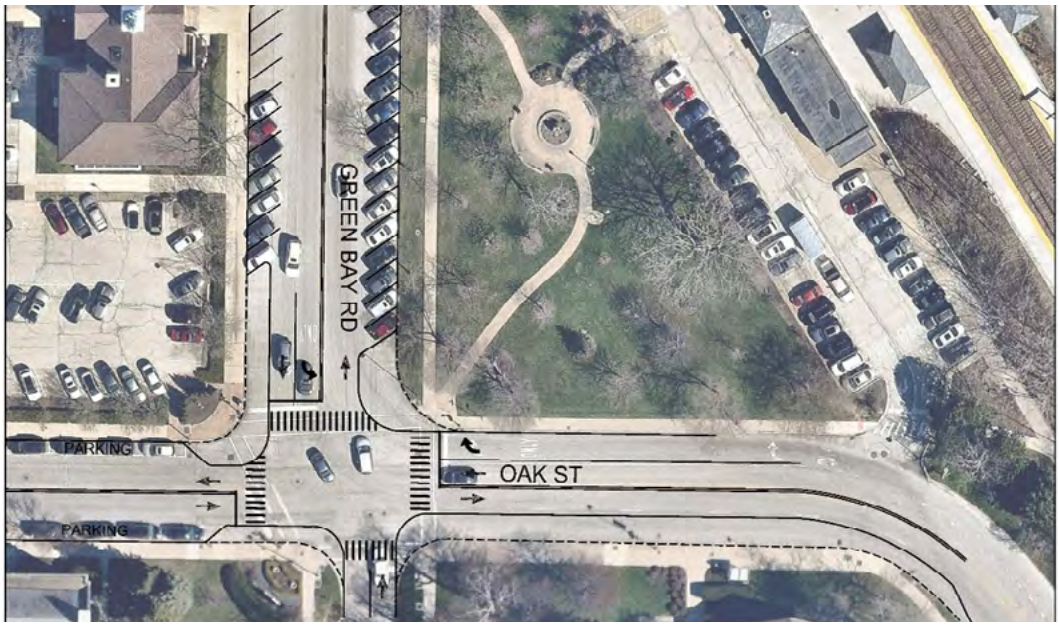


FIGURE 4.7:

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

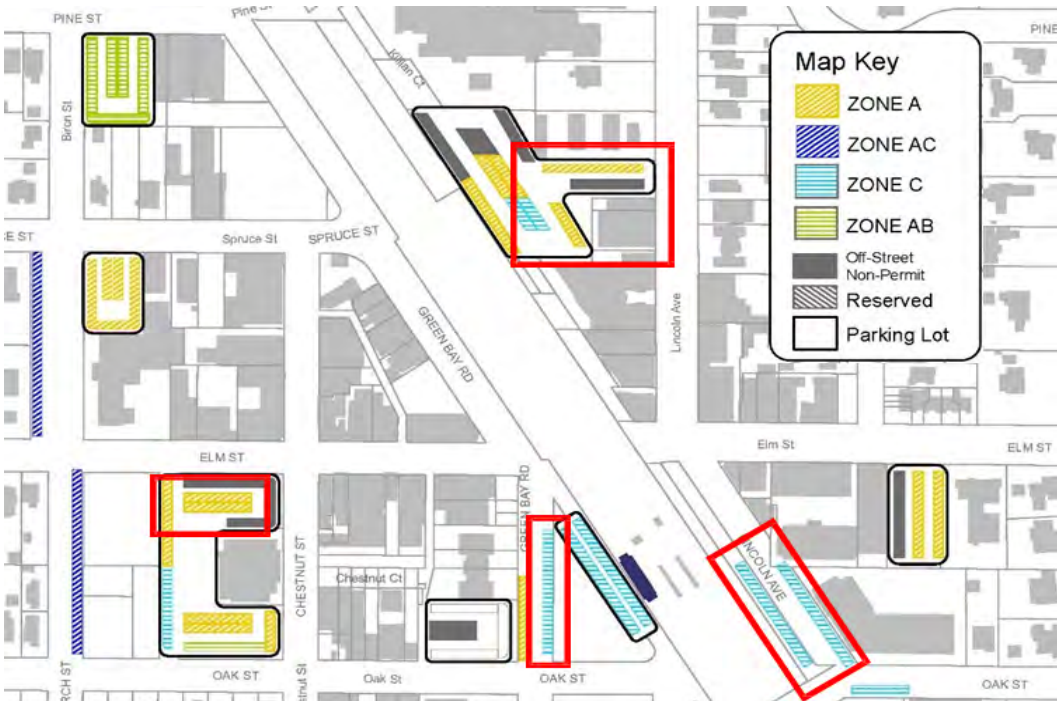


FIGURE 4.8:

PERMIT PARKING LOCATIONS THAT MAY BE BETTER SUITED FOR CUSTOMER PARKING

ELM STREET TRANSPORTATION RECOMMENDATIONS

☐ **CREATE MORE CUSTOMER PARKING ON-STREET:** As noted earlier, primary parking goals are for on-street parking to be generally used for customer parking and as much on-street customer parking to be supplied as possible. Those concepts are particularly important with regard to the Elm Street district. Maximizing customer parking may include relocating permit parking that is currently on-street to off-street facilities to have more customer parking on-street in more desirable locations. As development occurs, permit parking may be accommodated within a new structured parking. Figure 4.8 shows locations in the red boxes where customer parking would be better placed, if existing permit parking could be relocated to other sites.

- **Change Customer Parking Time Limits/Signage:** To simplify customer usability of the system and encourage turnover of these most desirable spaces, all street parking time restrictions in the Elm Street district should be 90-minute or 15-minute. In addition, 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 on-street spaces.

- **Simplify Public Parking Lot Designations:** To make use of the parking system most convenient, and to the extent possible, each parking lot should be wholly or mostly designated for a particular user – whether it's customers, employees or commuters. Also, signage at the entrance of the lot would display the type of parking accommodated within the lot. This may also mean relocating permit parkers out of a particular lot and to 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 potential to accommodate much more customer parking in the Elm Street shopping area east of Green Bay Road.

☐ **CROSS PROMOTE THE GREEN BAY TRAIL AND 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, requiring a cyclist to carry his or her bike up or down. Wayfinding and directional signage on the Trail and within Elm Street will serve to cross promote the two destinations and should be coordinated with the Park District. Other enhancements are to provide bike parking throughout the district and 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 on-street. The Hubbard Woods parking garage is consistently underutilized, mostly because it is difficult to find and access. Based on these findings, recommendations were developed for Hubbard Woods.

Narrow sidewalks in Hubbard Woods

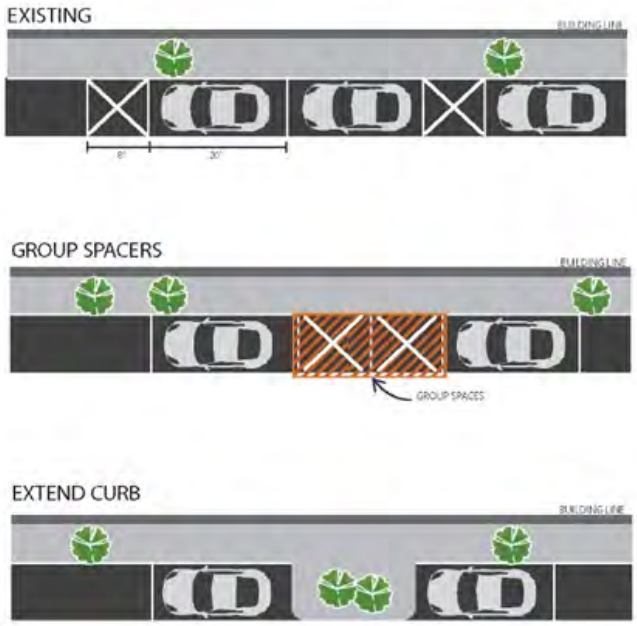


FIGURE 4.9: CREATE CURB EXTENSIONS ON GREEN BAY ROAD TO WIDEN SIDEWALK

HUBBARD WOODS TRANSPORTATION RECOMMENDATIONS

☐ **WIDEN AND ACTIVATE THE SIDEWALKS:** To enhance pedestrian comfort in along Green Bay Road, portions of the parking lane can be used to bump out the curb and widen the sidewalk to create pockets for seating or other amenities where the sidewalk is currently too narrow. This can be done by combing the existing painted parking spacers to minimize the loss of parking spaces, as shown in Figure 4.9. Green Bay Road is under IDOT jurisdiction and their approval will be required for this change.

☐ **CHANGE CIRCULATION OF MERRILL AND GAGE STREETS:** Access to Hubbard Woods Park and the parking garage can be reinforced by changing the existing traffic circulation and providing pedestrian improvements:

- Merrill Street can 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 would 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 would be under stop sign control

☐ **CHANGE CIRCULATION OF MERRILL AND GAGE STREETS**: Directional wayfinding from Green Bay Road to the Scott Street parking garage is needed to improve utilization of the parking garage. Merrill Street, converted to two-way traffic, in addition to Scott Avenue, will become the primary routes into the garage. Traffic on Green Bay will need to be directed with signage to the parking garage via those roads.

☐ **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 can include a bike ramp along the side.

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. Figure 4.10 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. Recent work has been conducted to improve pedestrian safety at the intersection. 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. From a parking and transportation perspective, continued communication with the New Trier district to support continued traffic and pedestrian safety is considered an important component of this plan.

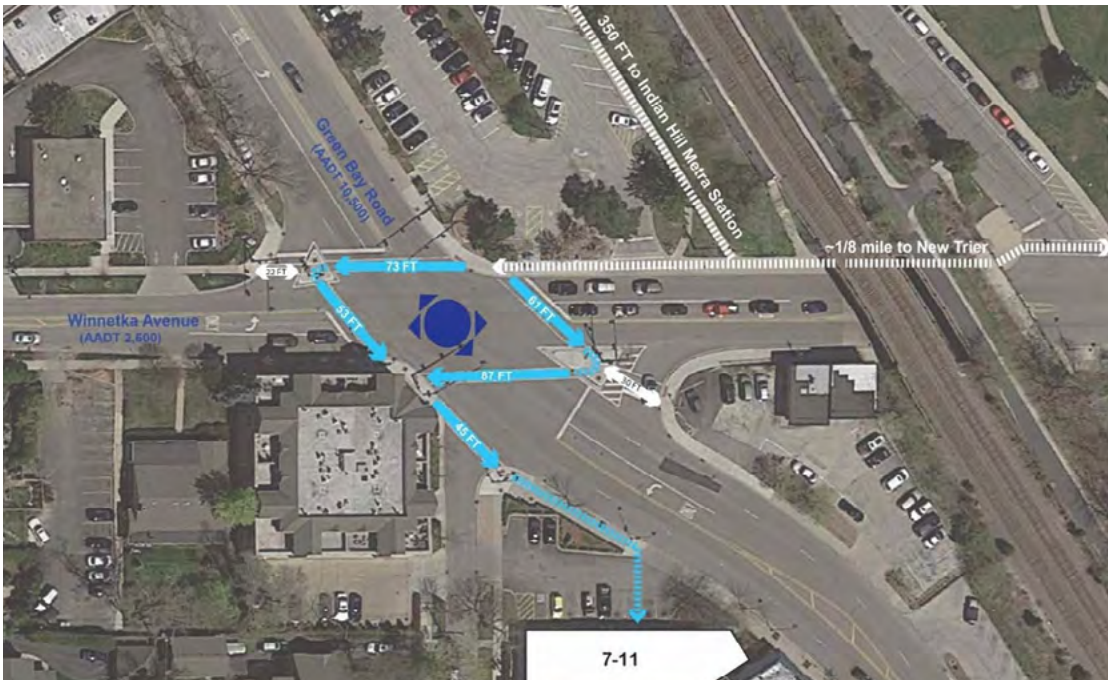
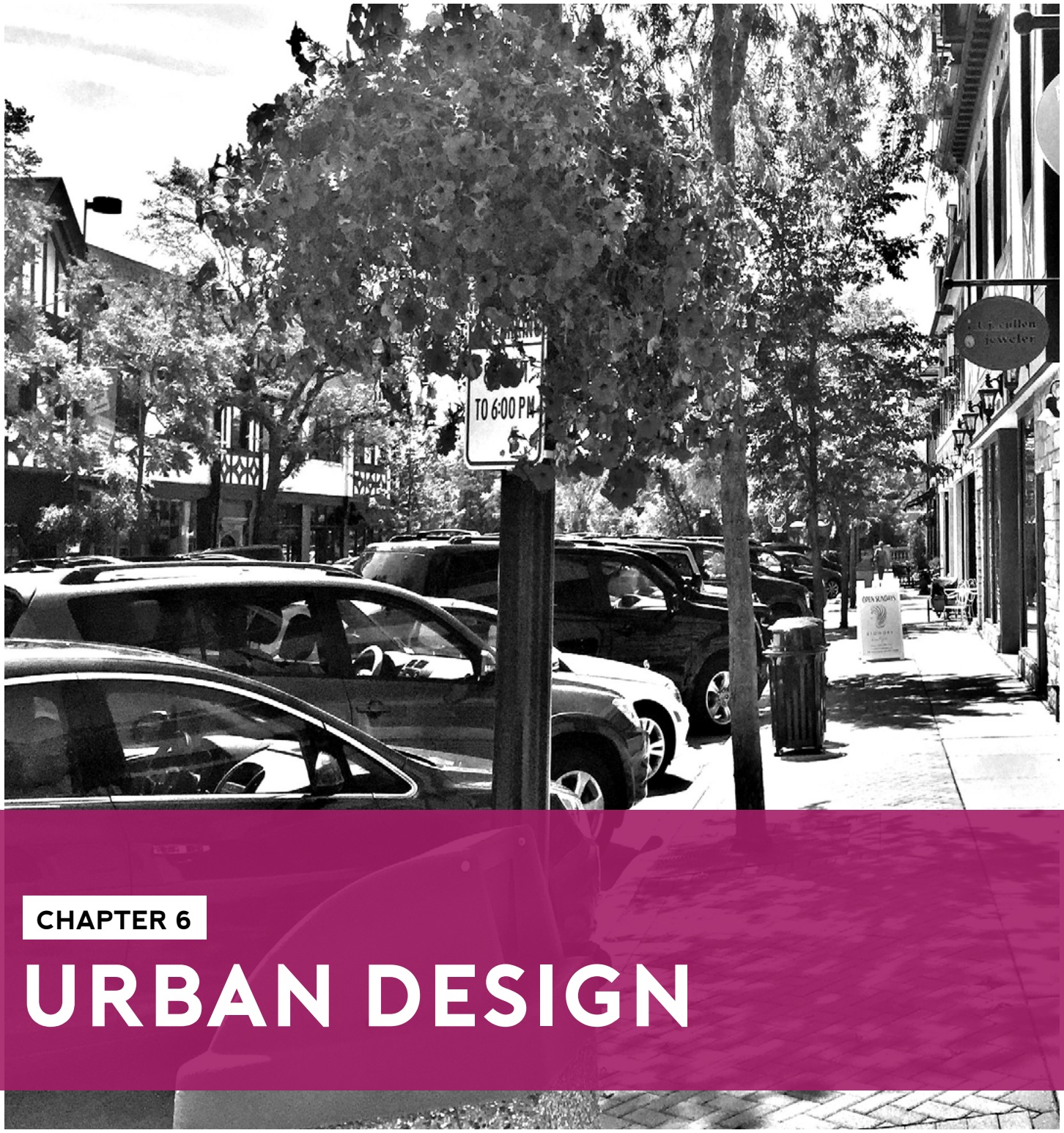


FIGURE 4.10: WALKING ROUTE OF NEW TRIER STUDENTS TO 7-ELEVEN

CONCLUSION

Transportation related findings and recommendations in this chapter support easily reaching the business districts, spending time there, and patronizing local businesses. A focus of that effort is on parking, particularly the need to create an understandable parking hierarchy with visitors as a priority. Non-motorized transportation also is addressed in order to make the districts more comfortable and safe. For pedestrians, improvements include sidewalk widenings so that crossing Green Bay Road in the Elm Street business district and strolling along it in Hubbard Woods are easier. For those on bicycle, recommendations include adding bike racks and strengthening access to the Green Bay Trail in conjunction with the Winnetka Park District. Beyond addressing access, many transportation improvements also present opportunities for urban design enhancements to the districts.



