

Plan for Downtown

Village of Glencoe, Illinois – December, 2016



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Executive Summary: Our Plan for Downtown Glencoe

“Perfection is attained by slow degrees; it requires the hand of time.”

– Voltaire

This is the second update to the 1996 Comprehensive Plan regarding the Downtown Sub-Area. The first update occurred in 2004 as a strategic policy document that explained in broad strokes “what” the Village should do to address the changing environment and context of its retail oriented business district. This second update builds upon the first, offering more about the “why” and the “how” of the Village’s strategic plan for Downtown Glencoe.

This plan for Downtown Glencoe is the product of an extensive public process described as the Downtown TuneUp. It advances the work completed by the Plan Commission and Village Board in **2004 in the first update to the Downtown plan** (Chapter 10 of the 1996 Comprehensive Plan of the Village). This second update incorporates the goals and strategies articulated in the 2004 update to the Plan, each of which is highlighted in a **text box** with a colored background like the one shown directly to the right. The Plan remains true to the Vision expressed in the first update, and aims not at recasting or radically changing Downtown, but rather, at the deliberate, expert polishing of a jewel to its perfection.

This is not Glencoe’s first or last plan for its central business district. Since its founding in the mid-nineteenth century, Glencoe’s leaders have articulated their vision for a vibrant civic center in the community. The quality and beauty of those plans are both humbling and inspiring. The Frank Lloyd Wright / Jens Jensen plan included a visionary motivation: ...**“to protect the gateway to the Village against the encroachment of undesirable and disfiguring business structures.”** Each plan was built on the successes of the past and laid out a future based on contemporary conditions and technologies that were eventually outdated. After five, twenty or fifty years, certain elements of this plan, too, will become outdated. But unlike the plans of the past, this plan is not the product of master planners (though we sit on the shoulders of giants: Wright, Jensen, Mayer, and others) ...it is a plan that has evolved from collaboration and consensus-building within the community, by the community, for the community.

Without a downtown, Glencoe would be a very attractive residential district...**with its Downtown, Glencoe is a community.** By enhancing this area’s sense of place, its public gathering places, and public services, we enrich the community. This Downtown Plan suggests ways of delivering a more attractive, more vital, more sustainable mix of places and activities without jeopardizing the charm and quality that residents, businesses and visitors so enjoy.

Vision Statement (adopted as part of the 2004 update to the 1996 Glencoe Comprehensive Plan):

Downtown Glencoe is envisioned as a memorable, special place; an active, walkable, convenient, mixed use district at the center of community activities and commerce, where the scale and character of buildings (though not uniform) lends to the Village’s charm and attractiveness as a place to live, shop, work and interact as a community.

Plan Summary:

Glencoe loves its Downtown and the Village embarked on the TuneUp to look for ways of enhancing, promoting and extending its best features.

Downtown Glencoe is the right size, both from the standpoint of economic sustainability and for its sense of place and character. The boundaries of Downtown should remain as they are today.

Downtown Glencoe is built at the right scale, particularly those blocks along Park Avenue and portions of Vernon Avenue where the width of the street and the height of the buildings creates a comfortably enclosed “outdoor room”. Good urban design creates “outdoor rooms” that are **sensitive to the proportions of buildings and public spaces**, to induce not only visually attractive areas, but also this sense of comfort and personal safety.

Parking will always be a concern within Downtown. The plan suggests that more can be done to **maximize the convenience of existing parking** resources within and adjacent to Downtown. The Plan calls for the review of existing time restrictions, the addition of wayfinding signage to aid in finding parking, and the recommendation that any reuse of property does not reduce the availability of existing parking.

Glencoe’s Downtown functions as its own economic “ecosystem”. Four distinct markets support Downtown business (Convenience, Walk-in, Community-wide and Destination). The **quality of service** is key to maintaining high occupancy rates and business vitality. Flexibility with permitted uses of buildings will better position the Village to compete in today’s changing retail and business environment.

Glencoe has a long tradition of support for arts, culture and civic engagement. The recent redevelopment of **Writers Theatre** and the expanding arts-business cluster is a **unique opportunity** to bring visitors to Downtown businesses, particularly for additional arts-oriented or entertainment / restaurant businesses. Creating a special streetscape for Tudor Court will enhance these opportunities.

Continued enhancement of public spaces, streetscape, wayfinding and other public infrastructure is necessary to **enhance community character and reinforce the strong sense of place**, and to accommodate special events and programming.

Wayfinding in Downtown Glencoe need improvement. Strategically placed signs, information kiosks, and gateway features can make finding stores, finding parking, finding places to sit and enjoy the Downtown significantly easier for both pedestrians and drivers.

Temple Court and the area south of Hazel and east of Vernon Avenue, is the most **unattractive area and gateway** into Downtown. The Plan does **not** advocate for specific redevelopment of the publicly owned properties in this location. However, **if** these properties were ever to be reused or redeveloped, they would need to exhibit the high quality, attractive character and comfortable scale of the most attractive areas of Park Avenue and Vernon Avenue. The Plan includes planning guidelines that should be used to evaluate the impact of reuse of publicly owned property.

The Plan does **not** seek to satisfy Burnham’s “...make no little plans...” with a call for radical change. Instead, it relies on the power to amplify small, subtle, well-aimed adjustments that will **result in a strong, sustainable Downtown for all to enjoy**.

This Downtown Plan is divided into five sections:



Section One: Economic Sustainability.



Section Two: A Strong Sense of Place.



Section Three: Publicly Owned Properties.



Section Four: Public Infrastructure Supporting Downtown.



Section Five: The Village's Role in Downtown.

Each section reincorporates the applicable goals adopted in the first update to the plan, followed by a Section Summary, an Analysis of Conditions, and a Strategy directly related to the subject of that section.

Guiding Principles for the Downtown Subarea (as adopted in the 2004 update to the 1996 Comprehensive Plan):

Downtown Glencoe is far more than an important source of goods and services. It is a distinctive element of the Village's character, a forum for community interaction, and a place to live, work, shop, reflect, learn, enjoy...it is a place at the heart of our community's daily life.

The Village has several important roles in assuring that its vision is realized. Among them are:

- As a **regulator** governing the use of property;
- As a **land owner** and trustee of public property and resources;
- As a **conservator** of the history, character and traditions of the community;
- As a **consensus-builder** working in an open and transparent process to identify, consider, and balance all community perspectives in a way which maintains strong and broad support for chosen public policies and the necessity for sensitivity to those perspective; and,
- As a **visionary** providing the leadership necessary to achieve that vision.



Section One: Economic Sustainability

“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.”

-- Charles Darwin

Section One Summary

Downtown Glencoe is the right size, both from the standpoint of economic sustainability and for its sense of place and character. The boundaries of Downtown should remain as they do today.

Glencoe's Downtown functions as its own economic "ecosystem". Four distinct markets support Downtown business (Convenience, Walk-in, Community-wide and Destination). The **quality of service** is key to maintaining high occupancy rates and business vitality. Flexibility with permitted uses of buildings will better position the Village to compete in today's changing retail and business environment. The Village should remove the ability to prevent incompatible or otherwise inappropriate uses in Downtown, but the emphasis should be placed on using flexible zoning that attracts reinvestment and reuse of property compatible with the charm and character of the best parts of Downtown.

The plan presents a strategy that **capitalizes on Glencoe's unique character**, location, and local resources, particularly its **historically significant architecture and strength in arts and culture**, in support of businesses that effectively capitalize on four primary markets. Rather than competing head on with the internet, big-box retail centers and with larger, more intense commercial districts, the strategy aims at supporting district vitality, keeping the activities of the Downtown a part of the daily life of the community.

Economic Development goals and strategies for Downtown as adopted in the 2004 update to the 1996 Comprehensive Plan:

The Downtown at the Heart of Community Life

- Support businesses, uses, facilities and activities which contribute to the attractiveness of downtown as a place for Glencoe residents and visitors of all ages, interests and perspectives, (youth, senior, families, persons with limited mobility, etc.) to interact throughout the day and evening.
- Encourage the use of downtown as a neighborhood supporting the broadest range of housing options to meet the needs and interests of Glencoe residents (attractive to various lifestyles and age cohorts) in a location that has the advantage of proximity to Village services, local shopping and regional transportation link.
- The opportunity to meet and greet neighbors in the downtown is essential to the community's character and quality of life...more restaurants, especially those that leverage greater evening vitality and support other downtown activities, are in the best interest of the downtown district.
- Capitalize on the array of independent activities and reasons that residents are drawn to and near the district (including the transit links, the Writer's Theater, the Library, Community Center, Village Hall, Friends Park, child care, etc.) and weave them together into an opportunity to do many things.
- As change occurs, the Village should include more open space amenities, public spaces and gathering places, and should facilitate enhanced views to, access to and use of these resources.

Business Vitality and Economic Strength

- Enhance the array and quality of goods and services which compete to be in the downtown, with attention paid to maintaining certain core elements, including the library, a post office, village hall, grocery, theater, and restaurants.
- The Village and merchants should conduct a joint review of the existing sign ordinance to examine and up-date its provisions, with the intent of assuring that signs are simultaneously beneficial to merchants, shoppers and to the overall image of the downtown.
- Maintain or enhance the function and convenience of a retail grocery as an important element of downtown. It serves as an anchor and contributes to the vitality and sociability of the central place.
- Both retail goods and services are important elements of the mix of uses which serve community needs. The Village should work to assure that the mix of businesses within downtown is responsive to those community's needs.
- The Village, in partnership with property-owners, the Chamber of Commerce and others should work together to establish and implement the tools necessary to retain those businesses which best serve community needs and to attract new retail business which broadens and strengthens the district as a marketplace.

Analysis of Conditions

The Downtown Vision Statement within the first update to the Downtown Plan Chapter of the 1996 Comprehensive Plan states:

“Downtown Glencoe is envisioned as a memorable, special place; an active, walkable, convenient, mixed use district at the center of community activities and commerce, where the scale and character of buildings (though not uniform) lends to the Village’s charm and attractiveness as a place to live, shop, work and interact as a community.” In a nutshell: economic vitality, community character, and sustainability. Our Downtown is a dynamic result of public and private decisions to centralize our commerce and civic activities in support of the features that make this predominantly residential community an attractive place to live.

This Plan aims to strengthen those activities and features that have made Downtown a memorable, special place.

As documented within the Appendices, the combination of destination and convenience shoppers provides a market for **nearly any product if that product or service is sold in a manner that satisfies the high expectations of Downtown Glencoe customers**. Beyond providing necessities offered by the drugstore, grocer, coffee shop, Village Hall, and the Library, offering particular products is not as important as the experience offered in unique stores and restaurants. **Quality and service are critical to business success**. Downtown Glencoe serves the needs of, and attracts patrons/shoppers from, **four primary market areas** that are well-established by market analysts for the measurement of business district health:

Primary Market: Pedestrian / Walk-to. The smallest market area is the walk-to market (Figure 1 – One Half-Mile Ring). Residents living within a half-mile walk of commercial development are particularly intense users. Frequent trips and presence of these nearby residents adds vitality even when businesses may not be open and consequently this market is more important to the success of a business district than its spending power suggests.

Primary Market: Convenience (also bike-in market): This is the area within a five-minute drive, often the routine choice to meet every-day needs (Figure 2 – Five-Minute Drive Time). Convenience shoppers are the core market for neighborhood retail clusters. This primary market should provide 60% to 85% of the spending captured by businesses. Glencoe’s five-minute drive time market also identifies the homes of bicyclists who can pedal to Downtown Glencoe in ten minutes or less. Increasingly that activity adds recreational users to the convenience market mix.



Figure 1 – One Half-Mile Ring



Figure 2 – Five-Minute Drive Time

Primary Market: Community Affiliated: Glencoe's Downtown is an element of the community's character, and many Glencoe and nearby North Shore residents shop and visit, not out of convenience, but out of loyalty, familiarity and affiliation. Residents bring guests to dine in independent restaurants, attend shows at Writers Theatre, and seek special items at unique stores. The Downtown serves as a setting for community events that draw residents, including the Grand Prix, 4th of July, and the Festival of the Arts. With the Village Hall and Library prominent features of Downtown Glencoe, Downtown is also the community's civic center. This relationship creates an affiliation that makes community residents an important market for the Downtown enterprises.



Primary Market: Destination: Businesses with unique products and “experiences” such as art galleries, unique restaurants and the Writers Theatre attract a smaller percentage of their sales from the convenience market; in contrast, they create a destination draw, as their unique offering attracts visitors from a larger geography. These businesses and destinations also give the commercial cluster its unique character that differentiates it from other shopping alternatives. It is important to note that, although the sales volume from destination customers is a smaller percent of the Downtown's total volume, these marginal sales add significantly to the profits of all businesses and, without destination customers, few businesses can meet their sales goals.



A Strategy for Economic Sustainability

As a result of its assessment of current conditions and future opportunities, and consistent with the Village Board of Trustees' Strategic Work Plan, the Commission identified a strategy to enhance and maintain economic sustainability (more details may be found in the white paper on economic sustainability within the appendix):

♥ Protect the Value and Desirability of Surrounding Uses

The activities within Downtown must be careful to respect the edges, the transitions between Downtown and the surrounding residential neighborhoods **The Village should maintain the existing boundaries** of Downtown. More and bigger may be the conventional wisdom of business district development, but the community surrounding the Downtown is a well-tailored fit which should not be altered. This conclusion is supported by the market analysis completed by the Village's special consultant for economic development.

