

Northeast Business Park Improvement Plan

Appendix C

**NORTHEAST BUSINESS PARK
IMPROVEMENT PLAN**

**Prepared for the
Village of Lincolnwood**

by

**Camiros, Ltd.
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1. INTRODUCTION

Lincolnwood's Northeast Business Park represents a major component of the Village's employment and tax base. Industrial properties in Cook County have, over the last twenty years, faced increasing competition from industrial properties in the collar counties. While this industrial area has not experienced the rates of vacancy that other Cook County industrial parks have, long-term trends indicate a clear need to ensure the future viability of the Northeast Business Park through a comprehensive revitalization and improvement program. The Village's establishment of a tax increment finance (TIF) district in 1996, and a second TIF district in 1998, demonstrates Lincolnwood's recognition of the importance of this area and the need to maintain the vitality of the Business Park. The Northeast Business Park Improvement Plan is designed to provide focus and direction for Village actions to help ensure a positive business environment for current and future employers.

The individuals and organizations who operate businesses and own property within the Northeast Business Park are the primary constituency for the plan. They have the most at stake with respect to the area's suitability as a place to do business and its future property values. Their support will be vital to the successful implementation of this plan. Residents and businesses in the areas surrounding the Business Park also have an interest in upgrading the appearance of the area since the Business Park indirectly affects their property values, and circulation improvements may have impacts that extend beyond the boundaries of the northeast Business Park.

The Northeast Business Park contains more than 50 businesses of varying sizes. In addition, dozens of retail businesses are housed in the Lincolnwood Town Center, which is included in the study area, as is the adjacent Lincolnwood Place senior housing complex.

This study effort comes at a time where development activity is increasing in this part of Lincolnwood. Consequently, one of the challenges of the project has been that development decisions are being made at the same time that design concepts are being advanced. While increasing the complexity of the planning effort, it also has provided opportunities to link desirable Business Park design elements to new development projects. For example, a new Dominick's Fresh Food Store has been approved at the corner of Pratt Avenue and McCormick Boulevard. This project will be served by the eastern portion of the proposed East-West Connector Road, which is a major component of the overall improvement plan. The Dominick's and the Business Park will share this entrance. The timing of the approval process allowed design of the business park sign to be coordinated with design of the store identification sign. Development of the remaining development sites in the Business Park, which is expected to occur over the new few years, may offer similar opportunities for implementing other elements of the Business Park Improvement Plan.

The improvements that have been identified are intended to strengthen the competitiveness and long-term viability of this important economic asset. These improvements will take the form of upgraded street circulation, expanded employee parking, short-term truck parking, coordinated landscape treatment, facade improvements, improved lighting and entry image treatment. They have been organized so that they can be implemented over a period of years as funding becomes available and opportunities arise.

2. PROJECT FRAMEWORK

The first phase of the project focused on performing background studies to gain an understanding of the physical, economic and visual/aesthetic characteristics of the project area. These characteristics form the planning framework around which the strategies for an effective improvement plan are centered. This phase of the project also included consideration of the status of the two TIF districts that are in place and which are expected to provide most of the funding needed for improvement projects.

Existing Conditions Analysis

The Northeast Business Park has traditionally served as, and remains, an active center for businesses ranging from light industrial/manufacturing businesses to consumer services such as catering and carpet installation. The general location of the study area is shown in *Figure 1: Study Area Location Map*. It is defined by Touhy Avenue on the north, Pratt Avenue on the south, Hamlin Avenue on the west and McCormick Boulevard on the east, and is physically divided into two distinct areas by the existing railroad tracks. In the past, the rail spur would have played an important role in the transport of materials for the companies located in the area and would have provided a link between the two sides. However, the spur has become a physical separator that has exerted an influence on the development patterns, physical character and functional characteristics of the area over time. The initial focus of the study effort was to identify the needs of each area of the Business Park and the greater needs of the Business Park as a whole.

Construction of a new East-West Connector Road that crosses the railroad tracks is being actively pursued by the Village. The Village's engineer has recommended a right-of-way configuration that has been approved by the Village Board, although Illinois Commerce Commission approval for the railroad crossing has not yet been initiated. Traffic signals will be installed at the Touhy Avenue and McCormick Boulevard intersections. The construction of this roadway, which includes both new street and reconfiguration of existing roadways, promises to have a profound influence on future circulation within the Business Park.