CHAPTER 6

URBAN DESIGN

URBAN DESIGN isn't just about making places attractive. People tend to associate urban design with community beautification – and while it does many things to fulfill that role, it serves a much higher purpose. Elements of urban design / placemaking work together to compliment the look, feel, and function of Winnetka's business districts.

Effective urban design provides structure to the built environment by catering to all types of users – pedestrians, cyclists, drivers, residents, visitors, seniors, and children. It furthers safety via bike lanes, sidewalk connectivity, count-down signals, crosswalks, and bollards. It lets you know how to get places and when you have arrived at a community via directional and gateway signage.

Finally, it caters to enhancing users' quality of life via benches, patios, public art, shade trees, etc. that together provide a place to sit back, relax, and enjoy one's surroundings. High quality urban design encourages residents and visitors to stick around, enjoy the environment, dine at restaurants, and shop at stores.

Enhancing these elements is often referred to as "placemaking". Placemaking is a multi-faceted approach to the planning, design, and management of public spaces. Placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and wellbeing.

TO SUCCESSFULLY PLAN AND IMPROVE UPON URBAN DESIGN IN WINNETKA REQUIRES A REVIEW AND UNDERSTANDING OF FOUR ELEMENTS:

(1) How the Village's existing Streetscape Plan and Commercial Design Guidelines correspond to this Plan, **(2)** the community's ideals and desires for urban design as identified and refined through extensive outreach (highlighted in Chapter 2), **(3)** a common set of urban design themes to guide improvements in the Village as a whole, and **(4)** the district-specific urban design objectives that respond to each area's unique environment and celebrate the goals of the Vision Statements.

STREETSCAPE PLAN

The Village's existing Commercial Districts Master Streetscape and Wayfinding Plan (December 2008) provides a detailed framework of varying types of improvements, (i.e. street grates, bollards, and planters, as well as specific locations. The Streetscape Plan also presents proposed signage designs and locations.) The general design standards set forth within the Streetscape Plan remain applicable, but the location specific treatments and sign details require review and updating based on the findings and recommendations of this Plan. As noted here and in the Action Plan contained in Chapter 7, it is recommended that the Village pursue a wayfinding and identity project to refine and determine the final type, design, and location of signage (gateway, directional, parking) throughout the Village. This includes refreshing the tree logo design that was considered and incorporating it into new urban design elements.

COMMERCIAL DESIGN GUIDELINES

The Village of Winnetka already has Commercial Design Guidelines in place that set forth best practices for site and building design within the Village's business districts. The extensive document provides great detail on building architecture and massing, the treatment of pedestrian versus vehicular zones, public spaces, types of signage, and location-based open space guidelines. The Urban Design Guidelines that follow are specific to the discussion and findings that stemmed from Winnetka's Downtown Master Planning process. They set forth strategies and identify specific improvements for each district that speak to and advance the district-specific Vision Statements developed by Winnetka residents. They build upon and support, but do not replace the Village's existing Design Guidelines.

How should the Downtown Master Plan Design Guidelines be used?

The Urban Design Guidelines present a range of strategies to aid and encourage collaboration among different design and development professionals, Village staff and officials in promoting health, vibrancy, and district recognition through design. As development proposals within the districts come before the Village, these criteria should be reviewed and incorporated as appropriate whether the project is large or small, public or private, new construction, or renovation. The guidelines address all parties with a role in the design and construction of the built environment, and should serve as a continual reference point moving forward.

URBAN DESIGN THEMES

The following eight themes were identified by the community as priorities for the Plan. They are a direct reflection of desires by Winnetka residents and stakeholders, and served as the guiding principles to develop the recommendations described later in this chapter. As those improvements are implemented, they should be considered in light of these themes.

1. CHARACTER:

Future development and streetscape elements should promote consistent, cohesive application of urban design (lighting, street furniture, year-round landscaping, etc.) that celebrates Village identity and as outlined in the Commercial Design Guidelines. There should be a consistent character in the Village among design elements, but also a recognition of unique character to celebrate district-specific traits (i.e. Hubbard Woods Design District). In this way, urban design elements can reinforce the image of Winnetka and the business districts to residents and visitors.

2. DIVERSE USERS:

Urban design elements should reflect and cater to the diversity of people that frequent the business districts: pedestrians, cyclists, drivers, residents, visitors, families, shoppers, children, seniors, etc. Effective urban design elements will further everyone's enjoyment of districts and attract nonresidents as potential shoppers and diners.

3. DISTRICTS:

The three business districts (Elm Street, Hubbard Woods, and Indian Hill) are not all of comparable scale and role in the Village. To that fact, the extent of streetscape improvements are anticipated to reflect existing characteristics and functionality of the enhancements. Elm Street and Hubbard Woods are larger, more viable for new business and visited by more people; so they are anticipated to see more energy applied to urban design elements.

4. CONNECTIVITY:

Connections through the community as well as business district destinations should be thoughtfully considered and improved for all users, including: 1) children going to school, 2) residents on convenience & recreation trips and 3) regional bikers passing through town and 4) those benefiting from ADA accessibility are all important.

5. SIGNAGE:

Navigation from place to place is an integral part of everyday life. People use their knowledge and previous experiences to find their way in the built environment. Signage is key for welcoming visitors (at gateway locations) as well as orienting and directing users to destinations and parking. Wayfinding signage does just that, it helps visitors find their way, get around, and understand the business districts. It also sets a tone for what people feel and think when they come to Winnetka. Signage must be focused and thoughtfully considered to celebrate Village character and not appear cluttered or confusing. An important consideration is also "user distinction" i.e. residents, who understand their way around, versus visitors who may be unfamiliar with the districts.

6. AMENITIES:

Pedestrian and bike amenities should be further integrated and follow a design to respect the distinctiveness of the districts. The Village can also continue to provide and maintain street amenities including benches, interesting seating, creative / interactive public art, planters, trash containers, recycling and water fountains to ensure business districts invite users to stay and enjoy.

7. SAFETY:

Safety is crucial and should be thoughtfully considered for all users and furthered via lighting, pedestrian and bike amenities, crossings, bump-outs, etc. Future design guidelines should be integrated with the recommendations contained in the Transportation Plan to successfully plan for the interplay between pedestrians, cyclists, and motorists. A variety of tools are available to achieve the desired characteristics including signage, intersection treatments, crossing treatments, buffers, and traffic calming.

8. OUTDOOR DINING:

In the Midwest, where the warm seasons are limited, outdoor dining is especially dear as a way to enjoy community, friends, and neighbors. Outdoor dining is important to many residents and visitors (ranked #1 via the online quick poll). Creative integration should be explored via parklets (in Hubbard Woods), corner plazas, sidewalk patios (where the right-of-way allows), and temporary pop-up cafes at community events.

DISTRICT-SPECIFIC RECOMMENDATIONS

In addition to the overarching themes that should be applied at a macro-level and considered for each of Winnetka's three business districts, there are district specific recommendations to be applied at the micro-level. These ideas are aimed at advancing the Vision for each district and were developed over the course of the planning process. Throughout that effort, the varying environments, users, site characteristics, economic drivers, and design opportunities for the business districts were reviewed, refined, and revisited. Solidifying the Vision Statements for each of the business districts early in the process provided the framework from which detailed recommendations followed. The urban design elements can represent opportunities to make the districts more appealing to support a stronger commercial market. In many instances the enhancements correspond to recommended transportation improvements – indicating that the appearance of pedestrian, bicycle, and auto-related infrastructure are ways to enhance the character of the areas.

The district-specific recommendations highlight three primary features:

CONTEXT: Good urban design always arises from a thorough and caring understanding of place and context. How does the district function? What primary roles does it serve – entertainment, civic, leisure? How is it used and by whom? What are the site constraints, opportunities, and capacity for development?

KEY LOCATIONS: Good urban design includes aims, targets, and objectives. The aims are the Visions and themes addressed previously. The targets are the key locations, i.e. intersections, parks, and places, where people tend to congregate, activity is focused, and where urban design improvements should be concentrated. The objectives are the urban design recommendations explained below.

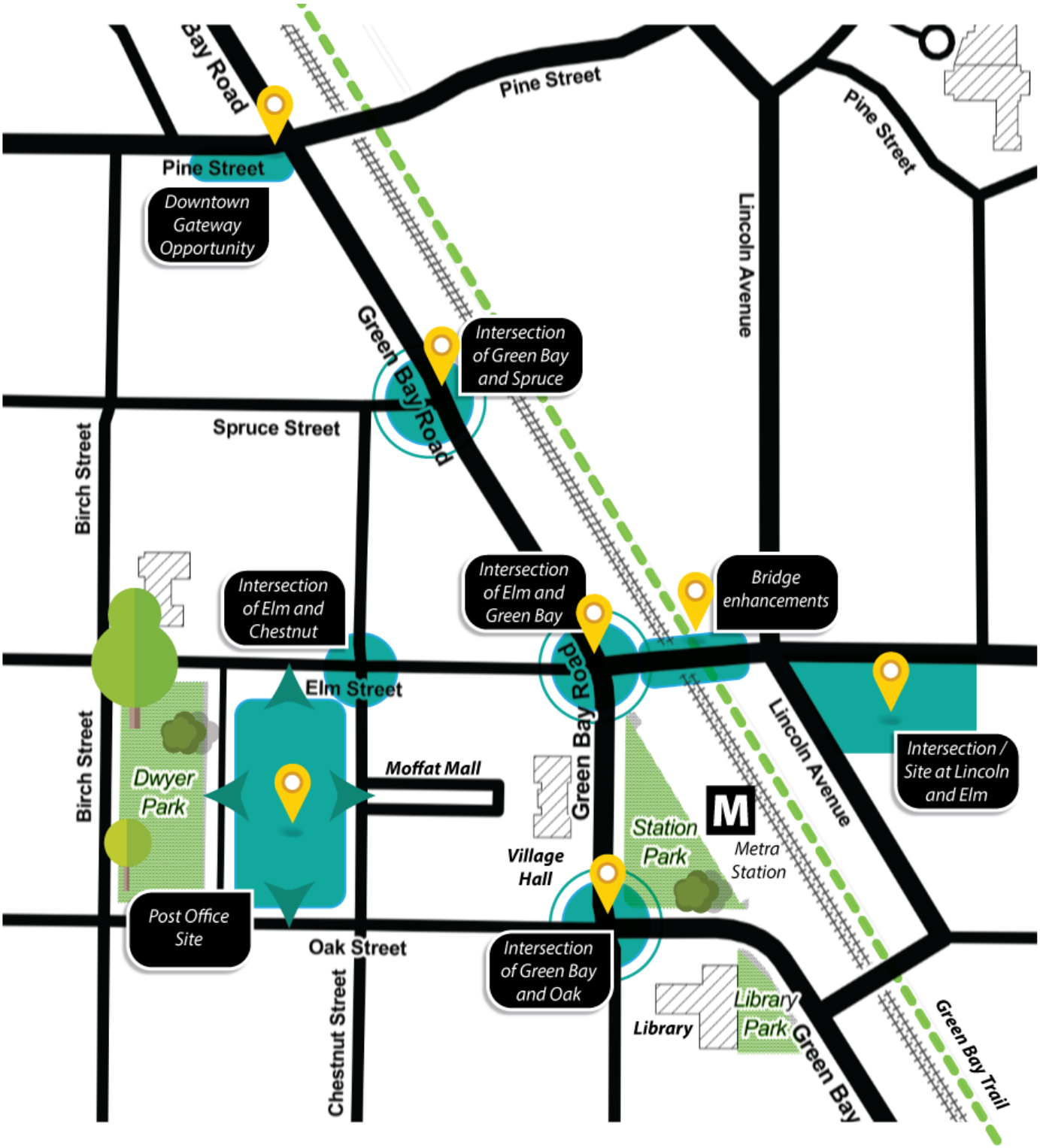
URBAN DESIGN OBJECTIVES: The urban design objectives help further the sort of place each district hopes to become via physical development and coordinated improvements. The objectives for each district are different because they reflect the unique circumstances of the particular place. Downtown Elm Street is a municipal hub, Hubbard Woods is family / design-oriented, and Indian Hill is a gateway into Winnetka, with the primary user being New Trier High School students.

ELM STREET

The Elm Street business district is the main hub and heart of Winnetka's business and civic community. Visually and symbolically it is bisected by Green Bay Road and the Union Pacific Railroad. The district has a very pedestrian feel with sidewalks that provide ample room for pedestrian flow and streetscape features, neighborhood shops, and local restaurants. That said, the crossing of Green Bay Road by pedestrians and cyclists at Elm Street using the bridge / Metra overpass is perceived as daunting. The area west of Green Bay Road most notably includes (1) the Post Office site, which presents a major development opportunity for the Village, (2) Chestnut Court / Moffat Mall, which sits just west of Village Hall and is a defining landmark that will inform surrounding development and urban design improvements, (3) Dwyer Park, a desirable destination for residents and families, and (4) Station Park, which lies across from Village Hall next to the Metra Station. The area east of Green Bay Road is walkable, similarly scaled to the west side and includes a potential development site at the intersection of Elm Street and Lincoln Avenue that will affect future development and market opportunities. The Green Bay Trail, which runs north south, lies just east of the Metra tracks, connecting to the area to both Hubbard Woods and Indian Hill.

ELM STREET KEY LOCATIONS

The map below identifies the key locations, intersections and sites where urban design improvements should primarily be focused in the Elm Street district. These locations were identified as top priorities via feedback and discussion during the Downtown Master Plan process.