♥ **Build on the Arts, Culture, Entertainment and Experience Economy, Location and Exceptional Assets**

The Village, property owners and business operators should capitalize on the unique opportunities presented by the existing base of arts and entertainment in the Downtown and the expansion of the Writers Theatre. Arts, entertainment, and restaurant activities can support economic and quality of life impacts that are greater than the sum of their parts. Special events that occur within Downtown, particularly the Festival of the Arts, can increase the visibility and uniqueness of the entertainment and arts-oriented businesses. The historically significant architecture, the Chicago Botanic Garden, Ravinia, exceptional golf courses and other amenities nearby contribute to the regional draw of Downtown as a destination. Particular care should be taken to consider the uniqueness of artistic and entertaining activities as the Village and its partners pursue enhanced image/marketing/branding of the Downtown.



♥ **Keep the Technology Infrastructure Up-to-date**

The Village should support business district vitality by partnering with technology providers in order to remain competitive with other downtowns and business districts that provide publicly accessible technology (wifi, vehicle charging, parking locators, updated lighting, wayfinding systems, etc). This is likely to become a minimum standard for business districts, a supporting “utility” that cannot be considered a luxury.

♥ **Be Flexible and Responsive to Changes in the Way People Work and Shop**

The Village, property owners and business operators should increase the daytime population within Downtown by supporting back-office, shared work-space, multi-function and short-term rental spaces. Whether the workforce is utilizing ‘home-office’ space or occupying offices or meeting spaces in the Downtown itself, residents or visitors working within Glencoe will continue to consume food, and business services within Downtown, and this benefits local businesses.



♥ **Support Niche Markets and Quality Businesses**

The Village, property owners and business operators should emphasize the quality of goods, services, and overall image of businesses over a focus on the mix of uses in Downtown. The indicator of district health is the number of pedestrians on the sidewalks and in the stores, not the number of “national chain” stores. The Village can partner with businesses and support a Chamber or other coalition’s efforts to work toward a common goal of elevating best business and best landlord practices.



♥ **Strengthen Downtown as a Neighborhood**

The Village and property owners should support an increased number of residents who live Downtown. Where residents are “invested” (figuratively and literally) in their Downtown, it strengthens the Downtown and the community. Though there are limits to the total number of residential units that can be supported, even a few more dwellings can enhance the critical mass that is a neighborhood, not just another use within the Downtown. As eloquently stated by one panelist, more residents living within Downtown will not by themselves “move the needle” on the market for retailing, but their presence would contribute to Downtown vitality in other ways.



♥ **Maintain Downtown as the Civic Center of Public Life**

The Village must strive to maintain, within Downtown, the civic activities that are at the heart of what binds a population into community. The presence of the Village Hall, the Public Library, Police/Fire/EMS, the Post Office, Friends Park, and the Wyman Green are significant elements in Downtown. (Just outside of Downtown, the Takiff Center, Central School, and Kalk Park are also a part of the civic core of the community.) By supporting the cluster of activities that comprise the civic core, we reinforce the business district as a part of the daily lives of community members.



♥ **Diminish Demand for More Parking Spaces Downtown**

The Village should support the expansion of alternatives modes of access to Downtown. The Metra rail stations within our Chicago metropolitan area are the envy of every region that lacks one. The importance of the commuter rail to the attractiveness and value of living in Glencoe continues to grow. The Pace bus system is an important feeder that extends the effectiveness of the Metra system network. Together, they enhance accessibility to employees who work within the Downtown, as well as visitors and to residents who work outside the village.



We anticipate that the “sharing economy”, particularly the likely expansion of bike sharing (such as DIVVY), vehicle sharing (such as ZipCars), ride sharing (such as UBER) and others may diminish our net reliance on personal automobiles and the demand on public and private space for parking, but this is a hope for the future rather than a prediction.

We should encourage the diminished reliance on the automobile and an expanded use of other transportation modes as an important part of building a more sustainable and resilient community. In addition to being an important element of community health, an integrated sidewalk and trail system is another factor in Glencoe and North Shore uniqueness and contribution to the quality of life for those who use it for athletic and for mobility purposes. We should not underestimate the potential beneficial economic impact of the proximity of the Green Bay Trail, the North Shore Trail, and the interconnections to the Forest Preserve and lakefront.



♥ **Retain and Extend a Strong Sense of Place**

The Village, property owners and business operators should support improvements to the character of the built environment that make it memorable and pleasant. The primary attraction to locate or maintain a business in Downtown Glencoe is the presence of shoppers and visitors, and the attraction to shoppers and visitors is the existing community character, strong sense of place and level of customer service. There are many competing business districts with better accessibility and larger supporting economic markets than enjoyed by Downtown Glencoe; few can compete with Glencoe's unique sense of place.





Section Two: A Strong Sense of Place

“We shall not cease from exploration. And the end of all our exploring will be to arrive where we started and know the place for the first time.”

--T.S. Eliot

Section Two Summary

“**Urban Form**” is commonly described as the arrangement of man-made volumes (buildings, bridges, structures, etc., and the spaces separating those 3 dimensional forms) that yield a perceivable sense of shape of the built environment. “**Community Character**” is often generated by the color, rhythms, pattern, surfaces, sounds, and landscaping that are on or between the Urban Form, giving a unique visual image to the environment.

Urban Form and Community Character are strengths of most areas of Downtown Glencoe, and an important reason why so many residents and visitors love or admire the area. However, that strength of form and character is not consistently high across all of Downtown. The plan identifies the characteristics that evoke a sense of comfort, visual attraction and delivers the strongest sense of place in Downtown. The Strategy calls for enhancing these characteristics and extending them throughout Downtown to assure that the entire Downtown area is welcoming, and a place that attracts both residents and visitors. The improvements recommended, (wayfinding, welcoming gateways, lighting and streetscape enhancements, among others) are aimed at extending and enhancing the walkable, comfortable and visually attractive Downtown area.

Sense of Place goals and strategies for Downtown as adopted in the 2004 update to the 1996 Comprehensive Plan:

A Strong Sense of Place

- Maintain the recognizable uniqueness of downtown, emphasizing its human scale, while enhancing its charm and ambiance.
- Through the development and appearance review process and supporting guidelines and standards, assure that all new construction and rehabilitation contributes to the charm, attractiveness, value and functionality of the downtown.
- Enhance the streetscape and extend it throughout the downtown.
- The Village continues to benefit from the historic, sequential growth and change that expresses varied periods and architectural styles. The Village should allow for growth and change that builds on, and enhances this strong sense of place through:
 - Maintaining a clear and simple development pattern as a unifying organizational structure,
 - Fostering a distinctive identity,
 - Encouraging variety and interest,
 - Ensuring visual and functional continuity,
 - Maximizing convenience,
 - Providing for downtown user comfort,
 - Emphasizing quality, and,
 - Supporting indigenous and compatible architecture without introducing unnecessary uniformity.

Analysis of Conditions

Urban planners, architects, landscape architects and others often use the term “sense of place” in describing the combination of characteristics that makes a place memorable, recognizable and unique. Sense of place involves the human experience in a landscape or urban environment, the local knowledge and the physical character of the natural and man-made elements. Communities, neighborhoods or business districts that exhibit a strong sense of place have an identity and character recognized immediately by a visitor and valued deeply by residents. **Communities strive to create a strong sense of place because it helps us understand where we are, it evokes a connection to the past and present, and it leaves a lasting impression in memory.** Portions of Downtown Glencoe have a strong sense of place and the plan suggests how that sense of place may be enhanced and extended throughout the district.

Scale and Walkability

Scale and walkability are strengths in much of the Downtown. The sidewalks and streetscape are attractive, and comfortable, paralleling the storefront accesses. The sidewalks can accommodate outdoor seating, trees and people walking side-by-side. The diagonal parking lining both sides of two-way roadways has a traditional feel that most drivers perceive as convenient and easy to navigate. Building and awning-mounted signs serve to inform drivers, and window signs inform pedestrians, of the goods and services provided. Face-to-face (storefront facing storefront) retailing and small store spaces support comparison shopping. A proportionately high number of first floor windows supports window shopping and a view of the activities on sidewalk and in the stores. Second and third story uses frame the path and create outdoor rooms through which Downtown users (on foot, bike or in vehicles) move and perceive the Downtown in sequences that engender a positive, memorable image. Pedestrian scale lighting and building/interior lighting extends the hours of safe, attractive walking.

Comfort, too, is an element of walkability (the extent to which the built environment is friendly to the presence of people living, shopping, visiting, and enjoying or spending time in an area.) The antithesis of walkable is the auto oriented big-box retail corridor, where one cannot comfortably walk from store to store, and where the vast undifferentiated architecture of buildings and parking lots is dehumanizing. Elements that contribute to walkable environments include landscaping, glass windows and doors, orientation and proximity of stores and residences that watch over the street, short distances between intersecting streets and a variety of buildings and many entries between intersections.



Outdoor Rooms within Downtown Glencoe

One of the most accepted conventions of urban design is the important impact of a positive “sense of enclosure” on how pedestrians experience a place; in particular their feeling of comfort and personal safety. There are many theoretical models to explain how to create this sense of comfort and personal safety, and much of the work of urban designers will focus on applying these models of good urban design. **Good urban design creates outdoor rooms that are sensitive to the proportions of buildings and public spaces**, to induce not only visually attractive areas, but also this sense of comfort and personal safety.

In Downtown Glencoe, the “well-proportioned” positive scale and walkability and the sense of comfort within the enclosure of an outdoor room is most apparent along the Park Avenue and Vernon Avenue paths through the core retail area of the Downtown. Whether by intent or serendipity, the decision-makers who built this original section of Downtown managed to create a very special and exceptional condition, an ideal framing ratio of one vertical to three horizontal (as depicted in **Figure 3**).¹

An outdoor room, like any room, is defined by the walls that enclose it. In Glencoe, the front facades of the buildings that face the street or, occasionally mature trees and other landscape elements, create the desirable enclosure.

The strength of this comfortable enclosure is diminished slightly on Vernon Avenue, south of the Village Court Parking lot, due to the loss of consistent second story framing of the outdoor room. It is similarly diminished by the unevenness of framing and unevenness of activity on either side of Tudor Court and either side of Hazel Avenue; especially East of Vernon, neither of these paths enjoy store-front to store-front retailing, nor an even balance of parking on either side.

¹ See Institute of Traffic Engineers (2010) “Designing Walkable Urban Thoroughfares: a Context Sensitive Approach,” RP-036A; and, Carmona, M., Heath, T. & Tiesdell, S.(2003) Public Places Urban Spaces: The Dimensions of Urban Design.