ELM STREET URBAN DESIGN OBJECTIVES

SIGNAGE

- ☐ **WAYFINDING PLAN:** The value of helping visitors coming to Winnetka find their way to shops, businesses, and parking has been often reiterated in this Plan and is certainly an important urban design element. The Village's existing plans for wayfinding should be coordinated with this Plan and implemented to help everyone find destinations in the districts; prior to improving Village signage (gateway, wayfinding, parking, etc.), an overall wayfinding program is recommended for the Village. Wayfinding and directional signage can better orient users to locations on both sides of Green Bay Road, Community House, Dwyer Park, the Metra Station, Green Bay Trail, public parking lots, and other key destinations in downtown.
- ☐ **INSTALL GATEWAY SIGNAGE:** Opportunities to enhance welcome signage into the core business district of the Village should be incorporated at key locations such as Green Bay Road and Oak Street, as well as Green Bay Road and Spruce Street.

- **Parking:** Review, refine, and simplify parking standards, signage and location by user type. As noted in the Transportation chapter, it is important for visitor parking to take precedent over employee and commuter parking to further foot traffic and activate the district. Additionally, a consistent design and clear message needs to be applied so that restrictions are easily understood for public parking lots and street parking.
- **Private Signage:** Continue to encourage creative integration of signs (such as blade signs) for commercial storefronts.
- **Light Pole Banners:** Continue to further celebrate district identity and unification between districts via banners on light poles. Banners may be location, event, holiday. or sponsor specific.
- **Kiosk:** Consider locating additional kiosks in the Elm Street district at key locations or near outdoor people places where there is a high amount of foot traffic and visibility. There is an existing display at Oak Street and Green Bay Road, additional locations and design of kiosks should be explored (potential location: future development of Post Office site).

ELM STREET URBAN DESIGN OBJECTIVES

PEDESTRIAN AMENITIES

☐ **CONNECTIVITY + SAFETY:** East-west connections should be enhanced via intersection improvements and curb extensions at Elm Street and Green Bay Road and bridge enhancements / sidewalk widening as shown in the Transportation chapter. Likewise, pedestrian amenities that cater to user safety, access, and circulation at key locations should be added as appropriate.

- **Specialty Pavers:** Incorporate pavers at all four crossings at intersection of Green Bay Road and Elm Street to further identify pedestrian environment; continue decorative paving across bridge as noted in the Transportation chapter.
- **Bump-outs/Curb Extensions:** Add these elements to create a more pedestrian friendly environment at the intersections of Green Bay Road and Elm Street, Green Bay Road and Oak Street, and along bridge going over Metra as noted in the Transportation chapter.
- **Bollards:** Consider adding bollards at Green Bay Road and Elm Street to further pedestrian safety.
- **Crosswalks:** Add and repaint if fading.

BIKE AMENITIES

☐ **BIKE PARKING:** Integrate attractive bike parking at some of the key locations in Downtown. Include intersections east and west of the Metra Station on Elm, Dwyer Park and Metra Station (improve existing); also incorporate into future development of Post Office Site. Bike parking also should be considered at the intersections of Elm Street and Lincoln Avenue, and Elm Street and Chestnut Street.

- **Creativity:** Bike racks can be a creative options to also serve as public art and provide an opportunity to further community identity (see idea board).
- **Repair Station:** Consider installing an air/fill repair station near the Green Bay Trail.
- **Bike Plan:** Coordinate with the adopted Park District Bike Plan for overall recommendations on circulation.
- **Green Bay Trail Connectivity:** Further pedestrian and bike connections between commercial districts via the Green Bay Trail.

ELM STREET URBAN DESIGN OBJECTIVES

BUILT + NATURAL AMENITIES

☐ **PEOPLE PLACES:** Creating comfortable environments for visitors includes elements large and small. Attention to detail helps define the character of and includes integrating plazas, benches, creative seating, outdoor patios and other amenities at key locations; and includes design elements such as bollards and landscaping that enhance safety, further attractive sight lines, and buffer users from traffic and noise.

- **Public Art / Sculptures:** Explore opportunities for art installations, sculptures and / or interactive and potentially kid-friendly fixtures at key locations – specifically the Post Office site.
- **Trash / Recycling Receptacles:** These elements are already installed and should be integrated as needed in the future relative to the Post Office site and development at Elm Street and Lincoln Avenue.
- **Landscaping:** Year-round landscaping is a high priority for the Village as noted via community engagement. Key locations should continue to integrate and maintain landscape treatments that respond to the surrounding environment by providing greenery, shade, and a sensory experience for users. Shrubs and landscape buffers should be incorporated at the edges of plazas and outdoor patios to buffer users from parking and traffic. Shade and ornamental trees should be added and maintained along sidewalks and surrounding plazas. Planters should continue to be integrated at corners.
- **Street Furniture:** Continue to integrate outdoor benches, tables, and seating options at key locations. Consider exploring creative options at plazas and where space allows. Special consideration of opportunities should be applied to the future development of the Post Office site (see idea board).
- **Seasonal Opportunities:** Continue installation of holiday lights, but also explore opportunities to embrace seasons with unique planter creations, light pole banners, etc.
- **Building Plaques:** Celebrate the history of significant structures via more building plaques at the street level that tell a story (see idea board).
- **Pavement Stampers:** Further Village / district identity at key locations via concrete stampers or inlaid designs (see idea board).

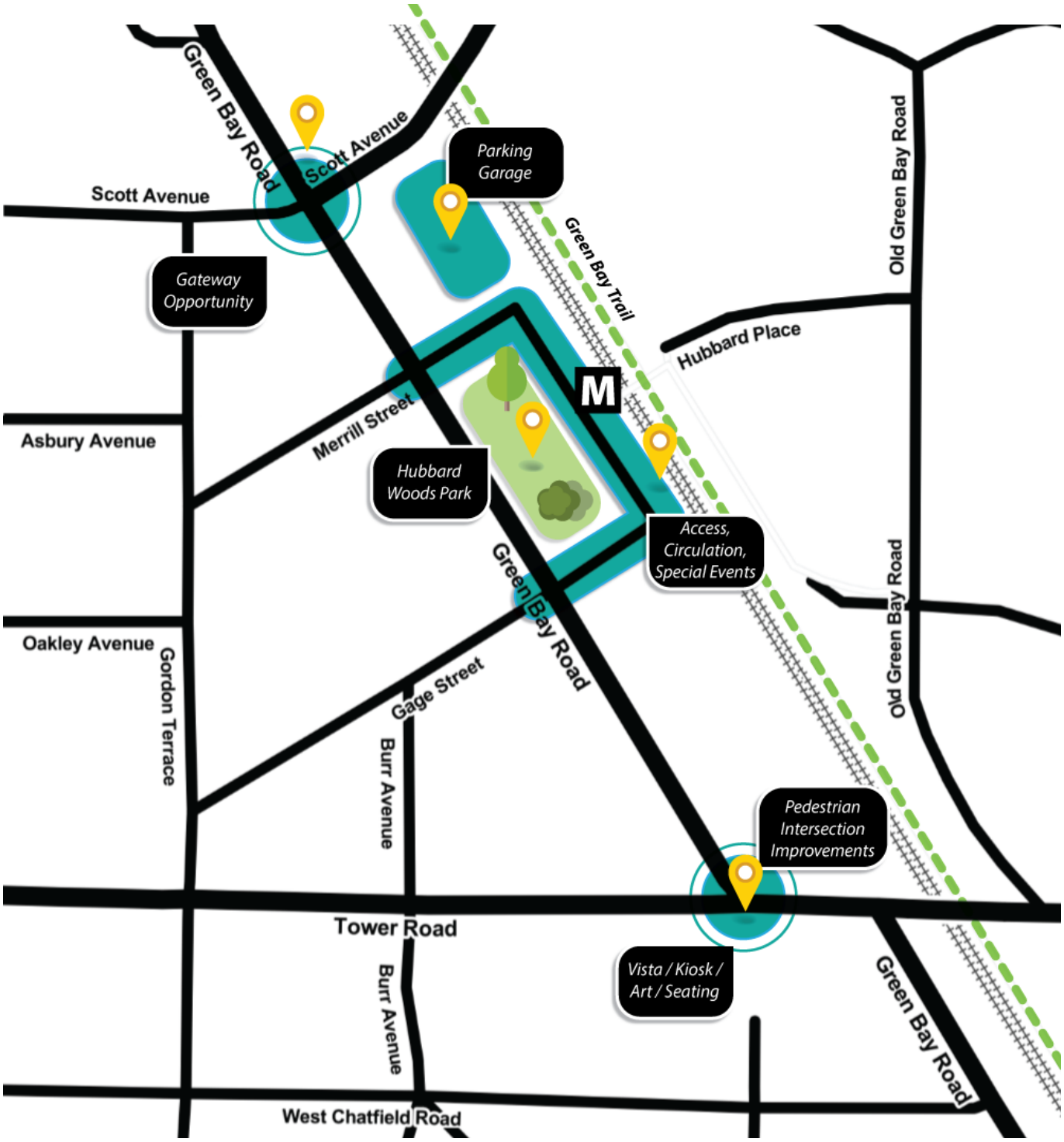
ELM STREET IDEA BOARD

HUBBARD WOODS

Hubbard Woods is a linear business district built on both sides of a regional arterial roadway, Green Bay Road. The district is a major year-round destination due to Hubbard Woods Park and shopping options. It serves as the northern gateway into Winnetka (at the intersection of Scott Avenue and Green Bay Road) and shares its border with Glencoe. Based on the narrower street width of Green Bay Road in Hubbard Woods, it has a more intimate feel than the Elm Street District. It also has narrower sidewalks though, which limits opportunities to expand ground-level streetscape amenities and outdoor seating. That said, Hubbard Woods is walkable, family-friendly and ideal for shopping, playing at, or attending events in Hubbard Woods Park. Parking is primarily provided via on-street parallel spaces. There is also a two-level parking structure adjacent to the railroad tracks at Merrill Street and Tower Court, but it is difficult to access due to existing circulation and traffic patterns around the park at Merrill Street / Gage Street / Tower Court, The Hubbard Woods Metra Station and Green Bay Trail lie on the east side of the District. A public parking lot is located at the south end of the district on Tower Road.

KEY LOCATIONS

The map below identifies the key locations, intersections and sites where urban design improvements will primarily be focused in Hubbard Woods. The locations noted were identified as top priorities via feedback and discussion during the Downtown Master Plan process. As such, the locations provide significant opportunities for enhancement to advance the vision.



HUBBARD WOODS URBAN DESIGN OBJECTIVES

SIGNAGE

- ☐ **WAYFINDING PLAN:** As with the Elm Street District, Hubbard Woods can benefit from improved wayfinding. While many of the destinations in the district are located directly along Green Bay Road, some can be challenging to find for first time or occasional visitors. This is especially true of the Metra Station and Hubbard Woods parking deck.
- ☐ **GATEWAY SIGNAGE:** An opportunity exists to add welcome signage to the Village at Green Bay Road and Scott Avenue. Similar signage announcing entry to the Hubbard Woods District could be located at Green Bay Road and Tower Road, and / or Green Bay Road and Merrill Street.
- ☐ **WAYFINDING / DIRECTIONAL SIGNAGE:** Signage to better orient users to Hubbard Woods parking garage (a formal name for which should be determined and commonly applied), Hubbard Woods Park, Metra, Green Bay Trail, and other key destinations can be added to enhance understanding and comfort in the district for all visitors.

- **Parking:** Review and refine signage and location by user type; visitor parking takes precedent over employee and commuter. Again, directing visitors to the Hubbard Woods parking garage is a particular need.
- **Private Signage:** Continue to encourage creative integration of pedestrian oriented blade signs for commercial storefronts.
- **Light Pole Banners:** Further celebrate district identity and unification between districts via banners. Banners may be location, event, holiday, or sponsor/ business specific; consider Hubbard Woods Design District.
- **Kiosk:** Consider locating one or more additional kiosks in Hubbard Woods at key locations or near outdoor people places where there is a high amount of foot traffic and visibility. Possible locations include at Hubbard Woods Park and / or near Tower Road and Green Bay Road.

HUBBARD WOODS URBAN DESIGN OBJECTIVES

PEDESTRIAN AMENITIES

☐ **CONNECTIVITY + SAFETY:** Pedestrian circulation can be enhanced around the Metra Station, Hubbard Woods Park, Green Bay Trail, and the intersection of Tower Road and Green Bay Road, which is particularly daunting.

- **Specialty Road/Shared Street:** Consider adding decorative paved crossings at Green Bay Road and Tower Road to further the pedestrian environment. Consider making the stretch of Tower Court adjacent to Hubbard Woods Park and the Metra Station a paved corridor for utilization as a shared street for special events.
- **Bump-outs/Curb Extensions:** These elements can be added at the intersection of Green Bay Road and Tower Road, Green Bay Road and Merrill Street, and Green Bay Road and Gage Street. Similarly, parking spaces along Green Bay Road in Hubbard Woods can be reorganized to allow for the creation of additional bump-outs for landscaping or outdoor seating.
- **Bollards:** Integrate bollards at key locations around park to further safety of pedestrians and children; consider additional at intersection of Green Bay Road and Tower Road.
- **Crosswalks:** Add and repaint if fading

BIKE AMENITIES

☐ **BIKE PARKING:** The family oriented nature of the district is a point of emphasis for integrating bike amenities such as attractive bike parking at key locations. Particular attention is appropriate to opportunities at both the north and south ends of Hubbard Woods. At the north end, explore creative, family-friendly bike racks near Hubbard Woods Park. At the south end (near Green Bay Road and Tower Road) explore bike racks that celebrate the "design district".

- **Creativity:** Create options for bike racks may also serve as public art and help further celebrate the Hubbard Woods Design District (see idea board).
- **Identity:** Bike racks provide an opportunity to further community identity.
- **Bike Repair:** Consider an air / fill station near the Green Bay Trail (one at bike shop).
- **Bike Plan:** Coordinate with the adopted Park District Bike Plan for overall recommendations on circulation.
- **Green Bay Trail Connectivity:** Further pedestrian and bike connections between commercial districts via Green Bay Trail.

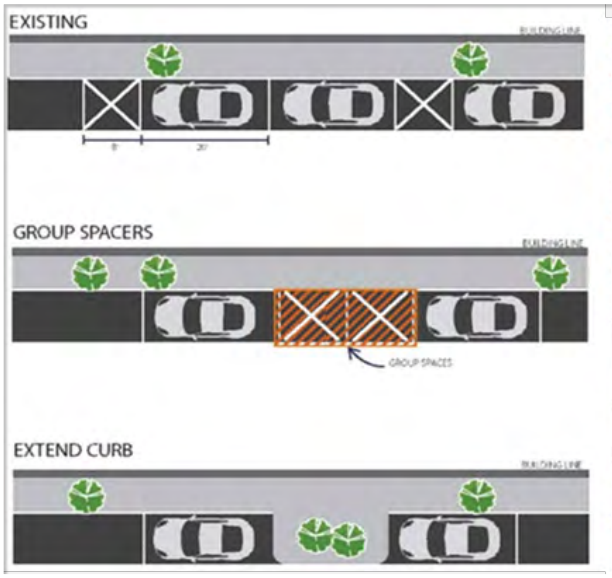
HUBBARD WOODS URBAN DESIGN OBJECTIVES

BUILT + NATURAL AMENITIES

- ☐ **PEOPLE PLACES:** Due to the narrow width of sidewalks in Hubbard Woods, opportunities to create people places at intersections and along the right of way are limited. Encourage integration of creative seating, outdoor patios, public art, and accent landscaping via parklets within requirements for future development proposals.
- ☐ **PUBLIC ART:** A key characteristic of Hubbard Woods is its family-friendly and design-centric nature. As such, there are opportunities to celebrate this via public art at key locations, gateways, and vistas. The Village may also consider temporary art installations at Hubbard Woods Park to replace annually as noted in the examples below.

- **Trash / Recycling Receptacles:** With the newly renovated park and additional park programming to further activate the district, trash and recycling receptacles can be added to ensure they are keeping up with increased use / community events.
- **Landscaping:** Consider consolidating or grouping planters that are currently located within the sidewalk and in front of storefronts to bump-outs and parklets; this will improve the ease with which people can walk and shop.
- **Seasonal Opportunities:** In addition to holiday lights, explore opportunities to embrace seasons with unique planter creations, light pole banners, etc.
- **Building Plaques:** Celebrate the history of significant structures via building plaques at the street level that tell a story.
- **Concrete Stampers:** Further district identity at chosen, high traffic intersections that celebrate Hubbard Woods Design District.

HUBBARD WOODS IDEA BOARD

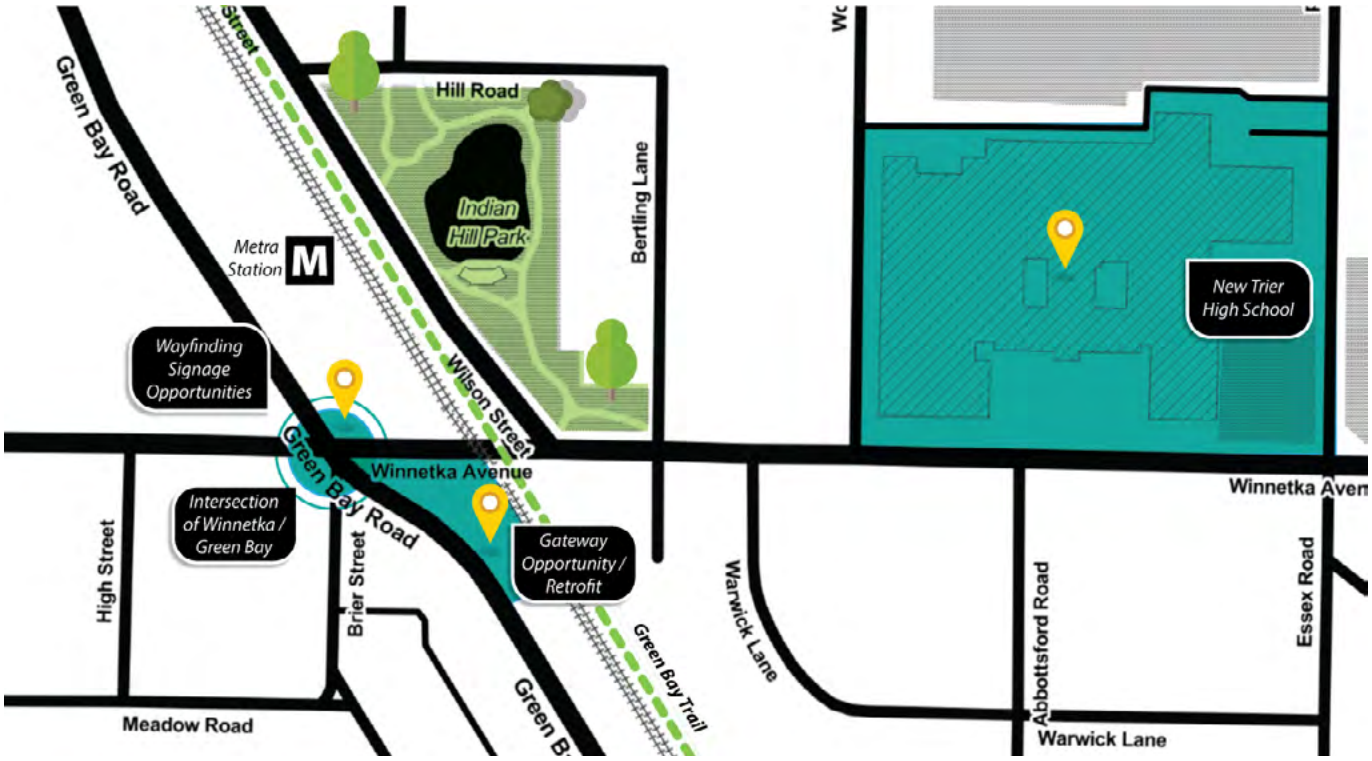


INDIAN HILL

Winnetka's Indian Hill Business District is an auto-oriented business corridor that serves as the southern gateway into the Village, sharing its border with Kenilworth. Other than a small sign, there is no real gateway welcome. The Metra / Indian Hill station sits on the east side of Green Bay along with a large commuter parking lot, the primary users of which are students heading to and from New Trier High School. The Illinois Department of Transportation recently installed traffic, safety, and signal improvements at the intersection of Winnetka and Green Bay. Green Bay Trail runs north-south along the UP-N railroad tracks, just east of Green Bay Road. The most significant opportunities present in Indian Hill is to install signage (both wayfinding and gateway), complimentary landscaping, and explore the retrofit / reuse of the Village owned garage structure on the southeast corner of Winnetka Avenue and Green Bay Road.

INDIAN HILL KEY LOCATIONS

The map below identifies key locations, intersections, and sites where urban design considerations are appropriate in the Indian Hill district. These locations were identified as top priorities via feedback and discussion during the Downtown Master Plan. While outside the study area, New Trier High School certainly impacts the district.



INDIAN HILL URBAN DESIGN OBJECTIVES

SIGNAGE

- ☐ **WAYFINDING PLAN:** Further developing the wayfinding concepts noted in the Plan are an important step to understanding each business districts' built environments and where information is needed to maximize legibility of the wayfinding system. As part of the overall wayfinding program indicated in this Plan. This southern gateway should receive consideration of how visitors can be directed to key locations such as the Elm Street District and New Trier High School.

- ☐ **GATEWAY SIGNAGE:** Enhancing the existing welcome signage at southeast corner of Green Bay Road and Winnetka Avenue can be accomplished by adding a more robust, site specific gateway sign closer to the intersection. This site was initially acquired by the Village for use as a gateway, and this Plan recommends pursuing that option. This will involve adding landscaping and signage that is highly visible and provided a special announcement that those coming north on Green Bay Road have reached Winnetka.

- ☐ **WAYFINDING / DIRECTIONAL SIGNAGE:** Signs should better orient users to New Trier High School, Downtown Elm, Green Bay Trail, Metra, and other notable destinations (North Shore Country Day and Music Institute) via wayfinding signage. Further pedestrian and bike connections between business districts via Green Bay Trail can also be highlighted. During the Downtown Master Plan process, it was noted that New Trier High School hosts many state-wide sporting events that draw thousands of visitors from across the state to Winnetka. But due to lack of wayfinding signage, visitors may not realize the proximity of Downtown Winnetka and the restaurants therein. Thus potential sales tax dollars may be leaving the Village due to lack of wayfinding / directional signage.

- **Light Pole Banners:** Further celebrate district identity and unification between districts via banners on light poles. Banners may be location, event, holiday, or sponsor specific.

INDIAN HILL URBAN DESIGN OBJECTIVES

PEDESTRIAN | BIKE | BUILT + NATURAL AMENITIES

☐ **PEOPLE PLACES:** In addition to further celebrating the entry into Winnetka via gateway signage near the intersection of Green Bay and Winnetka Avenue, that site (as highlighted in orange on the Key Location Map) is large enough to accommodate additional improvements that could cater to the high amount of student users, generate activity, and make the entry vista more of a "people place." Potential improvements include retrofitting the existing building into a walk-up student led or student oriented shop (example: container café for coffee, gelato, etc.). If created into more of a destination, additional pedestrian amenities including patio seating, bike parking, benches, and festoon lighting should be considered; parking would also need to be addressed. Furthermore, landscaping should be installed at edges to buffer users from traffic and provide greater comfort / safety.

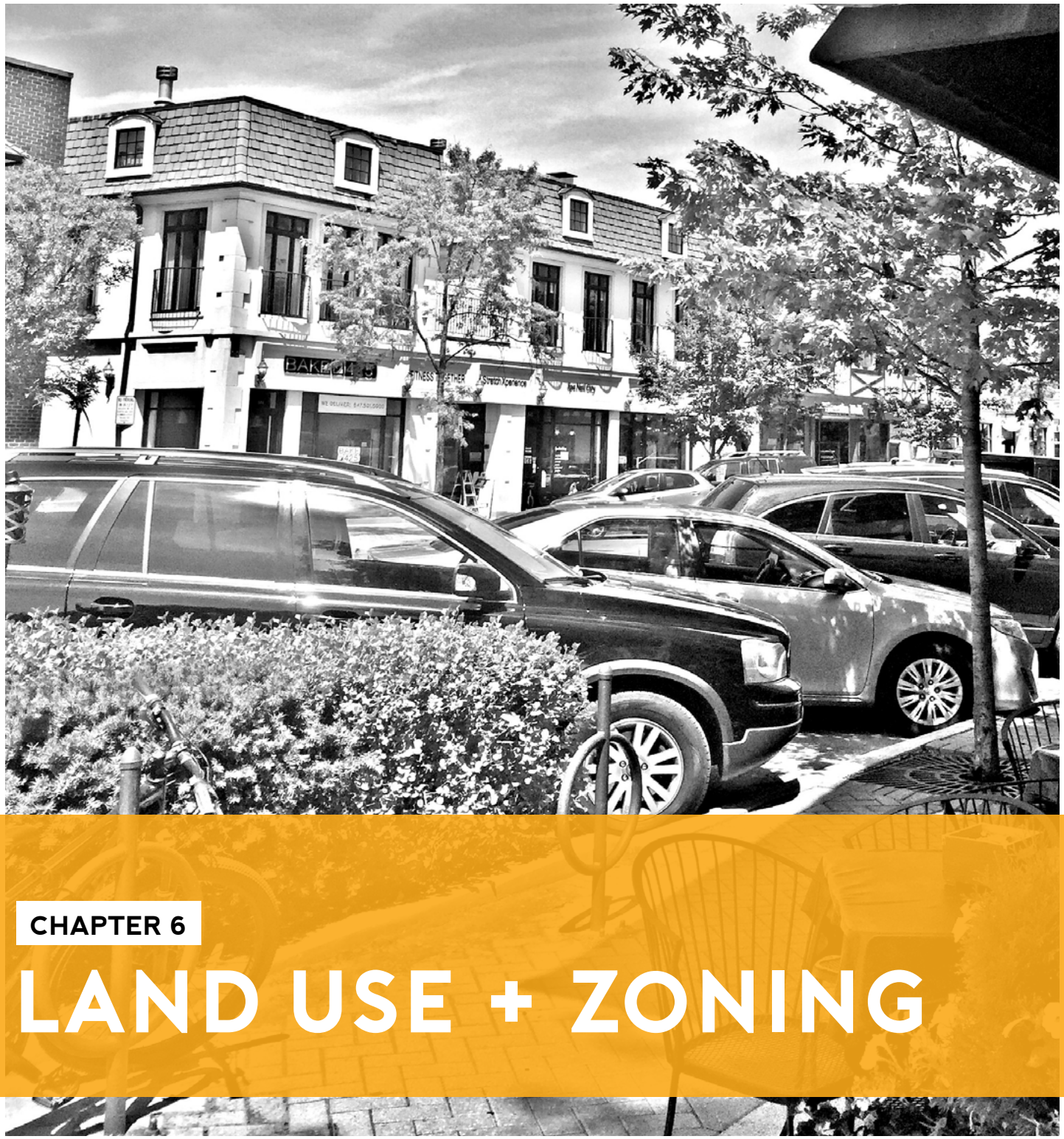
****** Ideas noted through the Downtown Master Plan outreach support this initiative: 1) Parents of Winnetka want more places for their teens to be able to spend time and 2) in addition to the desire for more restaurants and places to go out to eat, an ice cream / gelato shop was a specific desire noted many times over. ******

- **Public Art:** Consider the installation of a sculptural art element at gateway corner and consider a mural at the underpass. Consider art projects being led by New Trier High School Art classes.
- **Landscaping:** Integrate accent landscaping on east side of Green Bay leading up to Winnetka Avenue to compliment signage and provide attractive gateway approach into Winnetka.
- **Student Run Community Garden:** Consider coordinating with New Trier High School to make the gateway a pilot program for a student run community garden that could include a patio with picnic tables to enjoy lunch. The existing structure could become a tool shed and farmers stand to sell harvested goods and students could engage the community about urban farming / sustainable practices.

INDIAN HILL IDEA BOARD

CONCLUSION

Emphasizing the business districts' role as "people places" can, in part, be advanced through application of the urban design concepts described in this chapter. The enhancements to public and private spaces include elements such as new signage, pedestrian improvements, and street furniture (benches, kiosks, planters, etc.). Proposed improvements build on past plans, reflect the unique character of each business district, and create a consistent application of Village-wide wayfinding and gateways. Implementation of the urban design recommendations are intended to advance the district Visions Statements and build on the Village's history and physical characteristics.



CHAPTER 6

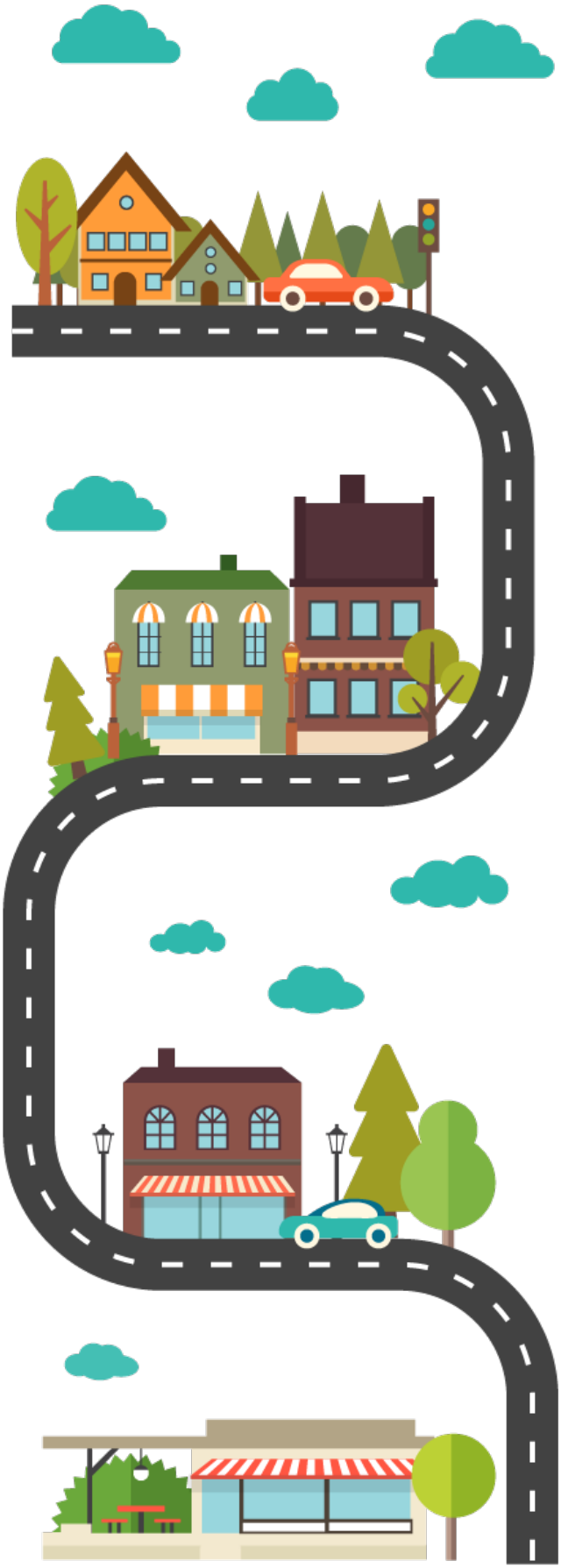
LAND USE + ZONING

LAND USE+ZONING

At its most basic, the Village of Winnetka Downtown Master Plan land use element defines the types of businesses and dwellings that are more appropriate for the Winnetka business districts. Changes in land use from what exists now are taken as a given in planning – although in built-up communities like Winnetka those changes are incremental and happen over longer periods of time. However, given the existing character of the business districts, the future land use pattern can be expected to reflect what's there now: shops, restaurants, services, and some dwellings.