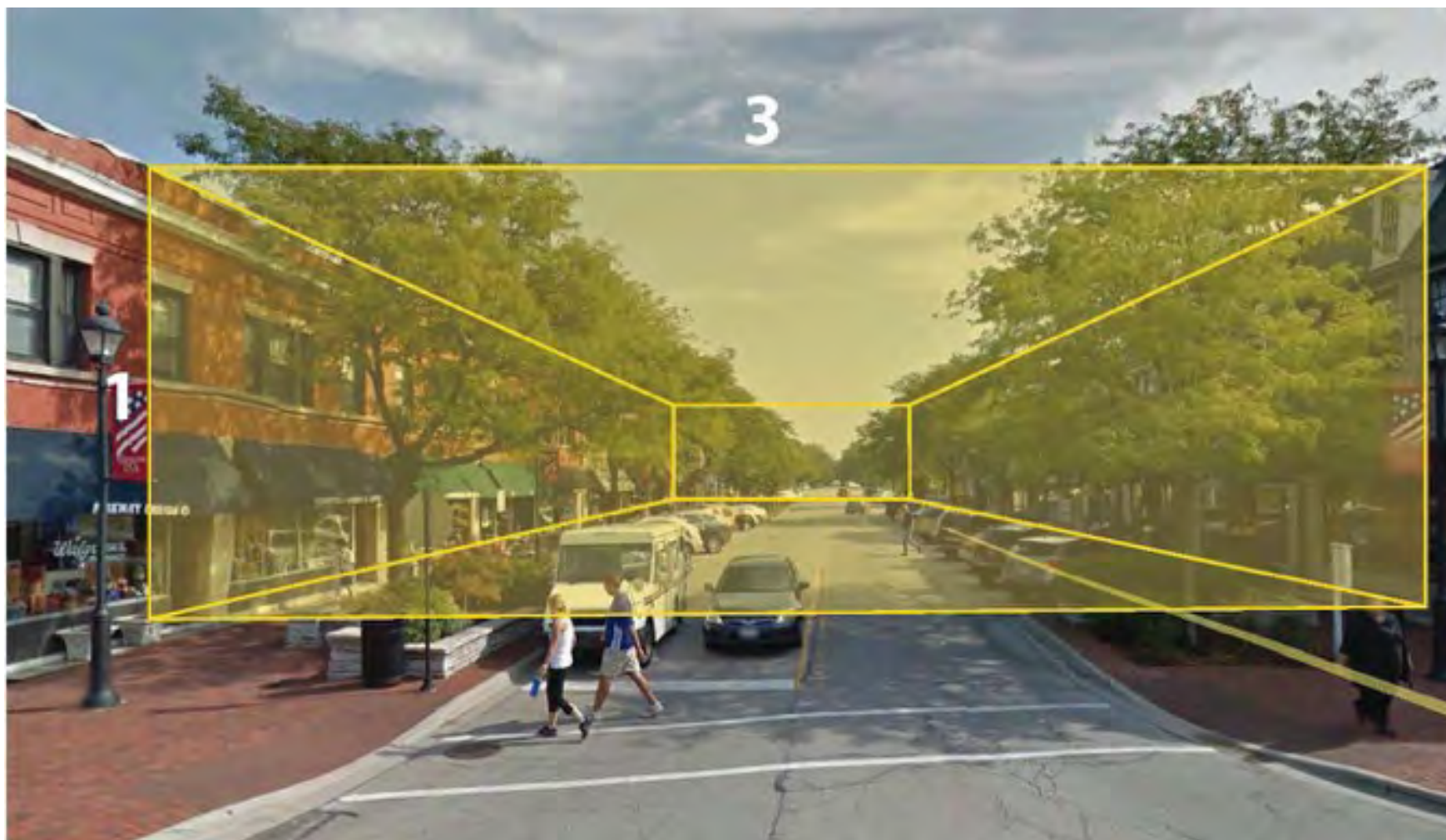


Figure 3 -- The "comfortable" 1:3 (height to width) ratio of the outdoor room

In contrast, Village Court (street) is not a pedestrian friendly path. It is relegated to the side orientation of every building that frames it including the library and Village Hall on the east, the grocery and bank on west. The bank at Village Court and Park Avenue has one entrance off the parking lot and one at the corner with plenty of windows facing Village Court. The sidewalk configuration south of Wyman Green and Village Court Parking lot discourages pedestrians from circumnavigating around the central block of Downtown and is one of several elements which contributes to the visual and character disconnect of the properties south of Hazel Avenue. Temple Court offers no comfort or attraction to a pedestrian, and no welcome to a visitor entering Downtown from the south, whether on foot, by bicycle, or by automobile.

Neither Hazel Avenue nor Temple Court project a comfortable “outdoor room” due to the setback of the buildings/improvements on either side of the road (particularly the Public Safety side of Village Hall, the gas station/bank), and the landscaping along the northern edge of Temple Court parking lot does not act as a framing element. The Post Office, one of the destinations that draws pedestrians south from Park Avenue, is undermined by the lack of a pedestrian friendly way of getting there.

Diversity and Differentiation

Park Avenue at Green Bay Road is the primary gateway into Downtown Glencoe, in part because of the rail station/rail parking, and in part because of very limited access from Green Bay Road into Downtown. This path is also visually the strongest, creating a first impression of overall balance, scale, walkability, vitality and architectural diversity. Despite the zero setback condition along Park Avenue, and along a portion of Vernon Avenue, the path is anything but monotonous. No single building exceeds 15% of the block face and most business spaces are less than 10%. There is similarity in cornice line, lintel levels, window lines, and building rhythm, yet there is no uniformity. It is a mix of one- two- and three-story buildings. The bank building at 333 Park Avenue, a visual landmark, is one story taller than its neighbors, but does not dominate or tower incongruously.

From one end of Park Avenue to the other, glass and brick are the dominant materials, but there are a dozen colors and patterns of brick and differences in style and trim and entries and embellishments. This adds up to a character that is at once both unifying and diverse. It is the result of organic development and change over time, reflecting the unique perspective of individual property owners and changing tastes. It is the opposite end of the spectrum from conventional shopping centers and big box

strip centers, or planned New Urbanist business districts. Where Downtown Glencoe becomes weakest, particularly Village Court and south of Hazel Avenue on Vernon Avenue, is where it loses its diversity, pedestrian orientation and framing of the outdoor room along the path. It is predominantly single-story, featuring longer, more massive buildings along the path. There are “missing teeth” in the framing wall to setbacks and auto accommodations and diminishing store-front glazing or orienting building-entries away from the path.

On the next page, **Figure 5**, depicts a conceptual application of the types of improvements, within public rights-of-way and on village owned property, that may enhance the existing strong urban design elements and characteristics. Among the improvements are:

- Wayfinding elements to make it easier to find parking, open spaces, businesses and other downtown amenities.
- Lighting and streetscape enhancements that enliven the special character of Downtown, even in winter and into the evening.
- Gateway features to celebrate arrival into Downtown.
- Access and connection improvements that make circulation (by auto, bike or on foot) easier.
- Reinforcement of the positive enclosure of the outdoor rooms throughout Downtown.


















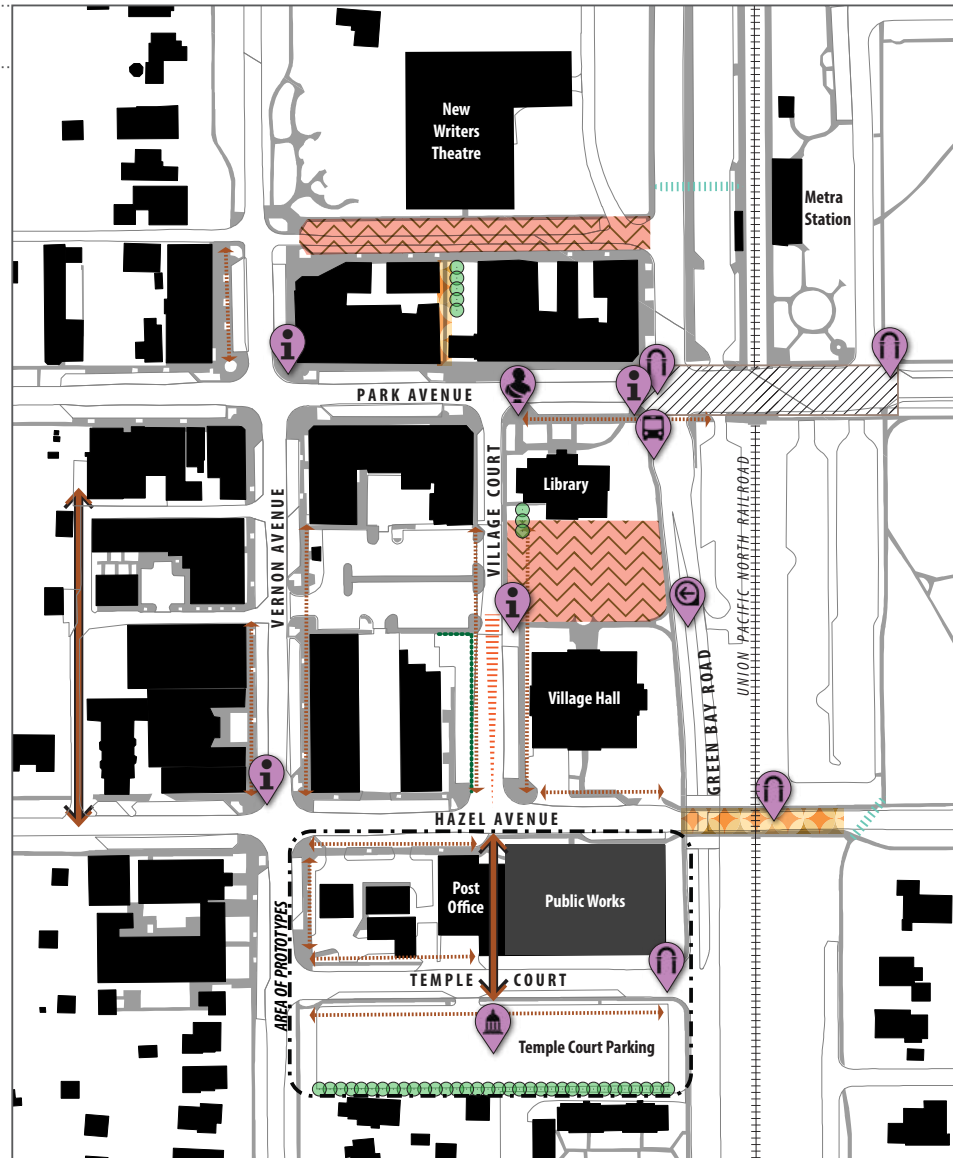
Figure 4 -- Example of Landscaping and Lighting in a Year-Round Walkable Environment, Boulder, CO

Figure 5 -- Conceptual Urban Form / Community Character Enhancements

CONCEPTUAL URBAN FORM / COMMUNITY CHARACTER ENHANCEMENTS

Legend

-  Streetscape Enhancement
-  Street or Right of Way
-  Pedestrian Access Improvement
-  Street Narrowing
-  Special Environment
-  Festive Lighting
-  Screening
-  Wayfinding Element
-  Gateway Feature
-  View Enhancement
-  Outdoor Room Framing
-  Terminated Vista
-  Public Art Element
-  Kiosk/Public Information
-  Bus Shelter



A Strategy for a Strong Sense of Place

The Village, working with property-owners and businesses, should extend the strongest elements of urban form throughout Downtown.

-  **Eliminate the disconnect** between the stronger portion of the Downtown and the area south of Hazel Avenue, by introducing uses, spaces, building massing and public spaces where people will want to be. Be watchful of the spacing of streets and the massing of buildings so as to diminish the potential for monotony or over-orchestration. Update and implement design guidelines for new development that require being attentive to specific, key design characteristics like cornice lines, windows, doorways and building orientation, etc, and which reflect the planning concepts that would be imposed on potential redevelopment of properties as described at the end of Section 5.
-  **Allow vehicles and pedestrians the greatest opportunity to circulate** without needing to exit out of Downtown. Consider extending Village Court through to the southern gateway as a pedestrian spine from Tudor to Temple, through the gap that exists between 333 and 337 Park Avenue, running south on Village Court through to Temple.
-  **Prepare a plan for a family-friendly multi-purpose space** in Wyman Green that can accommodate outdoor performances and special events, as well as daily passive use by shoppers, patrons of the Library, Downtown food services, and Downtown employees.
-  **Build in diversity and differentiation into architecture** through enhanced design guidelines for public and private buildings and site improvements.
-  **Enhance the gateways**, particularly the southern gateway from Green Bay Road, to draw in visitors and users, and enhance the sense of arrival and uniqueness of Downtown that differentiates it. Celebrate the arrival into Downtown with visible gateway enhancements, streetscape and public art. Consider lighting improvements such as sidewalk bollards, or temporary festoon strings which enhance the festiveness and joyful character of Downtown.
-  **Maintain the healthy on-street parking balance**, and require extraordinary parking demand to be served by non-visible parking resources. If there are parking structures, give them storefronts along the street/sidewalk. Be thoughtful with the position and orientation of potential parking improvements, and the wayfinding that contributes to their utility.

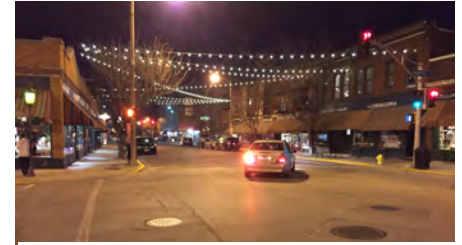


Figure 6 -- "Festoon Lighting", Galesburg, IL



Figure 7 – Gateway feature, Long Beach, CA



Figure 8 -- Bryant Park, New York



Figure 9 -- Interactive Fountain, Boulder, CO

■ **Encourage the creation of nodes** where paths will cross (without conflict) and where residents and visitors are comfortable gathering, informally, randomly, as part of their daily life or visit. If there will be additional or enhanced parking, encourage places (nodes) along the path (to and from the parking) where activities and spaces are attractive (to sit or explore) and in so doing, shorten the perceived distance to the destination. Encourage building siting and building types which support uses that enliven and diversify the economy and uniqueness of Downtown Glencoe, bringing people into Downtown for a variety of reasons, at a variety of times during the day and evening.

■ **Work with property owners** to create extraordinary places, publicly accessible and often privately maintained, which enhance the experience of use of the private business, and contribute to the character of the public rooms. Good examples can be found for application in courtyards, arcades and semi-private corridors. Creative use of furniture, lighting, and screening make for more intimate sized spaces.

■ **Extend the comfortable walking environment** of the framed “outdoor room” throughout Downtown, paying particular attention to Village Court, Hazel Avenue and the southern gateway into Downtown, with a priority on windows and doorways on the street. Consider eliminating the boulevard element of Village Court, and encourage display windows and the relocation of the loading dock serving the grocery store. Use the 1:3 ratio, (building height to corridor width) as a guideline that supports the comfortable outdoor room for public spaces.



Figure 10 – Scranton Alley, Lake Bluff, IL



Figure 11 – Wayfinding in Detroit, MI



The top image is a photo depicting the view, looking to the south, from the middle of Village Court (even with Wyman Green) which is characterized by a wide “outdoor room” (1:7 height to width ratio) with a weak enclosure.