Even in the most stable business districts stores come and go, redevelopment opportunities are considered, and improving how the area looks is an ongoing effort by the Village, merchants, and property owners. The purpose of this chapter is to build on the Vision Statements and outline a path for the ongoing evolution of the business districts' physical form and vibrancy.

THE PURPOSE OF THIS CHAPTER IS TO BUILD ON THE VISION STATEMENTS AND OUTLINE A PATH FOR THE ONGOING EVOLUTION OF THE BUSINESS DISTRICTS' PHYSICAL FORM AND VIBRANCY.



PHYSICAL FORM FOR THE VISION

The process of preparing the Downtown Master Plan included many discussions about vibrant business areas, family friendly restaurants, stores for home furnishings, ice cream shops, brewpubs, and much more. Those discussions are condensed into the Visions Statements for the business districts. This land use plan helps define a structure for the districts that is the physical form of those Visions. To test how the Visions might take physical forms, three potential development sites were evaluated for how they can best advance plan objectives. These scenarios did not reflect pending developments, nor were they to portray future specific developments.

They were intended to show one possible development outcome at the study site and convey Village expectations for all new development. The site studies highlight questions to be considered in understanding how new development supports the Vision, the site, and urban design objectives. Of the four sites evaluated, the Post Office is unique in that it is owned by the Village. Therefore, the development objectives and sketch plan for this site may well find themselves as part of a Village-led development effort.

REGULATING DEVELOPMENT

Zoning is the legal process by which land use is codified in a community. For better or worse, a zoning ordinance is too often considered the list of things people are prohibited from doing with their property, and can be a cause of frustration. Likewise, the development approval process associated with zoning often is seen as too long, too unpredictable, and too expensive.

In fact, done effectively, the process can be just the opposite. However, the reality is that development regulations are added to every community's code over time and all too often they occur as a reaction to something undesirable that occurred; typically, these codes will be strict and seek to maintain the status quo. Regulations presented in this format do not encourage new businesses and development.

Why address land use?

Change is challenging in a built-out environment because it always replaces something that has been a part of the community, whether an individual store or block of buildings being redeveloped. Yet, the Village has seen that changes, some small and some are large; and continued change is inevitable. Therefore, considering land use in a plan allows the community to set context for that change, outline where it can fit into the community, and set out how it can best occur.

Another reason to address land use is to be clear that the Village is open to changes. It is incumbent on the community to make clear to business and property owners, potential developers, and residents that the Village acknowledges change will happen. Furthermore, it seeks for the change to enhance the community and has defined thoughtful rules under which it should take place. This Plan paints that picture of what is desired by the community for its business districts. While a proposed business or development may bring an idea that is somewhat different from that picture, they will do so with an understanding of what the community has in mind and are responsible for showing how an idea otherwise supports the Vision.

GENERAL RECOMMENDATIONS

CODE AMENDMENTS

Recent changes to the Zoning Ordinance are recognized as a sound step in creating a development approval process more in keeping with the practices of business district users and supporting Village development objectives. Based on input from the Downtown Master Plan process and technical evaluation of the Zoning Ordinance, further code amendments are recommended. The form and purpose of those changes are outlined below. The specific changes to be adopted into the Village code are expected to be defined and drafted as a follow up to adopting this plan, as they merit further and public deliberation.

- **1. REDUCE / CLARIFY STANDARDS FOR ZONING ENTITLEMENT:** Per the Village Zoning Ordinance, Special Uses, Planned Unit Development, and Variations must be considered against a set of established standards to affirm that the proposed use or development is appropriate for the Village and the location where it will be located. The Winnetka Zoning Ordinance has multiple sets of standards for each of these approvals that must be addressed. In practical application, these multiple sets of standards lack focus and can be applied subjectively. This makes the approval process confusing for the applicant and Village officials, and does not constructively add value to the approval process or ultimate development. The standards should be consolidated and clarified without diminishing the regulatory control the Village maintains over proposed developments or its expectations for their quality.

- **2. REVISE THE COMMERCIAL OVERLAY DISTRICT:** Winetka's C-2 Overlay zoning district regulates the uses (businesses) permitted in the core parts of the Elm Street and Hubbard Woods business districts. It permits fewer types of businesses than the underlying C-2 District, primarily allowing retail and personal service businesses on the first floor with the intent of supporting an active commercial street front. However, it has been noted during the planning process that lifestyles have changed in recent years and a notable level of activity is also generated by other types of uses. Recognizing this change and incorporating it into downtown zoning can advance stronger business districts. For this regulatory tool to be better in step with the direction of this Plan, four aspects of the C-2 Overlay should be changed, as noted on the following page.

CODE AMENDMENTS

☐ 2. REVISE THE COMMERCIAL OVERLAY DISTRICT (CONTINUED):

1. PERMITTED USES:

Evaluate list of permitted uses to better reflect current trends in downtown business districts and potentials for success identified in this Plan's Market Assessment. The potential for "foot traffic" generated by a broader range of personal services and office uses should be reflected in the use list as "permitted". In some cases, businesses that attract activity are prohibited in the Overlay or require a Special Use process. This approach to regulating downtown uses is no longer a best practice in light of how people's use of downtown business districts have changed. In addition, there is increased competition for consumers' entertainment and shopping dollars from the surrounding communities and the internet.

2. SPECIAL USES:

Reduce number of uses considered as Special Uses. Best practice is to consider Special Uses as those that are desirable for a district, but merit further evaluation to address potential adverse impacts (points of traffic conflict, potential nuisances, impacts on adjacent properties, etc.). If a particular type of business is not a good fit for the district because it generates limited activity or is contrary to the plan's vision, that status should be clearly conveyed in the code and the use not permitted. This change should not be seen as restricting businesses in the overlay – the recommendation above suggests creating a broader list of permitted uses – but will create clarity in the code.

3. OVERLAY BOUNDARY:

Evaluate the merits of narrowing the extent of the C-2 Overlay geography in the Elm Street and Hubbard Woods districts. In keeping with the theme of creating vibrant business districts, the Overlay should be evaluated as to whether all areas designated support that objective. If not, it is appropriate to permit the broader range of land uses set by the underlying C-2 District and shrink the Overlay boundary. Strongest commercial activity will be located at key intersections, sites located farther from such intersections may no longer add value to the Overlay District and that designation can be removed.

4. OVERLAY TITLE:

Change the C-2 Overlay District name. The most common and appropriate use of "overlay" zoning is to set additional standards that will work in concert with the underlying district (as is often applied with historic preservation or urban design criteria to a specific part of the community). While the C-2 Overlay does have different standards in that it allows fewer businesses by right, it does not follow the conventional application of an overlay district. This can be confusing to business and property owners or developers. The most straightforward approach would be to rename the overlay as a C-3 Commercial Core District and apply it as a conventional zoning district.

CODE AMENDMENTS

☐ **3. REFINE THE CURRENT DESIGN REVIEW PROCESS.** Building permit requests for commercial and multiple-family buildings in the C-1, C-2, and C-2 Overlay Districts come before the Village for consideration that building design, building materials, site plan, and landscaping are consistent with desired community character. The applications are heard by the Village Design Review Board (DRB), which makes findings on whether to issue a Certificate of Appropriateness of Design. Appeals to DRB determinations and all applications in the C-1 Zoning district (Indian Hill) are heard by the Village Council. This is a well-established process and is common in other communities. In Winnetka, the expectations for design characteristics are thoroughly spelled out in the Village of Winnetka Design Guidelines and Design Guideline Evaluation Checklist (which effectively summarizes the design guidelines and helps users through the Village Design Review Board process). In the interest of making the process more predictable and effective for applicants and the Village, several changes to the design review process should be considered:

1. CLEAR STANDARDS

Establish clear standards of approval for the design review process. Standards for approval of Certificate of Design Appropriateness are broadly outlined in the Village Design Guidelines, Section 15.40.010.F of the Zoning Ordinance, and the Design Guideline Evaluation checklist - but are not specifically delineated. This collection of criteria should be evaluated and combined into a single set of standards for approval of a Certificate of Design Appropriateness. Articulated standards will provide clarity to both applicants and the DRB regarding intended outcomes for the process.

2. DESIGN REVIEW:

Require design review for a few structural items. Not all changes to building exterior may rise to the level of requiring DRB or Village Council approval. In the interest of encouraging improvements and providing a efficient process, some building elements could be permitted with a reduced level of review, such as administrative review and approval by staff. Most appropriate for this might be "like for like" replacements of existing elements such as awnings, windows, lights or doors that could be approved through the building permit process. Similarly, new elements reflecting the same style as existing features could be administratively approved.

3. EXCEPTIONS:

Consider if there are circumstances in which administrative exception could be granted for limited relief from design review standards. This is mostly likely to occur after a design element has been approved by the DRB but an applicant needs to make a change to the approved design. In situations where the requested change provides a comparable or higher degree of design character and meets the intent approved by the Commission, such could be authorized through an administrative process.

4. C-1 DISTRICT:

Eliminate the need for buildings in the C-1 District to be considered by the Village Council architectural review. The process was established over concern that inappropriate buildings could be located too close to single family residential areas. In fact, the recent changes to Village Code and those proposed as part of this plan maintain a process through which concerns of adjacent owners can be heard and addressed.

CODE AMENDMENTS

- ☐ **4. APPLY ADMINISTRATIVE APPROVAL FOR MINOR VARIATIONS IN COMMERCIAL ZONING DISTRICTS:** In situations where renovating a structure in the business districts creates requirement for a small variation from the Zoning Ordinance, these could be allowed through the administrative approval process by the Zoning Administrator. Such approvals are possible in some instances, but are limited in type and scale – as spelled out in Section 17.60.035. However, additional use of the Minor Variation process for small variations in the business districts should be considered.

- ☐ **5. ESTABLISH A PLANNED DEVELOPMENT COMMISSION.** The process for considering Planned Developments (those over 10,000 square feet) in the Overlay District incorporates review of the Plan Commission, Zoning Board of Appeals, and Design Review Board. The time and materials required for this process can create a burden for applicants, Village officials, staff, and interested citizens as they must attend a series of meetings and review multiple packets of materials. To conduct the process in a more collaborative and efficient manner, and maintain a high level of evaluation, a Planned Development Commission can be created to evaluate planned developments in all commercial and multiple-family zoning districts. Such a body could include members of the Plan Commission, Zoning Board, and Design Review Board and consider all relevant standards; each member would receive training to understand and apply standards of the other commissions. The efficiency in the process is created by the project background not needing to be repeated to multiple groups. The integrity of the process is supported in that the concerns of each commission are thoughtfully considered in concert with the others.

- ☐ **6. CONSIDER ESTABLISHING A FEE IN LIEU FOR PARKING RELIEF.** The Village parking requirements are considered sound in meeting current needs, particularly in light of recent Code changes. When considering parking relief, the Village may choose add the option of an associated fee in lieu of parking as an alternate form of compliance (similar to the way that providing required parking in an off-site lot is a different way to meet parking requirements). The fee could be applied if other methods of meeting the intent of the code could not be achieved, but should be thoughtfully set so as not to be a disincentive to development. Typically established on a per space basis, the fee could be placed into a fund for upkeep of present parking and related facilities (such as signage) or assisting in financing new parking facilities.

- ☐ **7. PROVIDE COMMISSIONER TRAINING**. Assuring that members of commissions are appropriately trained supports the concept of more effective meetings and development reviews. While Village commissioners are well educated and committed to the well-being of the community, not all will be experienced in the topics specific to the commission on which they sit or the unique aspects of how municipal commissions operate. A training program could be established for current commissioners and required of all new commissioners prior to taking their positions. A training regimen will help maintain consistency between commissioners and commissions in how they apply Code standards, supporting more effective and efficient review processes.

BUSINESS DISTRICT RECOMMENDATIONS

As noted at the beginning of this chapter – ongoing land use and redevelopment in the business districts will reflect the current mixed use characteristics, as regulated by the underlying zoning. Therefore, the land use plan does not seek to designate land use beyond the underlying existing mixed use character of the districts. Where a specific concept or change of existing land use mix is anticipated, it is noted below.

ELM STREET

The Elm Street District is bisected by Green Bay Road and the Metra right-of-way. Both sides of Green Bay Road are a mix of uses including retail, personal/household services, restaurants, and government/institutional services. Office/professional services in the area include banks/financial services and medical offices. The area includes two large parks (Dwyer Park and Station Park) and the Green Bay Trail (along the east side of the tracks). Primary land use characteristics are:

- Mixed-use buildings (commercial on first floor and apartments or office on upper floors) are located throughout the district.
- Commercial uses are focused along Chestnut Street and Elm Streets and Lincoln Avenue.
- Single and multifamily housing are located throughout the district, but primarily south of Elm Street.
- Uses at the edges of the district commonly abut single family residential uses.
- Off-street parking is available on both sides of Green Bay Road.