The bottom image is a digitally altered photo depicting the view from the same location, intended to depict the potential for corridor enhancements which would extend the 1:3 height to width ratio of the outdoor rooms found elsewhere in Downtown. This illustration shows a narrowed roadway, a screen wall enclosing the loading docks of the grocery store at 341 Hazel Avenue, a theoretical roadway extension of Village Court through the Public Works site to Temple Court, and building volumes on the remainder of the Public Works Parcel.

Figure 12 – Theoretical effect of stronger outdoor room-framing on Village Court (concept only, not proposed)



Section Three: Publicly Owned Property

“...there's a symbiotic and intrinsic link between storytelling and community, between community and art, between community and science and technology, between community and economics. It's my belief that abstract economic theory that denies the needs of community or denies the contribution that community makes to economy is shortsighted, cruel and untenable.”

-- Sting

Section Three Summary

This Section focuses on what could be done to enhance the character and value of property south of Hazel Avenue, specifically the Public Works site and the Temple Court Parking lot, that would maintain the scale and extend the positive urban form and vitality of Downtown.

In the process of considering the potential value and impact of redevelopment or re use of these properties, several prototype development patterns are considered.

The Plan does **not** advocate for specific redevelopment of the publicly owned properties in this location. However, **if** these properties were ever to be reused or redeveloped, the plan finds that they must be required to exhibit the high quality, attractive character and comfortable scale of the most attractive areas of Park Avenue and Vernon Avenue. The Plan includes planning guidelines that should be used to evaluate the impact of reuse of publicly owned property.

Publicly Owned Property goals and strategies for Downtown as adopted in the 2004 update to the 1996 Comprehensive Plan:

Strategic Use of Village Resources in Support of the Vision

- ◊ As part of the establishment of a strategic plan for the downtown, the Village should carefully consider the opportunity and challenge of redeveloping the Public Works Services Facility, the Village Court Parking Lot, and the Temple Court Parking Lot. ~~Such a strategy would identify the uses which would best support the downtown and the tasks necessary to implement redevelopment if it is found desirable and appropriate.~~
- In pursuing redevelopment of these Village properties or other resources in downtown, the Village would need to establish guidelines to direct the process, and the end results. Such guidelines should reflect the primacy of the Village's role as a conservator, maximizing benefit to the community and quality of life, not necessarily maximizing financial gain, and should incorporate the following values:
 - If the proposed redevelopment includes housing, such development meets the broad array of Glencoe resident needs, with particular interest in housing attractive to retaining residents of the Village.
 - Downtown as a source of social interaction, the heart of the community, and a convenient place to shop.
 - Reusing property for the mix of uses most likely to contribute to long term community stability, diversity, and charming ambiance of downtown.
 - Attractive and compatible architecture, siting, lighting, landscaping and screening.
 - ~~Judicious~~ Management of parking resources which contribute to meeting the needs of the downtown.
 - Design and development of buildings and uses in a manner sensitive to their impact on nearby residential uses.
 - Retaining the Post Office in downtown.
 - The Village should document, maintain and refine its architecture, sign, landscape and site design guidelines to be used as part of the development review of new construction and substantial reconstruction within downtown.
 - The evaluation of any strategy and the initiation of any project or program within the downtown must be grounded with market analysis that assures that it may be implemented with reasonably anticipated funding and market demand.

Analysis of Conditions

Portions of Downtown evoke a strong sense of place, but others, such as the area south of Hazel Avenue do not. This provokes questions regarding the future of the Public Works Garage and the Temple Court Parking Lot which dominate this area...questions that have been a subject of community debate for at least 30 years (as evidenced in Plan Commission Meeting Minutes). Few would argue against the assertion that redevelopment would attract uses that would potentially make a greater contribution to the **economic sustainability** of the Downtown. However, more comments in the community survey and project quick polls pointed to the potential positive impact that such new uses, new buildings and new connections might contribute to a greater diversity of uses, greater vitality across the entire Downtown, and to a stronger **community character and sense of place**.

The Commission, in part responding to specific requests and suggestions from panelists and other interested participants, explored the potential integration of the southern end of Downtown more successfully and appropriately into the rest of Downtown Glencoe--should there ever be a proposal to develop all or any portion of the area South of Hazel Avenue shown as Figure 13. Village staff prepared prototypes of possible development proposals, for discussion only, and for the sole purpose of identifying consensual values and planning goals that could be adopted as part of this document, as a guide to any changes to these properties. Among the strong consensual values and goals which emerged from a study of these prototypes are: 1) the need for appropriate scale which complements the existing Downtown, 2) a walkable and a welcoming pedestrian environment, 3) the physical integration of streets into the rest of Downtown rather than creating a sense of separation from it, 4) optimizing the "outdoor room" experience through best practices including scale, height, green canopy and street configuration, and 5) strengthening and extending the existing sense of place rather creating a contrasting experience.

The exercise producing these values and goals included an examination of a series of prototype buildings, use, and site configurations that might result from redevelopment of all or a portion of the Public Works and Temple Court parking lot. Working with both the physical and fiscal models, the Plan Commission found that addressing the public properties as smaller component parts, which would produce smaller buildings, would allow for more flexibility and also consistency with the best practices of urban form, especially as applied to Glencoe's unique central business district and community character. These smaller component parts are described here as "sub-areas."

The Sub-Areas

For purposes of analysis and articulation of the impacts of conceptual redevelopment prototypes, the Commission “divided” the area south of Hazel into sub-areas A through F.

- The existing Public Works Garage is **Site A** and **Site B**. These sites are divided by an imaginary line which would extend the eastern right-of-way line of Village Court (the street) through the building, south to Temple Court right-of-way; the bulk of the building is Site A on the east, and the remainder (perhaps 66 feet wide) west of the imaginary line.
- Site C is the Right-of-Way of Temple Court, from Green Bay Road to Vernon Avenue.
- The Existing Temple Court Parking Lot is **Site D**, **Site E**, and **Site F**. Site D, sits east of the imaginary line which would extend the right-of-way of Village Court (the street) south to the Temple Court Parking Lot (and the southern boundary of Downtown). Site E would sit to the west of Site D, comprising 66 feet in width, from the Southern right-of-way line of Temple Court (street) to the southern boundary of the Temple Court Parking Lot. Site F would sit between Site E and the Vernon Avenue right-of-way.

Consideration of Site B and Site E as a southward extension of Village Court Street beyond its existing terminus at Hazel is an outgrowth of the desire to extend the stronger elements of urban design throughout the downtown. In pursuit of enhanced urban form and community character, the Village could take two different approaches: One would leave the street pattern as it currently exists, with the potential narrowing of Village Court to the north, and to visually enhance the southern entry at Temple Court. The second approach would be to connect the Temple Court area with the activities to the north, by way of the “extension” of Village Court, and seek uses for the site or sites that broaden the attraction to Downtown.

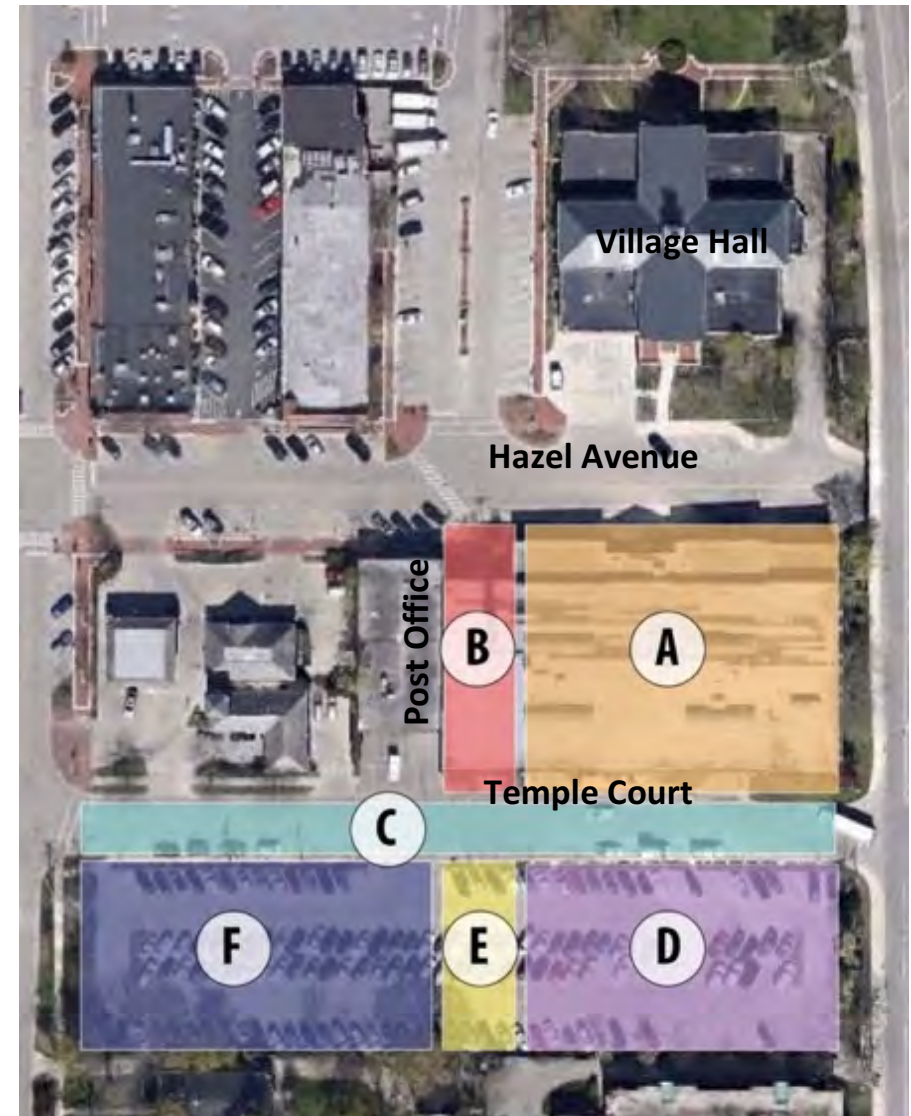


Figure 13 – Public Property sub-areas for prototype evaluation

Use Mix Within the Prototypes

The Village recognizes its responsibility in assuring the continued vitality of Downtown, and in its role as steward of public resources. Consequently, the Village should articulate what uses and urban forms are most fitting and likely to contribute to economic sustainability, urban form, and sense of place. In the evaluation of alternatives to the use of the publicly owned property, a variety of building prototypes were considered, with a mix of land uses: surface and garage parking, rental apartment buildings, condominium buildings, adaptive reuse (retail), and an inn. The prototypes provide a variety of options that may achieve both the objectives of good urban form and financial viability, including:

- **Surface and garage parking:** all scenarios included parking to serve new uses in addition to the existing 170 surface parking spaces currently located at the Temple Court lot.
- **Rental apartment buildings:** Given current market conditions, unit sizes could be expected to be 1,000 to 1,700 square feet each with one to two bedrooms. Anticipated tenants include empty nesters and younger, emerging households interested in close proximity to Metra transit and other Downtown Glencoe and area amenities.
- **Condominium buildings:** Given current trends, unit sizes could be expected to be 1,600 to 1,800 square feet each with mostly two bedrooms. Anticipated buyers are similar to those of the rental apartments, though perhaps dominated by empty nesters.
- **Adaptive reuse of the existing Public Works building (retail):** Retail uses, including restaurants, would benefit Downtown Glencoe by establishing destinations on the southern edge of Downtown and creating further vitality. These high end uses are expected to complement and extend the Downtown character.
- **Inn:** Two scenarios include space for an inn (a high amenity hotel, often of fewer than 80 rooms) which would serve local visitors and tourists attracted to one or more of the entertainment or performance venues (ie. Writers Theatre). The inn is envisioned to be 3 stories with 11 to 12 rooms per floor. Each room could be roughly 500 square feet. (example: Figure 14 – Example of a small inn, King Charles Inn, Charleston, SC).



Figure 14 – Example of a small inn, King Charles Inn, Charleston, SC

Any reuse or redevelopment of public property would require, at a minimum, that:

- Buildings and uses add to the walkable, comfortable, intimate character of Downtown;
- Siting and orientation of each building respects and enhances the existing street grid; and,
- Each building and use supports the economic and architectural diversity that makes Glencoe distinguishable from other nearby business districts.

The prototypes described below are included only as illustrations of how these concepts can be incorporated into redevelopment of the public property. The Figures shown below are reproduced at a larger, more legible scale, and included within the Appendix:

Prototype A: No change. Currently, market forces are not driving demand for property so as to motivate reuse or redevelopment of the public owned properties, particularly in the short term.

Prototype B: Redevelopment of the Public Works Building. This prototype could be accomplished as a single use building or buildings, or a limited mix of uses. Independent of any change to adjoining public property, reuse of the existing building would likely emphasize the Hazel Avenue frontage in an effort to strengthen that corridor, but would not accommodate the extension of Village Court. Redevelopment alternatives could include retail frontage on Hazel with a 170 space parking structure in two stories to the south. This could “replace” the parking on the Temple Court Lot, being closer and more accessible to the center of the district, and accommodating the eventual redevelopment of the Temple Court lot for some other use. Neither the extension of Village Court nor the reuse or redevelopment of the public works site could be achieved until/unless the relocation of the public works functions are complete.

Prototype C: Rental Residential. This prototype would redevelop the eastern part of the Public Works building site (sub-area A) for apartments with on-site (below grade) parking to serve those dwellings. The western portion of the Public Works site could be redeveloped as the extension of Village Court through to Temple Court. With somewhat reduced number of dwellings, the first floor space fronting Hazel Avenue might be developed for retail use. The potential for a mixed use building is higher for rental residential uses (or office uses) above the first floor than it is with owner-occupied uses above the first floor as in Prototype D. If the western portion of the site were used to extend Village Court to Temple Court, the Post Office would likely require some modification (either to remain as the Post Office or for reuse) as a consequence of becoming a corner lot. In its current configuration, the Post Office (which is not a Village-owned building) contributes to the “back alley” appearance of Temple Court due to the loading dock and truck parking facing Temple Court.



Figure 15 – Prototype B - Public Works Site



Figure 16 – Prototype C Rental Residential

Prototype D: Owner-Occupied Residential. Similar to Prototype III, redevelopment of the property for condominium units on both the eastern and western portions of the Public Works site, with below grade parking. This would yield fewer dwellings compared to Prototype C due to the likelihood of larger unit sizes necessary to attract condo buyers. Mixed use buildings may be possible, though restaurant uses may be deemed incompatible by most Condo buyers (in contrast to apartment tenants).



Figure 17 -- Prototype D: Owner Occupied Residential

Prototype E: Mixed-Use Site. Many different layouts are possible, but the common element of Prototype E is the preservation of the Temple Court street and location of the intersection with Green Bay Road, with or without Village Court extended south to “Tee” into it. Prototype E could accommodate its own “replacement” parking for the existing 170+ spaces in the Temple Court Lot, or could yield greater total development if redevelopment of the Public Works site provides that replacement. The Temple Court Lot should not be redeveloped for a single building, as the result would inevitably be out of scale with the balance of buildings within Downtown and likely incompatible with the residential uses to the south. Breaking Temple court into three or more sub-areas will likely drive redevelopment as a mixed-use site, and not for mixed use buildings. One of several site alternatives would accommodate an Inn (hotel), residential apartment or condominium buildings, and a parking structure to replace the existing Temple Court lot. It may be possible that the parking structure might support upper floor dwelling units. If Village Court is extended through to Temple Court, the architecture and building siting within this prototype should assure a “terminated vista” that draws the eye to an architectural or landscape feature at the southern terminus of the Village Court corridor.

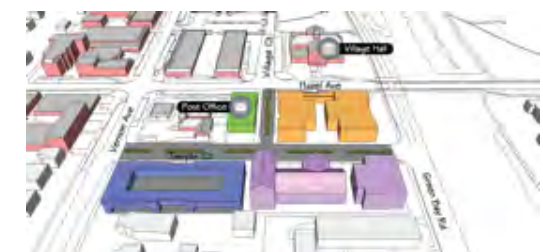


Figure 18 -- Prototype E: Mixed Use Site





Prototype F: Other. An additional prototype considered by the Commission, included the relocation of Temple Court to the southern boundary of the Temple Court Lot, but was dismissed by the Commission as unlikely to overcome the expense of relocating the street and underground utilities.








The conclusion of the evaluation of the prototypes includes the recognition that **building scale and a strong connection to the remainder of the Downtown must be of primary concern.** The unattractive, unwelcoming character of the southern gateway into Downtown, and the properties south of Hazel Avenue and east of Vernon Avenue may present the motivation for the Village to pursue redevelopment sometime in the future, but the limits that the Village may impose to assure such development remains compatible with the Downtown may conflict with market forces and the economics which support real estate development.

The language of the first update to the Downtown Plan called for assurance “...that any strategy for the reuse of village property, including but not limited to the village parking facilities and Public Works Service Building, respects the perspectives expressed through community involvement in the planning process, as well as reflecting community support for change.” This Downtown Plan, and the strategies presented here remain true to this call for consensus. One exception to the language of that first update, based on the conclusions of economic sustainability regard the mix of uses, is that the strategy need not identify the uses of a redeveloped property in order to assure that such redevelopment is desirable and appropriate. The remaining strategies from the first update of the Downtown Plan are restated in the text box to the right of the Section Three Summary, above.

A Strategy for Publicly Owned Property

As a result of evaluating the prototypes, this update includes the following additional planning guidelines that would need to be required if there were a potential reuse or redevelopment of the publicly owned properties south of Hazel Avenue. It was noted by the Commission, that the guidance regarding building qualities, building siting and site improvements described below are also applicable to private redevelopment of properties elsewhere throughout the Downtown, and should be reflected in the update and revision of the **Downtown Design Guidelines**:

-  **No massive buildings:** Multiple, smaller building footprints are more consistent with the existing Downtown urban form than massive buildings that would dominate a block-face.
-  **No blank walls:** Any redevelopment should result in buildings that put windows and entry doors on the street, and whose facades reinforce the positive “outdoor room”.
-  **Comfortable Building Heights:** Building height has a considerable influence on village character, and need not be uniform across Downtown. Dramatic changes in building height can be incompatible, especially along the perimeter of the Downtown adjacent to single family residential uses.
-  **Parking Neutral:** New development should not add to the burden of providing parking to serve existing activities in Downtown. Any residential use would be expected to include on-site, below grade or enclosed parking that meets its own demand, and makes up for any loss of existing parking on the Temple Court lot.

-  **Every Side of each Building is Attractive:** Green Bay Road provides opportunities for “windows” into the Downtown. In no case should the redevelopment or reuse of publicly owned property turn a backside, or otherwise ignore Green Bay Road frontage.
-  **Welcoming Gateways:** Any redevelopment of property (publicly owned or private) should contribute to the creation of a welcoming and attractive southern entry into Downtown, as should streetscape and other public improvements within the rights-of-way.
-  **Attractive Signs:** Signs contribute to (or can diminish) the character of the Downtown environment. Signs that are visible and legible by pedestrians on the sidewalk are of greater importance and more attractive than signs visible and legible by drivers in vehicles.
-  **Pedestrian Comfort:** Adequate space for street trees, well located outdoor seating, and other furniture in the right-of-way, and even awnings that provide some shelter (from rain or sun) can make for a more comfortable pedestrian environment.
-  **Connected Streets:** Connecting Village Court south, all the way to Temple Court, for both pedestrians and vehicles would eliminate the appearance of isolation exhibited by the property south of Hazel Avenue.
-  **Extend the Green Canopy of Trees:** In addition to extending the lush canopy of trees that characterizes Glencoe’s great neighborhoods, street trees and on-site landscaping supports the human scale and comfortable enclosure of outdoor rooms, restful gathering places, and softens the impact of development on surrounding areas.
-  **The Desired Outcome of Good Planning Guidelines is Pedestrian Traffic:** As described in the section on Economic Sustainability, a healthy diversity of activities that keeps buildings and sidewalks full of users and visitors is the goal. The Village should retain the ability to limit unacceptable or incompatible uses, but zoning should be enabling and flexible to the changing business and residential market conditions.



Section Four: Public Infrastructure Supporting Downtown

“...the purpose of urban planning is finding a way to minimize our distress while maximizing our interactions.”

– Geoffrey West

Section Four Summary

The section considers need for public infrastructure and amenities to support an active Downtown. These are “common” elements that are shared and enjoyed by the public, and not typically or easily paid for or provided by individual property owners or businesses. Not all infrastructure is a physical pipe or network improvements like our sewer, water, electricity, or other utility. They may include public open space, special events, marketing/branding and promotion, parking, roadways, and non-automotive transportation modes.

The section makes use and reference to an extensive parking analysis for Downtown conducted by the Village, and which is included in the appendix. The strategy for support of business and residential activities within Downtown calls for maximizing the utility, visibility and accessibility of existing parking resources. Wayfinding elements, such as well-located signs and information kiosks are also needed. The recommended strategy recognizes the need for both the Village and businesses to work in partnership.

Public Infrastructure goals and strategies for Downtown as adopted in the 2004 update to the 1996 Comprehensive Plan:

High Quality Public Facilities and Services

- The need for a comprehensive approach to parking and vehicular circulation within the downtown is evident. Such an approach should assure that parking and circulation are adequate to serve the demand which may be generated throughout the day; should be convenient, easily found, and supports pedestrian accessibility; should assure that all parking facilities are attractive and support the desired business vitality, character and scale of downtown; should balance the needs of employees, shoppers, residents and visitors; and should be designed to be manageable and maintainable.
- It is important to assure that vehicular parking and circulation is convenient, attractive and sufficient, however, nothing should reduce the Village's emphasis on assuring a comfortable, attractive, walkable environment.
- Assure that all public facilities, including buildings, parks and open spaces, and improvements in the right-of-way, remain attractive and contribute to the appearance of downtown.
- Reinforce the attractive image of the downtown business and activities through the installation and maintenance of high quality, well designed streetscape improvements throughout downtown and its approaches. Enhancements to the existing streetscape improvements, should keep the downtown looking fresh but timeless. Such improvements might, for example, include unified wayfinding, public information kiosks, or parking lot landscaping and lighting improvements.

Analysis of Conditions

Approximately half of Downtown Glencoe is publicly owned, and the other half is private property. Therein lies a partnership. The public provides the infrastructure that is necessary for all of the business, cultural and residential activities. In addition to underground utilities, (water, sewer, storm sewer) a municipality provides access to private property and activities with streets, sidewalks, transit, parking (and, in some communities, Wi-Fi internet access). The infrastructure that supports private property also includes the protection of health, safety and welfare, the amenities in the streetscape and open spaces, and in some communities, promotion and branding campaigns and special events and economic development marketing that attracts visitors and customers.

Parking

The mix of uses in Downtown Glencoe has historically attracted customers, employees and tenants who drive automobiles. Automobile parking has become a part of the public infrastructure that the Village of Glencoe provides in support of Downtown businesses and activities. At the time of the adoption of this plan, the Village provided approximately 300 spaces on-street, and 230 spaces in two public parking lots within Downtown. Private property owners provide another approximately 75 spaces. The Village also provides another 560 spaces in lots and on-street parking to serve commuters and nearby school and residential uses immediately surrounding the Downtown.

Public dialogue regarding the amount, location, cost and time restrictions for public parking have been a common element in every municipality with a central place. It is not unrealistic to hope that within the planning horizon of this document, the reliance on personal automobiles and the parking spaces that accommodate them will diminish as a result of changes in technology or lifestyle; but for the immediate future, close, convenient parking is perceived as an essential element of the success of Downtown. From a planning standpoint, it is an accessory use in Downtown, not a primary function. A shopping district dominated by a sea of unused parking spaces is dreary and unwelcoming; it can dilute the critical mass of stores and does not induce a positive sense of place and vitality. At the same time, suburban business districts lacking

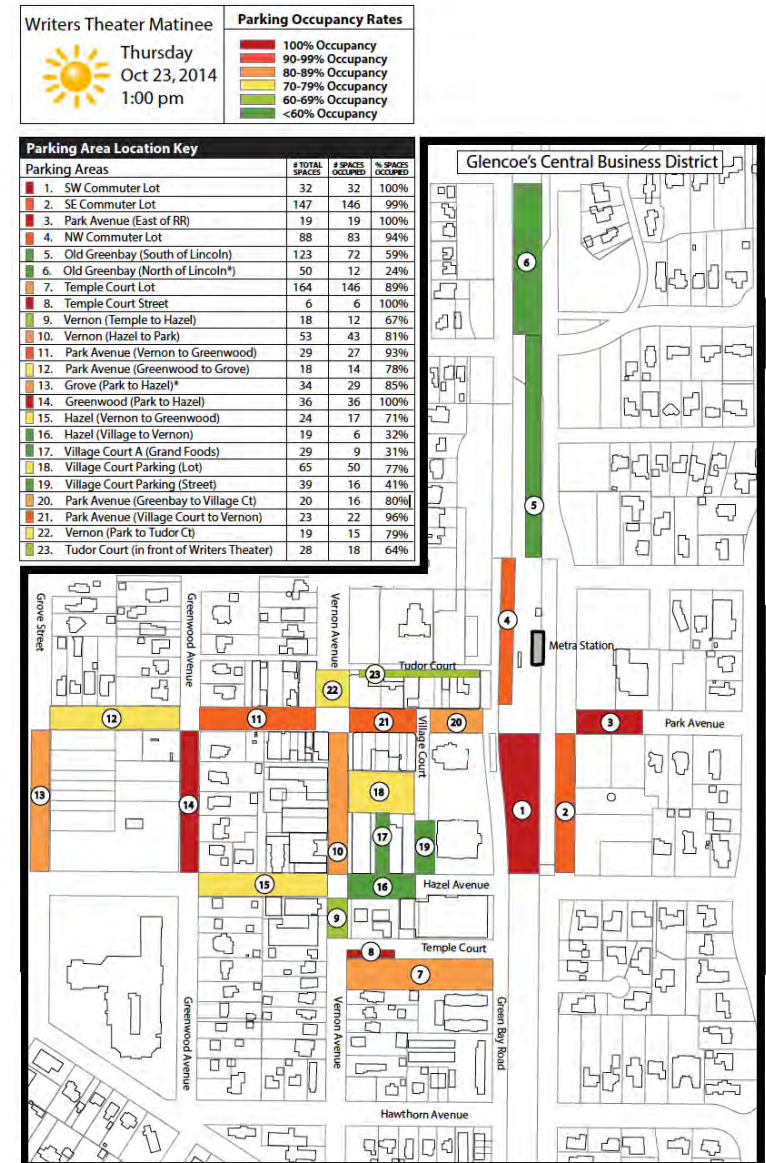


Figure 19 – Analysis Map of Available Parking (Full size reproductions of each of these maps may be found in the White Paper: Glencoe Parking Study in the Appendix.)

convenient parking, whether perceived or actual, is at a competitive disadvantage. Ultimately, walkability, community character and the experience of Downtown is the most supportive utility that the public can provide. Glencoe's sense of place and the experience of being Downtown and in the community has to be more attractive than other alternatives. Competing with internet retailing and mall retailing will require that shopping in Glencoe continues to be an enjoyable, convenient and special experience.