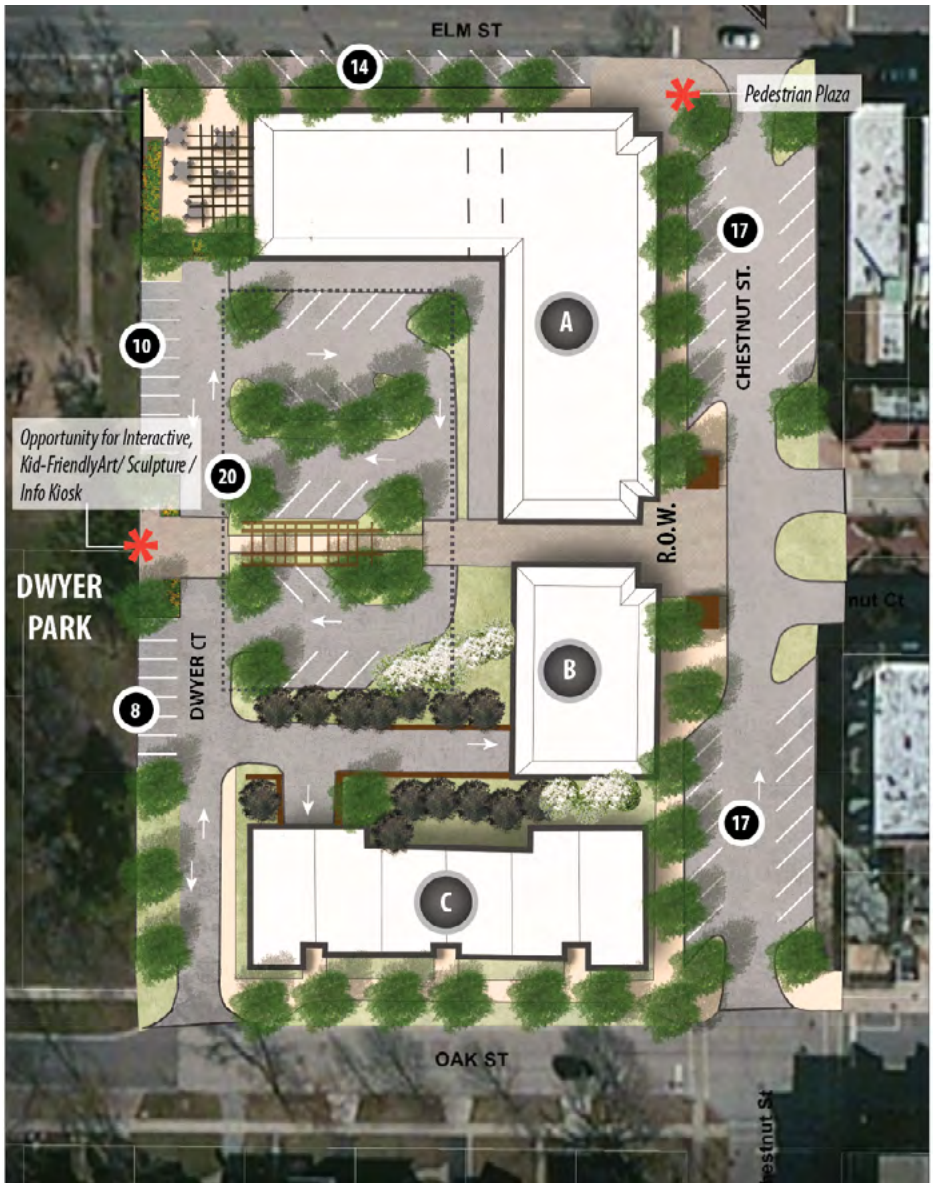
1. POST OFFICE SITE:

The Post Office Site is the most significant land use and development question addressed in this plan. Redevelopment of the Village owned property has been contemplated for a number of years and is again now that the national and local economies are rebounding. The site represents a significant opportunity to enhance the downtown and advance the Vision of a more vibrant place to live and experience the community.

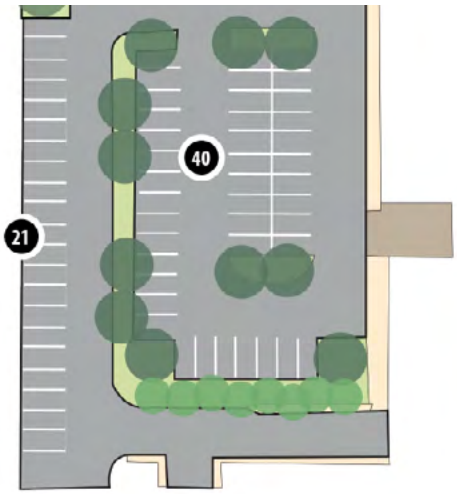
Figure 6.1 and Table 6.1 show a potential mixed use development concept with retail, office, condominiums, townhomes, and underground parking for residential and office uses, as well as key site development objectives. Development of the site will include replacing some or all of the existing public parking for downtown employees and customers, as well as new development on the property. Options for how public parking is provided on the redeveloped site will depend on the amount and location of other parking available in the district (existing now or to be built).

The approach to public parking shown on the plan reflects an ideal situation in which a strong, pedestrian friendly, mid-block, visual and physical connection between Moffat Mall and Dwyer Park is created. The challenge with this approach is that it reduces the amount of available parking. An alternative parking scenario is shown as Parking Alternative 1, which provides about 20 more spaces. Reducing the amount of public parking on the Post Office site depends on whether parking spaces to accommodate demand for downtown commuter parking can be added to the district. Parking Alternative 2 reflects the option of including a two-level parking deck as part of the development. This alternative adds greatly to the cost of developing the site, but is anticipated to be necessary if no other significant parking resource is added in the district on either the west or east side of Green Bay Road.

FIGURE 6.1. DOWNTOWN ELM - POST OFFICE SITE



PARKING ALTERNATIVE 1



PARKING ALTERNATIVE 2

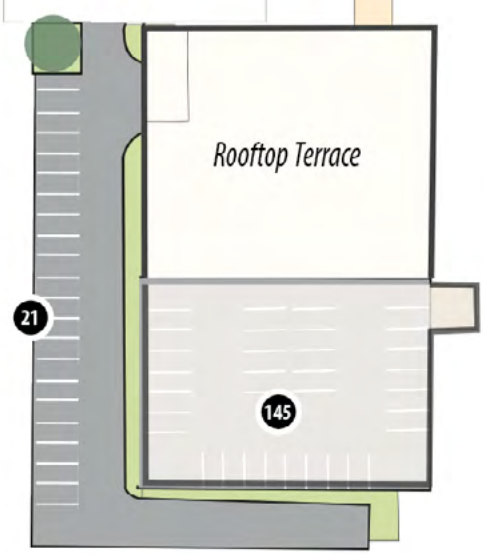


TABLE 6.1: POST OFFICE: DEVELOPMENT SCENARIO

Building A:
- A mixed use, four story building is located at the corner of Elm and Chestnut Streets.
- Ground floor commercial and/or restaurant.
- Three stories of condominium units above.

Building B:
- A three story commercial building is located mid-block on Chestnut Street.
- First floor commercial.
- Upper floor office.

Building C:
- Residential uses (2 ½ stories) located along Oak Street.
- Either townhomes or condominium units.

Site and Urban Design
- Building heights step down moving south on site to reflect and complement existing Oak Street residential. Heights of buildings are reflective of area character, nearby structures, and street width.
- Pedestrian plaza at corner of Elm and Chestnut Streets.
- Pedestrian plaza / connection across from Moffat Mall creates a gathering place, builds on design character of downtown, reflects unique Moffat Mall design, and forms an access point through to Dwyer Park. Alternative designs without a connection to the park facilitate increased parking.
- Building architecture should reflect and complement upscale historic character of the district.
- Connections to Dwyer Park reinforced with outdoor plaza at west end of site along Elm Street.

2. ELM STREET NORTH SITE

The development scenario sketch and data shown in Figure 6.2 and Table 6.2 represents a potential redevelopment of this area. Different than the Post Office site, it does not reflect a single owner or a clear and definitive interest in redevelopment. Therefore, the conceptual scenario provides understanding for potential redevelopment in this area and in the Village generally. Regarding the site, this scenario points to the value of a downtown grocery in this district (Winnetka has two groceries serving the community for many years – Grand Foods shown here and Lakeside Foods on Elm Street). Should a development happen on the site, the grocery is expected to remain, with an improved parking field to support customers.

> ***"It's really getting extremely clear."***
>
> *- Gwen Trindl, Steering Committee*
>
> *Member and first woman President of the Winnetka Village Council, comments on the Downtown Master Plan at the February 29 Redevelopment Sites Meeting.*

3. WORKING WITH PROPERTY AND BUSINESS OWNERS:

Placing businesses into older commercial structures like those in Winnetka, especially the Elm Street District, requires a substantial amount of flexibility on the part of the Village, the owners, and the businesses. All parties must compromise and think creatively to generate success. From the Village's perspective, the recent zoning and Village Code changes and the additional changes recommended in this plan represent a change to how regulations are applied to support needed building improvements. In addition, the Village has placed a greater emphasis on economic development activities that support marketing for existing businesses and outreach to attract new ones. Finally, many of the landlords and businesses who contributed to the planning process highlighted their creative, persistent, energetic, and sometimes challenging efforts related to business and building improvement. Only through continuation of such individual and joint efforts can the land use and vibrancy aspects of the Elm Street Vision be achieved.

4. REHAB OR NEW CONSTRUCTION?

A question to be considered is whether parts of the Elm Street district should be redeveloped and whether there is interest in many of the existing buildings being renovated and new businesses located in those spaces. There is a natural question as to which is better: new construction or rehab of existing spaces? From the perspective of this plan, the answer is that in the Elm Street District is served well by either. The goal is that the appearance of buildings and types of businesses reflect the Plan's Vision Statement and present an appearance in keeping with the design guidelines. The review and approval processes of the Village are set up to accomplish that aim; and the downtown is and should continue to be home to solid examples of both.

FIGURE 6.2. DOWNTOWN ELM - NORTH

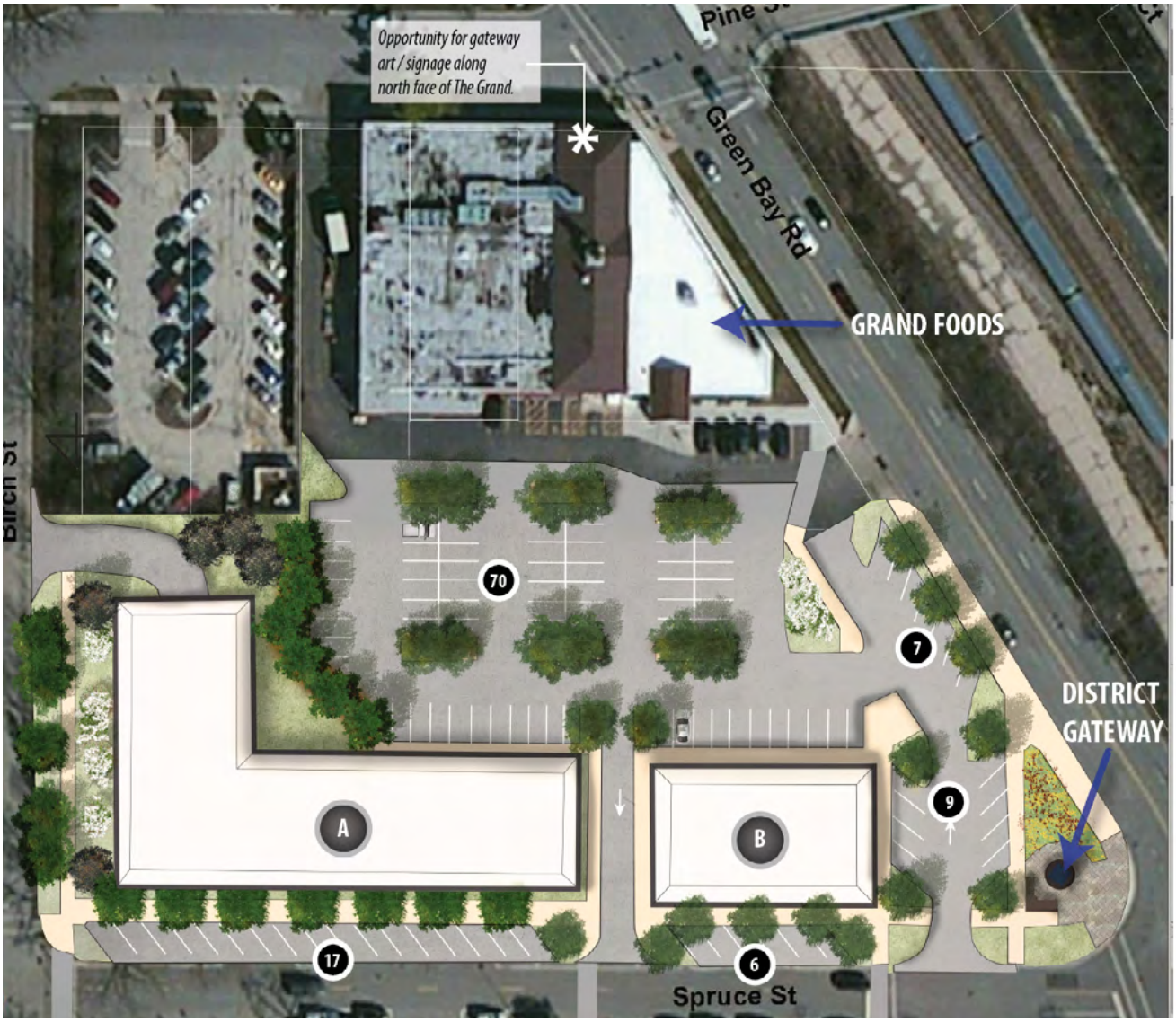


TABLE 6.2: ELM STREET - NORTH: DEVELOPMENT SCENARIO

Building A:

- A three story residential building is located along Spruce Street at Birch Street.
- Parking provided underground.

Building B:

- A two story commercial building is located mid-block along Spruce Street.
- Can be used as office, retail or combination.

Site and Urban Design

- Gateway element located at NW corner of Spruce Street and Green Bay Road.
- Gateway art option along north face of Grand Foods and / or as part of the Spruce Street and Green Bay Road gateway element.
- 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 should reflect surrounding character.
- Number of curb cuts reduced on Spruce Street.
- Additional commercial development along Spruce Street should be facing the Laundry Mall so as to create facing commercial structures.
- Internal pedestrian paths/walkways provided through parking lot, running north/south, to enhance safety and connectivity.
- Larger parking field created in front of Grand Foods.

HUBBARD WOODS

The Hubbard Woods District includes commercial uses on both sides of Green Bay Road. Businesses primarily include retail and personal/household services. Office/professional services in the area include design, banks/financial services, and medical offices. Principle characteristics of the district are:

- Mixed-use buildings are prevalent with commercial uses on first floor and apartments or offices on upper floors.
- Businesses south of Tower Road are served by an off-street parking lot, while businesses north of Tower Road are primarily served by on-street parallel parking. A parking deck on Scott Avenue is available but underused.
- Hubbard Woods Park provides a significant open space area and its recent renovations are a significant activity generator for the district.

1. HUBBARD WOODS DEVELOPMENT SCENARIOS:

The development scenario sketch plan and data shown in Figure 6.3 and Table 6.3 represents a possible redevelopment of the Hubbard Woods South Site. Similarly, the development scenario sketch and data shown in Figure 6.4 and Table 6.4 represents a potential redevelopment scenario of the Hubbard Woods North Site. As with the Elm Street North Site, the scenarios were prepared with the intent of better understanding potential opportunities and issues presented by development in the district.

Key factors of the Hubbard Woods South Site are: 1) Parking requirements for the retail and restaurant uses reflected in the scenario limit the potential new square footage, 2) similarly parking limitations point to the merits of the existing buildings being incorporated into any site redevelopment, and 3) any development activity in this area must be sensitive to existing, adjacent residential uses.