As a component of the Village's Downtown TuneUp, Teska Associates, Inc. conducted a parking survey in Downtown Glencoe to document existing conditions and to anticipate potential future parking problems. Data on parking space occupancy for each public space within the Downtown and adjacent commuter lots were collected, from 8:00 AM through 9:00 PM, on Thursday, Friday and Saturday, October 23-25, 2014. The analysis also referenced the "Traffic Impact and Parking Study" conducted in advance of the proposed Writers Theatre expansion, prepared by KLOA, dated June 7, 2013. These data are summarized in maps, color-coded spreadsheets and in graphs included within the appendices.

In the realm of parking, perception may become more important than reality. Based on the survey of occupancy, Downtown Glencoe has parking capacity which regularly exceeds parking demand, but does in fact have periods when parking is perceived to be difficult to find or inconveniently located. The capacity of combined on-street and off-street spaces can currently accommodate daily parking demand, and is projected to remain so, even after the introduction of Writers Theatre performances in the new theater space on Tudor Court. In peak shopping or event conditions (no counts were taken during holidays), the most convenient and accessible parking spaces may be fully occupied. When this does happen however, available spaces may quite often be found a block or two away from the target destination. This is an inconvenience, and is compounded by shopper (circling) and employee (parking in customer parking) behavior, with little wayfinding in support of finding available spaces.

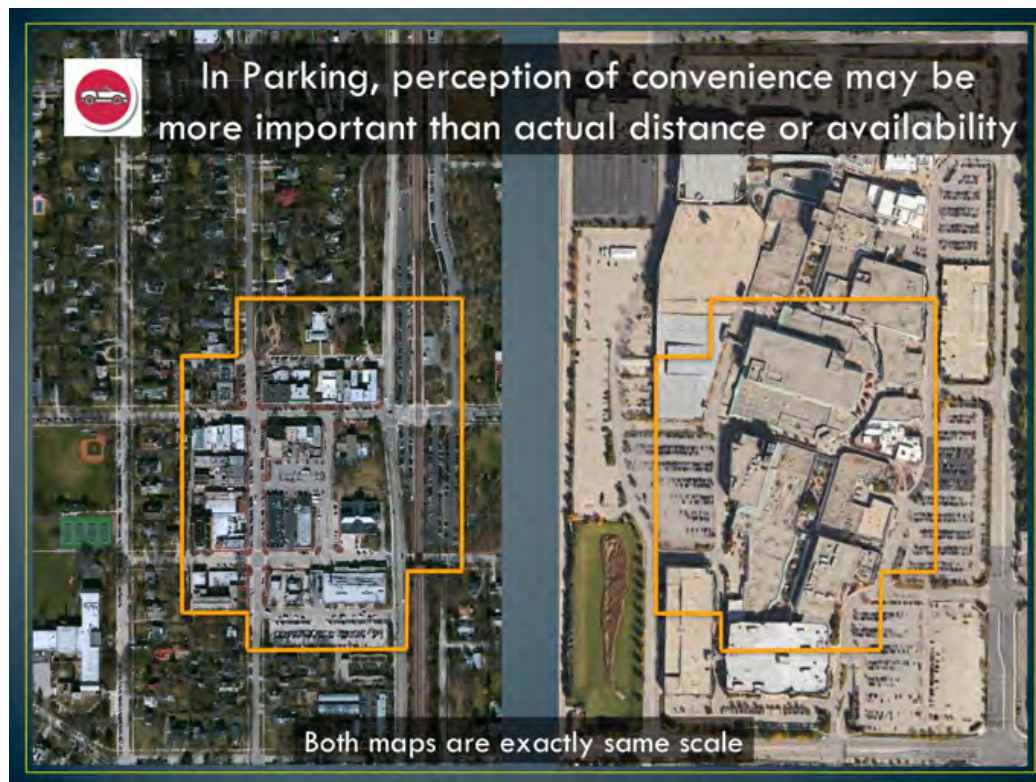


Figure 20 – Comparison of Downtown Glencoe and Old Orchard Shopping Center

Parking for business customers, employees and commuters is functionally independent, with overlapping demand for some spaces. This presents an opportunity for “shared parking”, and the need for fewer total parking spaces than if each function were accommodated separately. Commuters follow a reasonably predictable pattern and can take advantage of the ample and available supply of parking east of the railroad right-of-way (even if parking at the far north end is a healthy walk.) Employees do not commonly fill the entire Temple Court lot, so the timing or location of B permit spaces within that lot deserves reconsideration. The “convenient” distance from parking space to store front is subjective. When spaces on Park and Vernon Avenues are occupied, other spaces within a few hundred feet (or around the corner) are available in the Village Court Lot or other nearby on-street segments. Anecdotal evidence suggests that only parking that is within line-of-site is considered by some as convenient.

Despite evidence to the contrary, the perceived need for more parking is a perennial issue driven by shopper and employee behavior that values only the most convenient parking. Parking lots and parking structures are expensive, take up space that could otherwise be used for business or residences, and reduce the critical mass of retailing and other Downtown activities which enhance vitality and sense of place. Maximizing efficient use and awareness of existing parking spaces, and reducing the demand for parking by increasing pedestrian, bike and transit use, is a more cost effective use of resources than adding new spaces that displace businesses and detract from Downtown’s character.

Other Modes of Transportation

The existing Metra Rail service is of great value and support for both commuters and potential visitors to Downtown. As the new Writers Theatre building opens, it is expected that a significant portion of their patron growth will originate outside the village, and may be attracted to use Metra in lieu of automobiles. Presently no service cutbacks are anticipated for Metra. The only Pace bus route (213) which serves Downtown Glencoe, runs along Green Bay Road between Highland Park and Evanston. The Village may wish to collaborate with other communities along the route to increase demand for the bus (through the addition of amenities, last mile connection to employers, etc.). Both for the benefit of bicyclists and in support of transit use, as part of the update of the Comprehensive Plan, the Village should establish a network of bike routes to and through Downtown, and establish bike accommodations within the Downtown and at other public facilities.

Wayfinding

“Wayfinding” describes the use of tools and information needed by a driver, cyclist, pedestrian or other visitor, (either native resident or first-timer) to find their way through or around a specific place. Wayfinding is both the process of navigating and the navigational aids that make it possible. Where signs and maps and other information is not overtly installed or available, visitors use their experience or rational observation to try to navigate. Urban environments become more difficult to navigate when visitors are stressed by unfamiliarity, traffic, intolerant or uncivil driving, night or winter lighting, weather, noise, over-signage, or any number of other visual distractions. The intent of a wayfinding strategy is to make something which is unfamiliar and complex appear simple, understandable and even intuitive to the user. Wayfinding elements can be verbal, graphic, architectural or spatial and can include signage systems, street banners, map kiosks, pavement markings and public art. Ultimately, if Downtown Glencoe is easy to navigate, and visitors are left with a positive experience, they may patronize shops, events and activities again, or more often; while at the same time, residents and regular Downtown users will have fewer clueless, lost, or frustrated visitors to negotiate around.

Downtown Promotion, Identity and Market Position

Not all public infrastructure is physical improvements like utilities, parking lots or wayfinding signs. An individual business may develop a marketing strategy and may successfully draw customers to the business with little effect on nearby businesses. When businesses and the community partner together to develop and implement a promotion, identity and market strategy, they may have a more profound and sustainable effect on many or all the businesses, and on the value of property in the district and beyond. The development and pursuit of a shared market strategy, is then a part of the public infrastructure that supports Downtown Businesses.

A market strategy is broader, and more sustained than an ad campaign, or a special event to draw more attention to the Downtown. It must identify the desired position within the geographic and economic markets that distinguishes Downtown Glencoe from other places. The section of this Plan addressing Economic Sustainability articulates the major elements of the market strategy for Downtown. Within that strategy, the plan calls for events, activities, facilities, and promotions to strengthen the unique identity of Downtown Glencoe. The Village should partner with businesses and other public agencies to assure that these are coordinated in a way that leverages the greatest positive effect on reinforcing the image and market strategy of Downtown Glencoe.



Figure 21 -- Poster from TuneUp Open House



Figure 22 – Wayfinding Bellevue, WA

A Strategy for Public Infrastructure Supporting Downtown

Maximize Walkability

Extend the streetscape east of Green Bay Road to create a strong link to the parking available in the commuter lots. Enhance pedestrian crossings at intersections (and where appropriate, mid-block) to emphasize pedestrian safety. Maximize sidewalk width (including careful location of sidewalk obstructions) and encourage the safe extension of retailing and restaurant activities into the sidewalk. Eliminate the interruption to the continuity of Green Bay Trail that occurs as the Green Bay Trail crosses Hazel Avenue, just east of the railroad viaduct.

Make it Easier to Find and Access Downtown Elements

Install wayfinding signs, kiosks, and insignia where they unobtrusively, but effectively, inform visitors. Enhance the value and utility of the public open spaces, parks, plazas, trails and pathways that connect Glencoe residents with Downtown as an element of a healthy lifestyle. Advocate for shared automobile and shared bike access at the Metra Station. Provide preferred parking spaces for high efficiency vehicles in Village controlled parking areas and accommodate electric vehicle charging stations at Village Parking Lots.

Employ Environmentally Sustainable Practices

Integrate streetscape design, street trees and other vegetation into storm water management practices that reduce runoff and reduce the need for irrigation. Install bicycle parking in convenient locations, and extend bike routes into Downtown where possible to encourage non-auto access to Downtown. Extend the use of recycling containers as a standard element of Downtown street furniture. Evaluate use of permeable paver systems in public parking facilities, with the goal of zero offsite release of storm water Downtown. Partner with Downtown restaurants to facilitate 100% recycling or composting of waste. Install more and better drinking fountains (to make disposable water bottles redundant). Adopt current nationally recognized energy efficiency standards and sustainable design standards (LEED, IBC Building code, etc.)

Pursue a Downtown Promotion and Identity Strategy

Establish a partnership to reinvigorate the Farmer's Market. Partner with the school district, Park District, library, and not-for-profit organizations to maintain/expand the program of special events and enhance their promotional impact. Reevaluate the Village banner program for Downtown streetscape with the potential for promotional impact. Enhance the comfort, character and image of the Downtown by keeping the streetscape fresh, environmentally sustainable, and unique. Continue to work with the Glencoe Chamber of Commerce on promotions, identity and positioning of Downtown Glencoe.



Section Five: The Village's Role in Downtown

“The care of human life and happiness, and not their destruction, is the first and only object of good government.”

-- Thomas Jefferson

Section Five Summary

The Section identifies the mix of public projects and actions that will directly or indirectly cause the Downtown to be more resilient and more attractive. The roles of the Village in support of the Downtown include reinvesting and setting high standards for the public spaces; Setting high standards for design and flexible use of private property; and, the potential reuse or redevelopment of publicly owned properties so as to extend and enhance the vitality and diversity of business and residential uses in Downtown.

The recommended strategies include the review and renewal of the design guidelines for Downtown development so as to encourage reinvestment in property consistent with this plan and with the planning guidelines included in this section.

The Village's Role in Downtown:

A Consensus on Stability and Change

- The continuity of downtown planning as an open, participatory public process of visioning, evaluation, strategy-building and execution which reinforces the public's positive view of the Village's direction and guidance of the future.
- Assure that any strategy for the reuse of village property, including but not limited to the village parking facilities and Public Works Service Building, respects the perspectives expressed through community involvement in the planning process, as well as reflecting community support for change.

Analysis of Conditions

The public panels conducted as part of the TuneUp, and in particular the panel of development experts, yielded a number of lessons from other communities. One of these lessons is that the development community is repelled by inconsistent and unfocused economic development activities that a municipality may pursue. The community can be exacting/demanding, can set a high bar for quality, have high fees and even high taxes, but the impediment that causes many entrepreneurs to forego investing in some communities is unpredictable behavior of the municipality. In addition to articulating how and what the Village envisions for the future of Downtown Glencoe, the Downtown Plan should clarify the Village's role in achieving that vision.

The Village of Glencoe, no matter how sophisticated and skilled its staff and elected officials, is not a developer of property. Historically, this has not been considered an appropriate role for the Village. Consistent with the adopted Chapter 10, if the Village pursues re-use or redevelopment, it would seek to attract developers who would have the experience and expertise to achieve the Village's goals through their own private investment. The Village is, however, in the position to plan, facilitate, encourage, design and invest in community character, and to set standards that will attract private reinvestment and redevelopment that is sustainable by private market economics. This is true even though the market, the community, the technology and the way we do business are ever-changing.

No one expects the Village to dictate change or redevelopment in the Downtown. Rather, this plan is built on a foundation of respect for a multitude of interested parties with different roles and perspectives. It is a plan for the foreseeable future, knowing that it must be responsive to change and opportunity, should be reviewed regularly, and revisited as needed.

A Strategy for the Village's Role in Downtown

The plan focuses implementation on three different roles for the Village: For Public Spaces, Private Properties, and Publicly Owned Property.

One: The Role of the Village in Public Spaces

The Village controls what happens in the public spaces, what they look like, and how they contribute to the character and attraction of the Downtown as a whole. The choices the Village makes about the improvements and activities in these spaces either contribute or detract from Downtown visitor and user perceptions. The plan should not treat these spaces as an afterthought. Rather, the plan should set high standards of community character, and identify improvements that will support and invite use and private investment in Downtown.

Set High Standards

The Village's should set high standards of quality, and maintain, **enhance and reinvest in public improvements** that support private property reinvestment, that lend to the district's attractiveness and unique character/image/identity, and that enhance wayfinding/orientation, safety, comfort and walkability.

- Design and install “gateway” features that aids in locating Downtown and its amenities.
- Establish a unified wayfinding system that directs visitors to available off-street parking. (In the long term, the Village may choose to implement technology for remote identification of parking space availability.)
- Install and maintain attractive information kiosks as an extension of the suite of street furniture, as an active source of civic information, special events, and public engagement.
- Prepare a bicycle and alternative vehicle accommodation plan.
- Partner with businesses and broadband providers to assure the highest quality connectivity.
- Enhance the visual and physical interconnection between Downtown and the Glencoe lakefront (beach).
- Consider “special environment” streetscape treatments to enhance the primary retail core area and the special nature of the “arts core” emerging on Tudor Court. This may include “mixed mode” streets (or shared street, “living street” or the Dutch “woonerf”) and festive lighting on Tudor Court integrating Writers Theatre, the adjacent parks, the nearby galleries, into and entertainment and arts zone.



Figure 23 -- Example walkable/pedestrian friendly street, Amsterdam, NL



Figure 24 -- Example Shared Street, Batavia, IL

- Evaluate the conflicts between pedestrian and bicycle traffic, vehicular movement and parking, and consider design alternatives which make Downtown more accessible, safe and attractive.
- Extend the Downtown streetscape east of Green Bay Road and investigate the potential installation of count-down pedestrian crossing signals to diminish the perception of inconvenience between commuter parking lots and Downtown shops and activities.
- Install street inlays or other festive pavement markings to highlight the entries to Downtown.
- Install a gateway feature that draws attention to the entry to Downtown at Park Avenue, and supports the visual connection between Downtown and the lakefront.
- Install 'midblock' pedestrian connection between the Tudor Court and the commuter rail station. Enhance the pedestrian connection between the Writers Theatre and shops on Park Avenue and the Village Court Parking lot through the enhancement of the "arcade" adjacent to the bank drive-through, with lighting, wayfinding and landscaping.
- Modify the roadway and right-of-way of Village Court south of the Village Court parking lot so as to enhance the framing of the public room. Accommodate access to the grocery store loading dock (fully screened from Village Court) off of Hazel Avenue.
- Grade separate, or otherwise modify the Green Bay Trail crossing at Hazel Avenue to assure safe, uninterrupted bike priority right-of-way
- Evaluate and readjust the number, location and mix of time restricted parking spaces (2 hour spaces, 15 minute spaces, handicap accessible spaces) and clarify through signage the period of restriction (start and stop end of time restriction).
- If the public works property is reused or redeveloped, extend Village Court south through to Vernon Avenue.



Figure 25 -- Example "Arcade", Lake Bluff, IL



Figure 26 -- Example Tensile Cover/Outdoor Theater



Figure 27 -- Outdoor Venue, Owensboro, KY

The Special Environment

Wyman Green, between the Library and Village Hall, is underutilized and presents a significant opportunity for modifications that would enhance the use and enjoyment of the Downtown. The space offers the potential for both passive open space accommodating multiple daytime users, outdoor theatrical or music performances, (farmer's) markets, art exhibits, and other activities. Independent of any change in use or redevelopment of Public Works or Temple Court Parking Lot, the enhancement and potential repurposing of this public open space is a public investment that can increase the enjoyment, use and vitality in the Downtown.

- In conjunction with the Chamber of Commerce and other partners, and as part of the implementation of the Village's strategic plans for promotion and branding, plan, orchestrate, and execute special events to expose visitors to the businesses and activities that make Glencoe unique. Use the events as a catalyst to business-to-business collaboration.
- Develop a forum or means of staging outdoor performances at Wyman Green and enhance the space with furniture and comfortable seating/eating areas that support a variety of passive and social activities.
- In promoting special events, setting standards, and evaluating market conditions, recognize the influence and overlap of Hubbard Woods and Downtown Glencoe markets.
- Enhance community spaces and make them available to public use in those ways that contribute to maximizing the integration of Downtown into the daily lives of residents.
- In planning and design of public spaces and public improvements, recognize the specific needs and desires of Glencoe youth.
- Emphasize community health and healthy choices in the amenities and features of public spaces, and enhance interconnection to recreation and environmental sustainability, fitness and health facilities, including the those provided by the Glencoe Park District, Chicago Botanic Garden and the Forest Preserve system.

Two: The Role of the Village Relative to Private Property

The Village must balance its role as “protector of the health, safety and general welfare of the community” with its role as “catalyst for positive change”. The former role tends toward regulation and specificity, the latter toward establishing a common vision, and encouraging economic development through public investment, and flexibility in support of appropriate uses. The Village has consistently recognized its role in guiding the quality of new construction, exterior renovation and private improvements (particularly as it contributes to the framing of the public space) through its design guidelines, while stopping short of acting as the “style police”. Planning which accommodates (but not dictates) redevelopment of private property (by private investors) is squarely within the role of the Village.

Health and Safety

The Village's role relative to Private Property should be, first, to protect the health, safety and welfare of Downtown users through building code and property maintenance enforcement; and,

second to regulate the use and character of Downtown buildings so as to encourage private properties to remain occupied, productive and contributing to district character and vitality. It may not call for redevelopment of private property, but it must maintain standards and procedures that encourage safe and appropriate reuse or redevelopment of obsolete buildings.

Fair and Flexible Regulation

The primary strategy for private property is to adjust and refine the regulation of buildings and uses of property to remove unnecessary impediments to establishing and maintaining buildings and site improvements, so as to keep business spaces filled with high quality uses, and sidewalks filled with activity. The secondary strategy is to encourage the framing of the public spaces with private building facades that contribute to the character of the public-space.

- Reexamine and update the Downtown Design Guidelines (The guidelines described in the strategy for Section 4: (Public Infrastructure Supporting Downtown) applicable to the potential redevelopment of publicly owned properties are also likely to be applicable throughout Downtown, and appropriately applied to the redevelopment of private property as well.)
- Reexamine and update the zoning code with particular attention to the permitted use lists and the conditions that accompany them to assure they support a diverse and sustainable mix of activities within Downtown.
- Reexamine and update the sign ordinance.
- Partner with the Chamber to sponsor business improvement seminars, and to enhance Downtown Glencoe's web presence.
- Reevaluate and update the current business district parking standards to assure that neither the availability of spaces, nor requirement to include off-street parking as part of new development, poses an unreasonable impediment to reuse of existing business spaces or the reinvestment in the Downtown.
- Work with Writers Theatre to assure that the use of valet parking or the use of shuttles to supplement the existing capacity will minimize the impact to other Downtown businesses. The Village should work with other Downtown businesses, particularly restaurants, to determine if Downtown-wide shared valet parking for restaurants and Writers Theatre would be of benefit.

Three: The Role of the Village in the Reuse or Redevelopment of Publicly Owned Property

The Village is the steward of public property and public resources. But despite its current control and ownership of the Public Works property and Temple Court parking lot, it is not likely to be the redeveloper of the site, if the Village determines that some other use of that property is in the Village's best interest. Rather, the far more likely scenario would be for the Village to set the standards for the best form and function and character for the redevelopment. A capable private developer would execute the project consistent with those standards.

Thoughtful Evaluation

The Village's role regarding publicly owned property should be to assess the value and importance of maintaining the public works function within Downtown against the value of a greater mix and diversity of uses and the and cost to establish and maintain replacement facilities on an alternative public works site. If that assessment favors redevelopment, then the Village role should be that of **facilitator** of redevelopment, not the actual redeveloper. The role should also include setting the standards for land-use, scale, and intensity and building character, to assure that redevelopment will "fit" within the context of Downtown, and contribute to economic sustainability of the Downtown as a whole. This is consistent with the strategies identified in Chapter 10 under the Goal: "Strategic Use of Village Resources in Support of the Vision."

Open and Transparent Process

The primary strategy for publicly owned property is to reexamine the long term need and benefit of maintaining the public works facilities Downtown, and if the Village determines that the benefits of redevelopment outweigh the those of maintaining these facilities, to set standards for redevelopment and to seek private interest in redevelopment. The Village should enhance the character and use of public parking as a resource to business and residential uses Downtown.


- Define the process for seeking developer interest in the redevelopment of the Public Works building and Temple Court parking lots that will assure consistency with the Village's plan for Downtown, presents the most predictable path toward approval, and offers the greatest opportunity to contribute to the overall economic sustainability of Downtown. Define the threshold for return on investment that would qualify as a reasonable choice for the transfer of public property to a non-public use, without compromising community character, livability, vitality, or contribution to urban form.

- Create minimum design standards that assure potential reuse/redevelopment of public properties substantially contributes to a more complete and sustainable environment (financially, environmentally, community character, and interconnection).
- If public property is redeveloped, use design standards, bulk and dimensional standards, and redevelopment agreements to activate the street (Temple Court, Village Court, Hazel Avenue).

High Quality and Best Fit

Prepare Development Standards for Redevelopment of publicly owned buildings that would be imposed on a private developer if the Village chooses to seek alternative uses. Such development standards should consider:

- Multiple, smaller building footprints are more consistent with the existing Downtown urban form than buildings that would dominate a blockface.
- Any redevelopment should result in buildings that put windows and entry doors on the street, and whose facades reinforce the positive building-to-street framing of the outdoor room of the public right-of-way.
- Building height has a considerable influence on village character, but need not be uniform across Downtown.
- Market forces and traditions make it necessary for any residential use to provide on-site, covered parking to meet its own needs
- Green Bay Road provides opportunities for “windows” into the Downtown. In no case should the redevelopment or reuse of publicly owned property turn a backside, or otherwise ignore Green Bay Road frontage.
- Any redevelopment of property (publicly owned or private) should contribute to the creation of a welcoming and attractive southern entry into Downtown, as should streetscape and other public improvements within the rights-of-way.
- The creation and enhancement of the strong, attractive sense of place should be as important in a decision to reuse or redevelop publicly owned property as is any fiscal consideration.

-  Reevaluate the term and proportion of term-limited and permit parking within Downtown on and off-street parking areas, in an effort to make more spaces available for shoppers and business users, when the demand is highest, and to prevent long term parking from stifling business patronage.

- Encourage non-automobile modes of access to business in Downtown as a means of reducing the demand for parking without reducing the demand for goods and services. At a minimum, this may include more bicycle parking, more sheltered or enclosed bicycle parking at the train station, improved and visible links to bike and pedestrian pathways, lighting improvements, bus shelters, car sharing facilities, and bike sharing facilities.

Appendices

- **A Short History of the Glencoe TuneUp**
- **White Paper: Glencoe Parking Study**
- **White Paper: An Economic Sustainability Element of the Downtown Plan**
- **White Paper: Urban Form**
- **Map Inserts, Including Prototypes**

Appendix 1: A Short History of the Glencoe TuneUp

This plan for Downtown Glencoe is the product of an extensive public process described as the Downtown TuneUp. It advances the work completed by the Plan Commission and Village Board in 2004 as “Chapter 10 of the 1996 Comprehensive Plan of the Village” (the Downtown Sub-Area Plan), and each of the major elements of the Downtown Sub-Area Plan are incorporated in this plan, and highlight in a green text box like the one shown directly below. The Plan remains true to the Vision of Chapter 10, and aims not at recasting or radically changing Downtown, but rather, at the deliberate, expert polishing of a jewel to its perfection.

This Plan is built around five themes that are fundamental to the structure and future of Downtown Glencoe: economic sustainability, strong sense of place, publicly owned properties, public infrastructure, and, the roles for the Village. Each presents a summary of the strengths and opportunities of the Downtown and a set of strategies for maintaining and enhancing the area. These provide the essential understanding that is to be applied to public and private activities Downtown. Further context to understand the desired character of Downtown is provided in the appendix. Finally, the plan presents Implementation Steps to support our Downtown Vision.