Key factors of the Hubbard Woods North Site are: 1) this area presents perhaps the best potential in the Village for new rental dwellings, 2) Hubbard Woods Park is a significant amenity to attracting development, and 3) the existing, underused Hubbard Woods parking deck presents an opportunity to support parking demands of new development.

Review and Discussion of Redevelopment Opportunities at the February 29th Steering Committee Meeting

FIGURE 6.3. HUBBARD WOODS - SOUTH

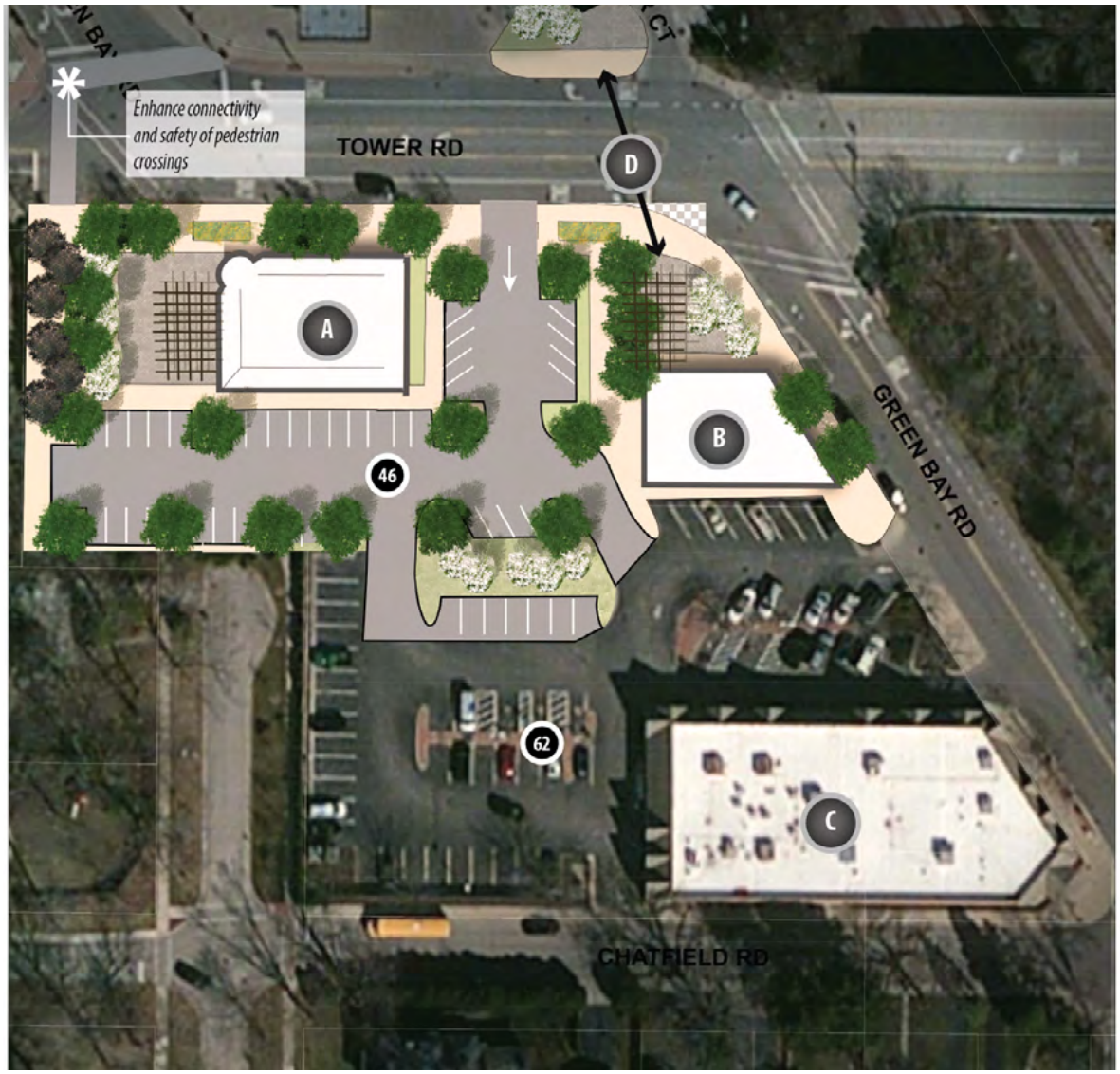


TABLE 6.3: HUBBARD WOODS - SOUTH

Building A:

- One story, high ceiling brew pub / restaurant located along Tower Road. Considered regional and local destination use. Adjacent outdoor dining / seating area included on west side of building.

Building B:

- Existing three story office building along Green Bay Road remains and continues use as commercial space. Building character / design and location fronting Green Bay Road are positives. Replacing space on site adds to parking impacts.

Building C:

- Commercial building at Green Bay and Chatfield Roads remains. Existing commercial space and orientation on site are positives. Redeveloping this portion of the site adds to parking impacts.

Site and Urban Design

- Gateway features located at south leg of Green Bay and Tower Roads is on the north and south sides of Tower Road. Features would have consistent design to establish district gateway. Feature on north side of Tower Road to be prominent for northbound traffic. Feature on south side of Tower Road may incorporate gathering spot in protected area.
- Restaurant building sited to be prominent vista point for southbound traffic.
- Safer, more comfortable pedestrian crossings emphasized.
- Streetscape incorporated along south side of Tower Road to enhance area character and appeal of uses south of road.
- Parking availability for restaurant will be key to establishing it as destination activity.

FIGURE 6.4. HUBBARD WOODS - NORTH

TABLE 6.4: HUBBARD WOODS - NORTH

Building A:

- A mixed use, three story building is located at the NE corner of Green Bay Road and Merrill Street.
- Ground floor commercial.
- Two upper stories of multiple family rental dwelling.

Buildings B and C:

- Two, three and a half story high multiple family rental residential buildings constructed above the Hubbard Woods parking deck. Each includes two stories of rental units.
- Roof placed over top level of parking deck creates a passive recreational terrace area (Area D).

Site and 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 NE 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 (Area E). 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 the district.
- A commonly accepted name should be determined for the Hubbard Woods parking deck. Such designation and wayfinding signage would help to brand the facility and direct users there.

2. HUBBARD WOODS DESIGN DISTRICT: The Hubbard Woods Design District is a local group of independent merchants that jointly market the area as focused on providing high quality personal fashion, home furnishings, antiques, art and architectural services. Recent marketing efforts, supported by the Village, have served to raise the area's profile and potential. From a land use perspective, there is opportunity to support the design district by continuing to evaluate related land uses in the C-2 Zoning District and ensure they are permitted and appropriate from a land use perspective.

3. FAMILY ORIENTATION: Hubbard Woods is very much a neighborhood district for nearby families. This results from the location of the park, the adjacent residential areas, and Sacred Heart Parish and School. From a land use perspective, this translates to restaurants and convenience / community retailers. While specific businesses may come and go, the family orientation of the district will continue to attract those types of businesses. Again, maintaining this character requires continuing to ensure that the appropriate types of uses are permitted in the C-2 Zoning District to reflect family needs.

There was been discussion throughout the planning process as to how the southern portion of Hubbard Woods is related the Design District and the northern portion is about families. That Hubbard Woods Park (Gage Street) is or should be the dividing line for these functions. From the perspective of this plan and implementing the Vision for Hubbard Woods, there is not and need not be a dividing line for these two points of emphasis for the district. Principally, the district is not so large that a clear division is necessary or would enhance the area. Further, the two types of users are not mutually exclusive – those coming from out of town for Design District businesses can certainly enjoy an ice cream cone or a few quiet moments at the park. Likewise, families purchase the type of goods found in the Design District. The land use plan or zoning ordinance should not create a distinction where one is not needed.

4. MAINTAIN STREET WALL: The building facades along Green Bay Road create a unique and attractive character for the Hubbard Woods district. Whenever feasible, future new development should not create breaks in the wall, and existing breaks should be filled when possible. Where a break in the wall creates an activity area, such as outdoor dining, it may be considered as fitting the Vision for the District. However, parking lots are the most likely use to create a gap – this is in part why they are Special Uses in the C-2 District. Public parking is available in the parking deck north of the park and the off-street lot south of Tower Road. The recent addition of a parking lot to the north of Mrs. Green's Neighborhood Market created such a break. However, it was approved as a Special Use in acknowledgment of the unique needs of the store and architectural elements used to narrow appearance of the gap. Consideration of future parking lots should strongly consider how they can be accommodated without creating street wall gaps.

INDIAN HILL

The Indian Hill District is composed of two distinct parts: a mix of offices/professional services and multifamily housing north of Winnetka Avenue, and a mix of commercial uses to the south. Businesses primarily include dining establishments and personal/household services. Office/professional services in the area include banks/financial services and medical offices. While not specifically in the business district, New Trier High School (located just east on Winnetka Avenue) is a significant influence. The majority of business in the district are located on the west side of Green Bay Road.

- Mixed-use buildings (commercial on first floor and apartments on upper floors) are only located along and north of Winnetka Avenue.
- Uses south of Winnetka Avenue are a wide mix of business and office uses.
- Businesses are primarily served by on-street parking, but some off street parking is available.

CONCLUSION

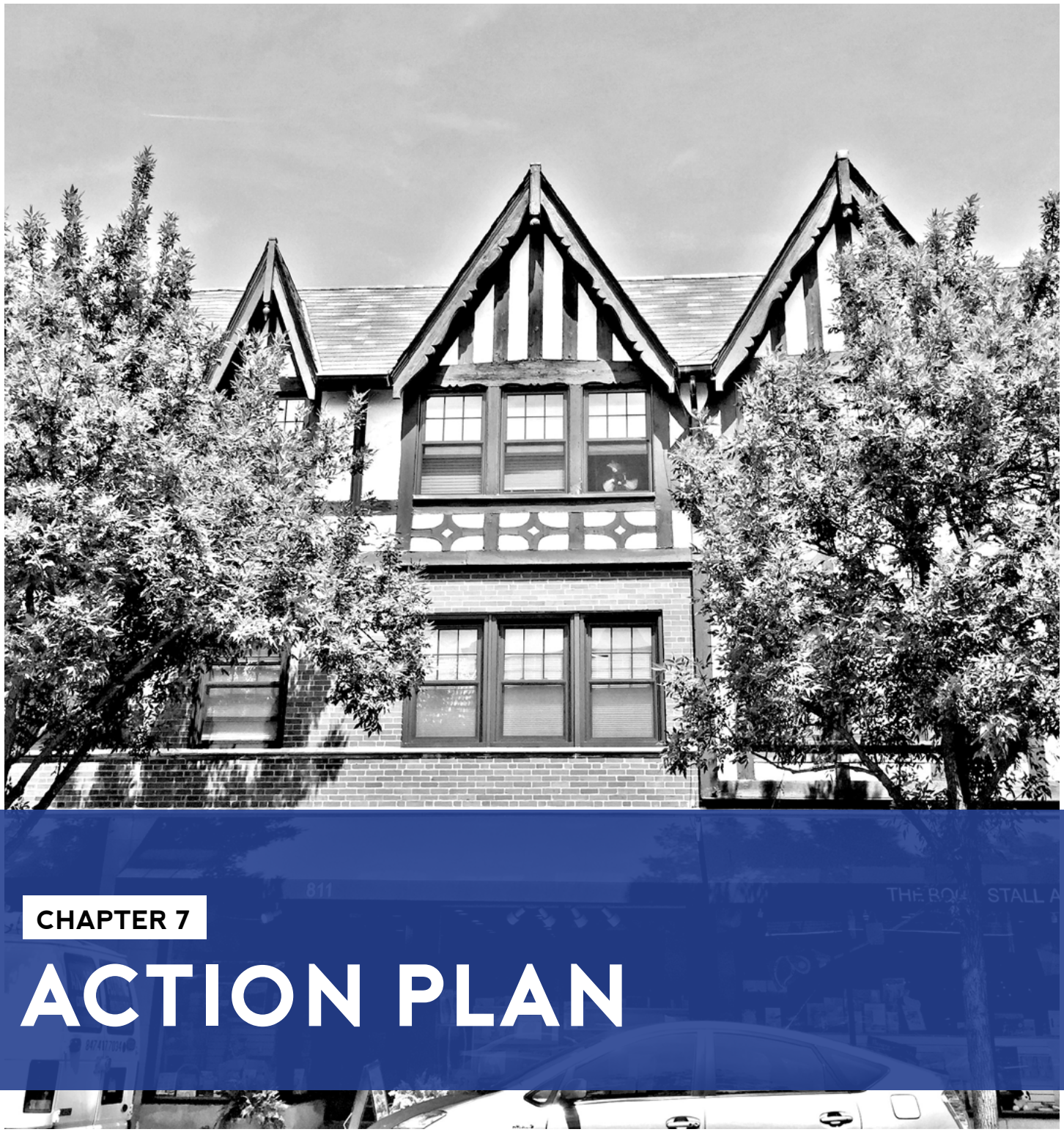
This land use plan presents themes for stewardship of the three business districts and recommendations for specific actions to bring about the Vision for each. The land use plan cannot be considered in a vacuum, but should be considered in concert with findings of the Transportation, Urban Design Plan, and Market Assessment chapters.

1. MAINTAIN CURRENT ZONING: Indian Hill is currently regulated by the C-1 Neighborhood Commercial District. The land use designations and building bulk standards in the C-1 closely reflect those of the C-2 General Retail District, which regulates the Elm Street and Hubbard Woods area. The few differences limit more intensive uses that might not be compatible with adjacent residential areas. No changes to these designations are considered necessary to advance the district Vision. However, the zoning and development related Code changes described earlier will support continued renovation and occupancy of commercial spaces.

2. REFLECT INFLUENCE OF NEW TRIER HIGH SCHOOL: While not in the study area, New Trier High School stands as a significant influence. It generates potential customers, vehicular and pedestrian traffic, and visitors from around the region. This influence is seen in current land uses (restaurants and a convenience store) and planning considerations related to markets, transportation, and urban design. Any future zoning or land use evaluations for development proposals should consider opportunities from and potential impacts on the school.

3. GATEWAY SITE: The southeast corner of Green Bay Road and Winnetka Avenue is a Village owned property that includes the structure from a former auto repair center and parking. This site presents an opportunity to include a Village gateway element (for which it was first acquired) and adaptive reuse of the building that is there. Such reuse may take any number of forms done through sale of the site or improvement as a public/private partnership. Another alternative, in keeping with the High School's influence, would be for the Village to consider reuse of the site as a joint effort with the school – having students perhaps involved in determining it final use, renovation, and even operation of a new (school focused) business.

4. COMMUTER LOT: The Metra commuter lot is a large land use in the area. Evaluation of the site through this process considered expanding parking via development of a parking deck, and possibly adding commercial space into the first floor of such. Additional parking was considered potentially necessary for the High School. The significance of the school on the area warrants continued dialogue with the school district on their potential need for parking in the lot. It is not the intent of this plan to recommend that a parking deck be built, but that the Village be open to working with the School District if they sought to expand parking on the site. In that case, the Village could consider how that could be done is a way that advanced the Vision of this plan.



CHAPTER 7

ACTION PLAN

ACTION PLAN

The Winnetka Downtown Master Plan is built around concepts of vitality and quality of life as defined by the Village's residents, business community, and public officials. Those ideas are conveyed in the Vision Statements developed for each of the Village's business districts and advanced in the various recommendations of this Plan. The task that remains for the community is determining how and when to implement related action items. Acting on an implementation task requires that funds and staff resources are available. Therefore, the most typical way for them to come about is to be considered as part of annual Village budgeting and integrated into the Village's Business Plan. However, opportunities also will arise for recommendations to be implemented through joint efforts with other governmental bodies, local organizations, and property owners. In addition, grant funds for programs or projects may come available and these options should be pursued whenever possible.

The implementation actions outlined below relate to recommendations discussed in the body of the Plan, where greater detail as to how they are to be implemented is presented. This chapter focuses on setting priorities and indicating relative costs of the actions.

Priority Ratings: Implementation actions are characterized here as high, medium, or low priority. High priority items are those having the greatest potential to advance the Vision Statements, or that are precursors to other implementation tasks. Medium priority items are those for which outcomes have secondary potential for advancing the Visions Statements. Low priority items may require a long lead time for planning or securing funds, but should not be seen as unimportant. In fact, some low priority items can require initial efforts well in advance of the outcome.

Cost Ratings: Action items also are designated with relative costs. High cost ($$$) generally relates to infrastructure items, medium cost ($$) to modest physical improvements or those actions that can be accomplished using 3rd party consultant services, and low cost ($) programs and actions are expected to be conducted internally by the Village. While these certainly require staff resources, additional budget outlays would be relatively low.

1. ECONOMIC DEVELOPMENT

1A. Ongoing Programs

In recent years, the Village has dedicated increasing focus and resources on an active economic development program – including a staff person leading the effort. The results of and opportunities from such work were highlighted in the Market Assessment and during the planning process as having benefit to continue. Recommendations for further actions are provided here.

i. Outdoor Dining: High Priority / $

Dining outdoors was identified as a benefit to attract visitors, enhance resident's quality of life, improve community appearance and character, and enliven the business districts. With so many potential benefits, this activity has merit to be part of a Village led program to support and manage outdoor dining on private property and on sidewalks. While the Village currently permits outdoor dining, the Plan suggests the activity could be expanded; the program should incorporate a Village authorization to ensure clear access for pedestrians and public safety.

ii. Business Retention Visits: High Priority / $

Discussions with the business community during the planning process were informative and productive for all who participated. This positive outreach and communication should be an ongoing effort in the form of business retention visits by staff and other Village officials. Economic and Community Development staff should work closely to develop and maintain relationships with businesses in all three districts. The Business Community Development Commission may also play a role in this effort.

iii. Targeted Business Attraction: Medium Priority / $

The market assessment done as part of this Plan highlighted several business sectors with particular potential for success in Winnetka. With this in mind, the Village's business attraction efforts should focus on bringing new 1) restaurants, 2) retail, and 3) service businesses (office and medical users) to the community.

iv. Ongoing Public Engagement: Medium Priority / $

As both an economic development and community involvement tool, the project website established for this Plan process would be maintained as a source of public information for implementation tasks. As an example, the website can be used to disseminate concepts related to future zoning amendments and facilitate comments related to their adoption. The site can also be used to solicit community input on planned urban design improvements like bike racks or street furniture. Finally, the site may be a tool to augment other Village outreach efforts and distribute information about district events and enhancements.

1B. Event Oriented Marketing

Retail and community events are widely seen as ways to expand awareness of business districts. Sidewalk sales, holiday events, and other events are opportunities for Winnetka's business districts to be marketed within the community and beyond.

i. Community / District Marketing: Medium Priority / $$

The Village has previously supported community – wide and district specific marketing events through print video, and radio media. These have been considered effective when tied to particular districts or events (such as related to the Hubbard Woods Design District) or sales events (such as Small Business Saturday) and should be continued.

ii. Coordinated Events: Low Priority / $

Retail and community events are widely seen as ways to expand awareness of business districts. Sidewalk sales, holiday events, and other events are opportunities for Winnetka's business districts to be marketed within the community and beyond. Where appropriate, these events can be conducted jointly with other business and community groups to maximize efficiencies and effectiveness. The Village has previously budgeted for and facilitated event marketing and sponsorship, which has been well received.

2. TRANSPORTATION / INFRASTRUCTURE

2A. Parking Management

A simpler approach to parking management is set out in the Transportation Chapter to enhance use of the business districts. This task requires reviewing recommendations for appropriate parking locations for the three categories of parkers (shoppers, employees, and commuters) and making final determinations on optimal locations for those designations.

i. Parking Management: High Priority / $$

A simpler approach to parking management is set out in the Transportation Chapter to enhance use of the business districts. This task requires reviewing recommendations for appropriate parking locations for the three categories of parkers (shoppers, employees, and commuters) and making final determinations on optimal locations for those designations. Follow-up steps will be to prepare and install signage in keeping with those designations and the parking time limits noted in this Plan. It is recommended that rather than refine and reuse the plethora of existing signs for parking regulations, that a new, distinctive and attractive sign design be developed and rolled out. Ongoing enforcement of parking restrictions also will be an important aspect of implementing this program.

2B. Bicycle Access Improvements

The first, action item regarding bicycles is to coordinate with the Park District and their recently adopted Bicycle System Master Plan, which provides direction on routes throughout the Village. Recommendations for this Plan focus on amenities for people accessing the business districts by bicycle, and is seen as complementing the Park District Plan.

i. Bicycle Racks and Repair Stations: Medium Priority / $$

Identifying appropriate locations to install these items is an initial step for this recommendation. Installation can take place as resources are available. As noted in the Urban Design Chapter, unique and attractive bicycle amenities should be considered as they also function as public art for the business districts.

ii. Trail Connections: Low Priority / $$

Signage and other improvements, noted in the Transportation Chapter, will enhance awareness of and connection between the Green Bay Trail and business districts.

2C. Right of Way Improvements

The right of way (road and sidewalk) improvements noted in the Transportation Chapter are considered significant to enhancing the walkability and overall character of the Elm Street and Hubbard Woods business districts. Based on the recent pedestrian improvements and existing conditions for the Indian Hill District, no recommendations are specifically noted there.

i. Elm Street Bridge Road Diet: High Priority / $$$

Enhancement of the Elm Street bridge east of Green Bay Road is spelled out in the Transportation Chapter. Preparing a detailed design and installing the planned improvement will support added parking and a pedestrian friendly crossing between two sides of the Elm Street Business District.

ii. Bump Outs / Road Diet: Medium Priority / $$$

Additional pedestrian enhancements can come from widening sidewalks and narrowing Green Bay Road at key locations, as noted in the Transportation Chapter. These plans would be detailed as part of a revised streetscape program, and designate specific intersections and mid-block areas to be more pedestrian accessible in both the Elm Street and Hubbard Woods districts. These are substantial physical changes that will require thoughtful engineering, construction management, and coordination with the Illinois Department of Transportation for Green Bay Road improvements.

iii. Merrill Street Road Realignment: Medium Priority / $$

The change to make Merrill Street a two-way road east of Green Bay Road will improve access to the Hubbard Woods parking deck.

iv. Underground Utilities: Low Priority / $$$

Great appreciation was shared by the community for Christmas lights displayed in the business districts during the holiday season. The ability to maintain and expand these lights is limited by capacity of underground utilities. While the cost of infrastructure improvements for this purpose is considered to be relatively high, coordinating such work with installation of new streetscape improvements may make the infrastructure changes more feasible.

3. URBAN DESIGN

3A. Streetscape Planning

The urban design recommendations of this Plan require coordination with the current Master Streetscape and Wayfinding Plan. As noted in the Urban Design Chapter, the fundamental designs presented in the existing Streetscape Plan are sound.

i. Streetscape Planning: High Priority / $$
The urban design recommendations of this Plan require coordination with the current Master Streetscape and Wayfinding Plan. As noted in the Urban Design Chapter, the fundamental designs presented in the existing Streetscape Plan are sound. However, the concepts developed through this effort differ somewhat and require that designs and locations for gateways, signage, and sidewalk/curb extensions be confirmed and coordinated. It is anticipated that this work would be developed as an updated Streetscape Plan prepared by a 3rd party consultant.

3B. Wayfinding and Identity

There has been much discussion in the Village about how its identity is represented graphically

i. Refine Identity Graphic: High Priority / $$
There has been much discussion in the Village about how its identity is represented graphically. A determination as to how this will be done is required to advance streetscape, gateway, and wayfinding recommendations, and could be done in conjunction with the updated streetscape planning. To finalize this decision, the Village would work with a 3rd party consultant to conduct a graphics visioning process to acknowledge and refresh the current tree logo.

3C. Streetscape Elements

The various streetscape elements identified in the Urban Design Chapter can be implemented as part of ongoing business district improvement efforts. As noted earlier, project costs and capacity to implement these elements would be considered as part of the Village's annual budgeting process. In addition, opportunities to secure grant funds for improvements should be evaluated regularly. Examples of state and federal grant options include the Illinois Transportation Enhancement Program (ITEP), the Surface Transportation Program (STP), the Congestion Mitigation and Air Quality Improvement Program (CMAQ), and the Transportation Alternatives Program (TAP).

i. Master Streetscape and Wayfinding Plan Installation: Medium Priority / $$$
Once the Streetscape Plan is refined, as noted above, a phasing program to implement these improvements would be developed and incorporated into Village budgeting.

ii. Indian Hill Gateway Site: Medium Priority / $$$
The gateway and activity space described for the Village owned property at Green Bay Road and Winnetka Avenue calls for a unique gateway to be designed and installed. In addition, discussions would be held with New Township High School regarding their participation in renovation and use of the building at the site. The Village and School District currently have an agreement for the site to be available for school parking through the 2017 school year.

iii. Miscellaneous Urban Design Features: Medium Priority / $
Various modest design elements recommended in this Plan can be incorporated into ongoing Village improvement efforts. In some cases, implementation can be advanced by working with community based organizations such as the Chamber of Commerce and the Winnetka Community House. These include: Public Art (for public and private properties), Pavement Stamping, Light Pole Banners, Sidewalk Planters, Street Furniture, Building Plaques, Kiosks

iv. Shared Street at Hubbard Woods: Low Priority / $$$
Developing a hard surface activity space around the park that allows roads to be closed for additional programming would include design and installation of new paving for those streets (Merrill, Gage, and Tower Court). This enhancement also helps to define the area as pedestrian oriented and encourages drivers to be alert for people.

v. Façade Program: . Low Priority / $$
While very much tied to improvement of private property, a Village managed façade program could incentivize landlords to fix up the outside of buildings and enhance overall business district appearance. These programs typically supply matching grants to property owners, up to a fixed amount, for exterior renovations. The programs also require conformance with design criteria (such as currently exist in the Village Design Guidelines) and review of proposed designs. Development of a program could highlight particular elements desired for improvement

4. LAND USE AND ZONING

4A. Adopt Development Related Code Revisions

The Land Use Chapter recommends a number of zoning ordinance and design review process changes to encourage business and property development in the business districts. These revisions were thoughtfully deliberated, a process that should continue as they are implemented.

i. Code Ammendments: High Priority / $$

The Land Use Chapter recommends a number of zoning ordinance and design review process changes to encourage business and property development in the business districts. These revisions were thoughtfully deliberated, a process that should continue as they are implemented. A community based effort led by a 3rd party consultant to provide an outside perspective, like that used to develop this Plan, will be useful in detailing changes and reaching consensus on the amendments. As with the Plan, a task force could lead the effort and include representatives from various groups and public bodies, such as the Plan Commission and Business Community Development Commission, in order to secure broad input. Changes to consider are:

- Reduce and Clarify Standards for Considering Zoning Entitlement
- Revise the Commercial Overlay District
- Refine the Current Design Review Process
- Apply Administrative Approval for Minor Variations in Commercial Districts
- Establish a Planned Development Commission
- Consider Establishing a Fee in Lieu for Parking Relief

4B. Post Office Redevelopment

As a Village-owned property, the Post Office site presents an opportunity to advance the Vision for Elm Street and development in the district.

i. Redevelopment Planning: Medium Priority / $$

As a Village-owned property, the Post Office site presents an opportunity to advance the Vision for Elm Street and development in the district. Securing development of municipally owned properties is best accomplished by issuing to the development community a Request for Qualification (RFQ) and a subsequent Request for Proposals (RFP) to a selected short list of potential developers. This requires first defining Village objectives for the property related to development parameters (outlined in this Plan), fiscal considerations, developer selection criteria, the selection process, and a timeline for the process. The RFP/RFP preparation and developer selection process often is managed for communities by a 3rd party consultant to ensure a process understood as impartial by all. As described in the Plan, timing of site disposition should ensure that there are no (or very limited) competing developments in the immediate area.

4C. Provide Commissioner Training

Training for existing and future members and Village Commissioners will help to create a more consistent and effective development review process.

I. Commissioner Training: Medium Priority / $

Training can be led by Village Staff or Corporation Counsel. However, outside trainers bring a broad perspective and can be used for an initial session with current commissioners; training for future commissioners could be led internally. The Illinois Chapter of the American Planning Association provides commissioner training for a nominal charge.

ACTION PLAN SUMMARY

PLAN AREA	TOPIC	DESCRIPTION	PRIORITY	COST
1. ECONOMIC DEVELOPMENT	A. Ongoing Programs	*i. Outdoor Dining*	High	$
		ii. Business Retention Visits	High	$
		iii. Targeted Business Attraction	Medium	$
		iv. Ongoing Public Engagement	Medium	$
	B. Event Oriented Marketing	*i. Community / District Marketing*	Medium	$
		ii. Coordinated Events	Low	$
2. TRANSPORTATION INFRASTRUCTURE	A. Parking Management		High	$$
	B. Bicycle Access Improvements	*i. Bike Racks / Repair Stations*	Medium	$$
		ii. Trail Connections	Low	$$
	C. Right of Way Improvements	*i. Elm Street Bridge Road Diet*	High	$$$
		ii. Bump Outs / Road Diet	Medium	$$$
		iii. Merrill Street Realignment	Medium	$$
		iv. Underground Utilities	Low	$$$
3. URBAN DESIGN	A. Streetscape Planning	*i. Streetscape Planning*	High	$$
	B. Wayfinding and Identity	*Refine Identity Graphics*	High	$$
	C. Streetscape Elements	*i. Streetscape / Wayfinding Installation*	Medium	$$$
		ii. Indian Hill Gateway	Medium	$$$
		iii. Misc. Urban Design Items	Medium	$
		iv. Hubbard Woods Shared Street	Low	$$$
		v. Façade Program	Low	$$
4. LAND USE AND ZONING	A. Adopt Development Code Revisions	*i. Code Ammendments*	High	$$
	B. Post Office Redevelopment	*ii. Redevelopment Planning*	Medium	$$
	C. Commissioner Training	*iii. Commissioner Training*	Medium	$