This document is Glencoe’s plan for enhancement of its Downtown. It is the community’s plan, not just the Plan Commission’s plan or the Village Board’s plan. To be successful, this plan must look well beyond the immediate, and it must be achieved by the work and attention of many members of our community: public and institutional and private property owners and individual citizens, and by members of our community who will move in or start a business in Glencoe in the future. It is a plan that both present and future generations will use to advance the community’s interest and the public purpose.

This is a plan of community, place, partnership and programs; about ends and means and possibilities. This Plan is not limited to a single picture of how Downtown should look when we’re done: history demonstrates that we are never done seeking to improve our favorite places or incorporating new technology and information, so our plan accommodates many different possible physical and visual forms. Glencoe is justifiably proud of its Downtown, and with this plan the community articulates its strategy to maintain the recognizable uniqueness of Downtown, emphasizing its human scale, while enhancing its charm and ambiance. The establishment of a world-class theater destination in Writers



Theatre, the emergence of restaurants, activity in the streets and sidewalks in the evening, and the recurring recognition of the village as one of the best places to live in the country are all consistent with the five themes of this plan. While we celebrate the extraordinary value of what we have, it is the responsibility of the Village and its citizens to safeguard the future: to work to make Downtown economically stronger, sustainable, attractive, memorable and an important part of the life of the community in the years to come. Enhancing the vitality and diversity of the Downtown area is one of the highest priorities expressed by residents in the community survey conducted in the fall of 2015.

Observations from the TuneUp Process

This Plan was prepared over a two-year period of engagement between the Village Plan Commission and the community, a project titled the Downtown TuneUp. The name was chosen deliberately and the central theme of the TuneUp carries over into this plan: our central business district isn't broken; it is, in fact, the envy of many other communities. What we seek is not change for the sake of change, but a plan that will assure that our children and their children may have the opportunity to enjoy a Downtown as vibrant, attractive and as comfortable a central place as we enjoy today. To do so will require us to work toward a more economically sustainable, more resilient, more attractive and more convenient Downtown Glencoe.

The Downtown TuneUp was grounded in the understanding that current conditions and trends influence but do not dictate the future. As a result of a series of public panels, Commission observations, and feedback from residents, including from the TuneUp project Website, the Commission makes the following observations about existing conditions that distinguish Downtown Glencoe from other central business districts:

- Downtown Glencoe is the the right size, and there is **no need to modify its boundaries**.
- Downtown Glencoe looks and feels like our image of what a central business district should be. It has well defined edges, and it is **not** narrowly paralleling an arterial corridor. Buildings are mostly built to the property lines, with primary entries on the public sidewalk. Parking is on the street or in parking lots that do not dominate the street frontage. No two buildings are the same, yet most seem to reflect or contribute to the shared character of the district. Building materials are mostly consistent with the architecture and period within which they were erected. Downtown is comprised of one, two, three and a few four-story buildings, with most having predominant display windows on first floor front facades, and traditionally proportioned windows on upper floors.



Figure 28 – Existing Boundaries of Downtown
Glencoe



Figure 29 – One of two "Candy Chang" feedback boards on Wyman Green

- The distance from northern to southern edge, or from eastern edge to western edge is essentially two “blocks” or approximately 1,000 feet in either dimension. It has a “walk score” in the mid 70’s, evidence of it being very walkable and pedestrian friendly.²
- The district is **not** bifurcated by an arterial road or rail right-of-way, as is the case of many nearby central business districts. This allows for greater district cohesion and identity. On the other hand, when commuters pass through a central business district like Evanston, or Winnetka or Highland Park by auto or train, they have a much greater exposure to the stores and activities than they do moving past Downtown Glencoe. There is nearly unanimous recognition that Downtown Glencoe lacks visibility, and that its identity and charm are largely hidden to outsiders.
- The Metra stop is an important asset, particularly to sustaining the value of residential uses in Downtown and in Glencoe as a whole, but also important as a means of supporting the arts, entertainment and a cultural experience-based economy.
- Figure 30 – Observations on Urban Form depicts existing sub-areas within Downtown that are not homogeneous in use or character, but contribute to district uniqueness, diversity, and cohesion.

OBSERVATIONS FROM THE TUNE-UP PROCESS

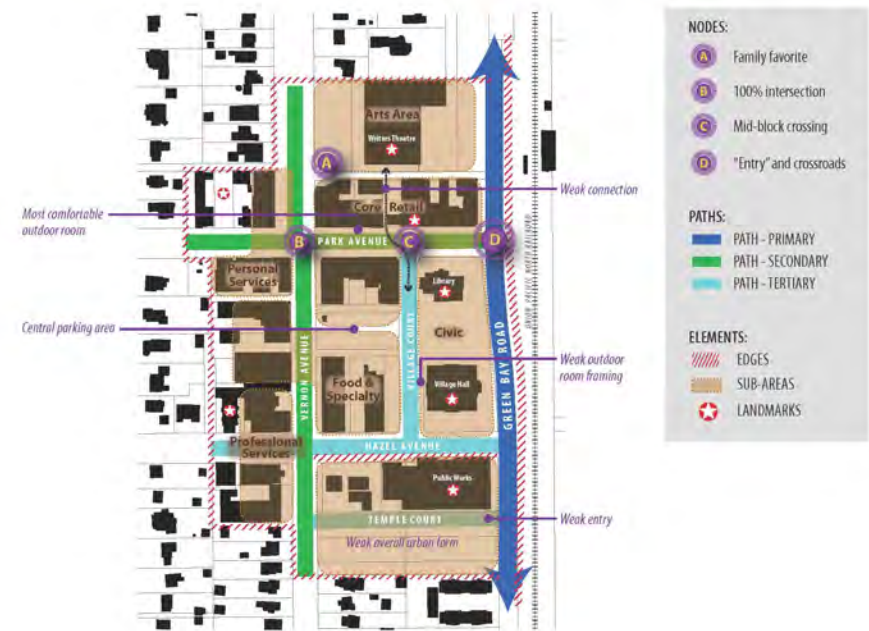


Figure 30 – Observations on Urban Form

² Walk score measures the walkability, and was created as a guide for apartment/condo searching for those who wanted to maximize convenience. It's a 0-100 point system that awards points on the basis of the distance to amenities in multiple categories. The table found on www.walkscore.com puts Downtown Glencoe's score of 70 in the 70-89 "Very Walkable" category where most errands can be accomplished on foot. The range of 90-100 is the category of "Walker's Paradise" where daily errands do not require a car.

DOWNTOWN TUNEUP PLANNING PROCESS 9/25/13 -11/9/16

DATE	MILESTONE
PHASE ONE: HOMEWORK	
9/25/13 PC Mtg.	Presentation: <i>Comprehensive Plans – A Tutorial</i> (Lee Brown)
12/11/13 PC Mtg.	Presentation: <i>Historic Highlights of Planning in Glencoe</i> (Nathan Parch) Presentation: <i>Summary of 1996 Glencoe Comprehensive Plan</i> (Lee Brown) Presentation: <i>Outline Goals & Accomplishments of 1996 Glencoe Comprehensive Plan</i> (Lee Brown)
1/29/14 PC Mtg.	Presentation: <i>History of Glencoe's "Uptown"</i> (Scott Javore) Presentation: <i>Business District Planning – Thinking Ahead About a Major Element of the Glencoe Comprehensive Plan</i> (Lee Brown)
2/26/14 PC Mtg.	Presentation: <i>Reexamining Chapter 10 (Downtown Sub-Area) of 1996 Glencoe Comprehensive Plan</i> (Lee Brown)
4/9/14 PC Mtg.	Presentation: <i>Downtown Glencoe Sub-Area Plan Update – Proposed Planning Process for Update to Chapter 10</i> (Lee Brown)
PHASE TWO: LISTENING AND LEARNING	
5/28/14 PC Mtg.	Downtown Walking Tour and SWOT Analysis
6/1/14	9/1/15, 12/1/15, 3/1/15, & 3/1/16) <i>Glencoe</i>

Quarterly Updates	
6/25/14	Launch Downtown TuneUp Website & Mobile App
6/25/14 PC Mtg.	Presentation: <i>SWOT: Summary and Lead-In to Issues</i> (Lee Brown)
6/27/14	through 8/15/14 Candy Chang "Ideas Chalkboard" on Wyman Green
7/12/14	7/19/14, 7/26/14, & 8/2/14 Farmers Market Attendance
7/15/14	8/26/14, 12/23/14, 1/27/15, & 3/11/15 <i>Views & News from the Chairman</i> Blog Postings added to Tune Up Website (Caren Thomas)
7/15/14	7/16/14, & 7/21/14 Attend Park, School, & Library Board Mtgs.
7/23/14 PC Mtg.	Panel 1: Cultural Resources Partners Presentation: <i>Economic Development Strategy: Cultural Resources, Arts, and Hospitality</i> (Lee Brown)
8/27/14 PC Mtg.	Panel 2: Downtown Building Owners Panel 3: Downtown Business Owners/Managers
9/1/14	through 10/31/14 Library Collaboration – "Imagine Glencoe" Felt Wall Activity
9/23/14 PC Mtg.	Presentation: <i>Summary of Emerging Themes – Panels 1, 2, & 3</i> (Lee Brown)

DOWNTOWN TUNEUP PLANNING PROCESS 9/25/13 -11/9/16

10/22/14 PC Mtg.	Presentation: <i>Local Economic Framework</i> (Bridget Lane)
10/23/14	10/24/14, & 10/25/14 – Parking Study Counts
10/30/14	Install Photo Banner in Vacant Storefront Window (Park Avenue)
12/3/14 PC Mtg.	Panel 4: Executive Directors of Local Public Bodies Panel 5: Local Civic Leaders
12/22/14	Install Kiosk at Library – “Then and Now” Downtown Photos
1/15/15 VB Mtg.	Report to Village Board on Status of the Downtown TuneUp Planning Process (Caren Thomas)
1/21/15 PC Mtg.	Panel 6: Downtown Developers
1/28/15 PC Mtg.	Presentation & White Paper: <i>An Economic Sustainability Element in the Downtown TuneUp</i> (Lee Brown & Bridget Lane)
2/11/15 PC Mtg.	Panel 7: Transit Advisors
2/25/15 PC Mtg.	Presentation & White Paper: <i>Glencoe Parking Study: Methodology and Findings Report</i> (Lee Brown & Luay Aboona)
3/11/15 PC Mtg.	Overview of Listening and Learning Phase/Discussion of Next Steps

PHASE THREE: FRAMING ISSUES AND TALKING POLICY	
4/29/15 PC Mtg.	Staff Memo: A Summary of the Listening & Learning Phase for the Downtown TuneUp Planning Process (Lee Brown & Nathan Parch) Presentation & White Paper: Downtown TuneUp: Going Forward (Lee Brown)
5/13/15 PC Mtg.	Presentation & White Paper: Downtown TuneUp: Going Forward (Continued from 4/29/15 Mtg.)
7/22/15 PC Mtg.	Presentation & Staff Memo: Downtown TuneUp: Urban Form (Lee Brown)
8/21/15	Outreach Postcard Mailed to all Properties within and Surrounding Downtown
8/26/15 PC Mtg.	Presentation: Downtown TuneUp: Enhancing the Public Areas (Lee Brown)
9/9/15 PC Mtg.	Presentation & Staff Memo: Downtown TuneUp: Public Property Concepts (Lee Brown & Bridget Lane)
10/14/15 PC Mtg.	Presentation: Downtown TuneUp: Exploring “The Map” (Lee Brown)
10/15/15 VB Mtg.	Report to Village Board on Status of the Downtown TuneUp Planning Process (Caren Thomas)
10/28/15 PC Mtg.	Program/Exhibit: Wright in Glencoe – Glencoe

DOWNTOWN TUNEUP PLANNING PROCESS 9/25/13 -11/9/16

	Historical Society Museum
11/4/15 PC Mtg.	Presentation: Downtown TuneUp: “The Maps” (Lee Brown)
11/18/15 PC Mtg.	Program: A History of Several Early Planning Initiatives for Downtown Glencoe – Glencoe Historical Society Museum
1/27/16 PC Mtg.	Collaborative Mapping Exercise – Urban Form and Community Character Enhancements (Lee Brown)

	Adopt Motion to Forward Downtown Plan to Village Board for Consideration.
8/31/16 VB Mtg.	Village Board Workshop on Draft Plan
9/15/16 VB Mtg.	Village Board Referral for Plan Commission Public Hearing
11/2/16	Chicago Cubs Win World Series
11/9/16 PC Mtg.	Public Hearing on Plan for Downtown before Glencoe Plan Commission; Adopt Motion to Forward Plan for Village Board Adoption

PHASE FOUR: POLICY RECOMMENDATIONS

2/24/16 PC Mtg.	Review 1st Discussion Draft Downtown Plan
3/30/16 PC Mtg.	Review 2nd Discussion Draft Downtown Plan
5/21/16 & 5/25/16.	Downtown TuneUp Open Houses Hosted by Plan Commission
6/16/16 PC Mtg.	Report to Village Board on Status of the Downtown TuneUp Planning Process and Open Houses (Chairman Thomas)
7/6/16 PC Mtg.	Presentation: Open Houses: What We Heard from Participants (Lee Brown), Review 3rd Discussion Draft Downtown Plan
7/27/16 PC Mtg.	Review Draft Downtown Plan 4th Edition