The existing conditions analysis included consideration of a variety of issues including existing parking, traffic circulation, an inventory of businesses, infrastructure and building conditions, and an assessment of visual/aesthetic resources. The existing conditions analysis was designed to establish the context in which physical improvements would occur. These findings are discussed below.

Functional Analysis

It is important to understand how the Business Park functions in order to assess options for future improvements. The physical separation of the east and west sides of the study area has greatly influenced how each area developed over time. *Figure 2: Functional Analysis*, presents an assessment of the current functional relationships within the study area. This analysis promotes a better understanding of the suitability of various portions of the district for certain improvements and activities.

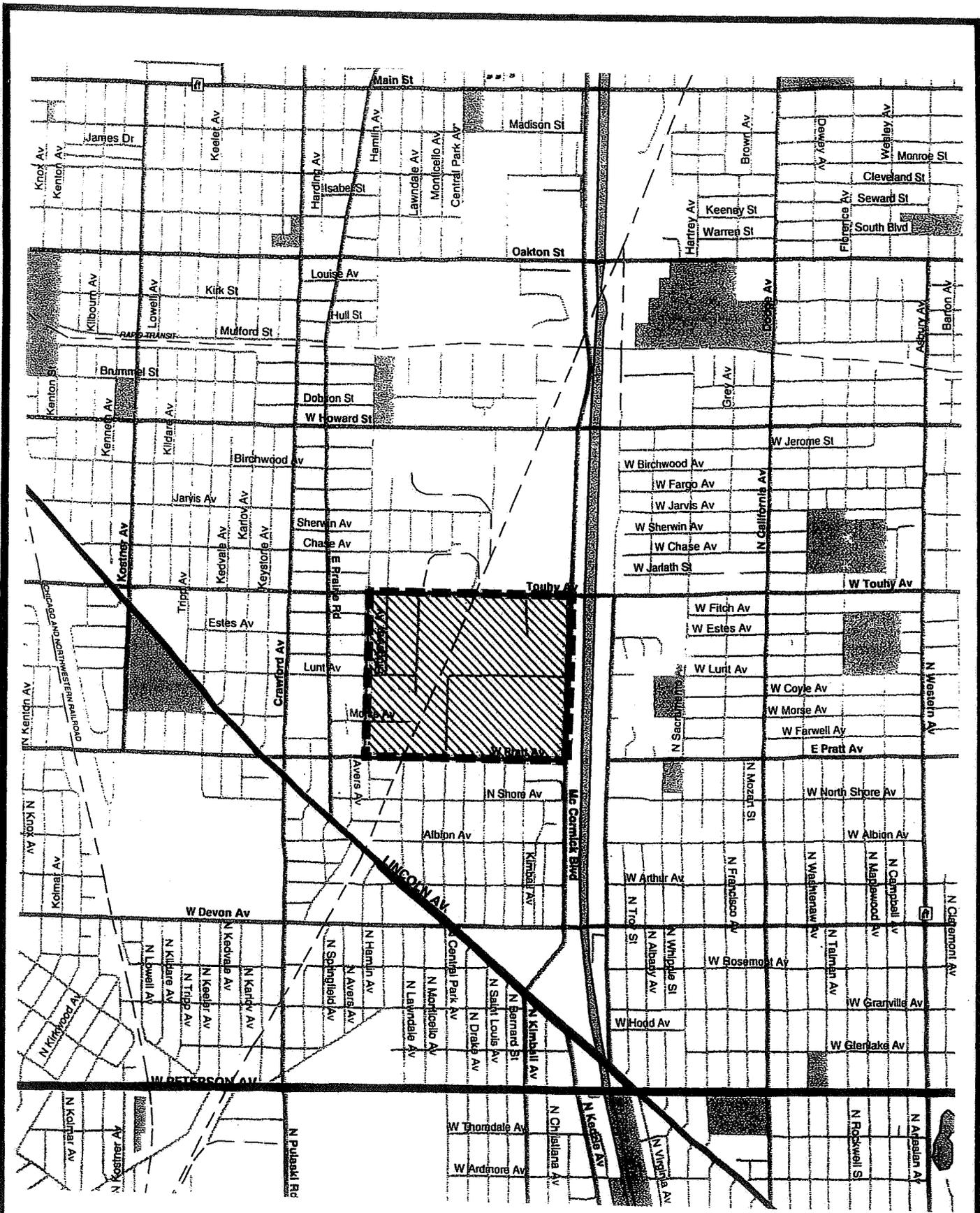


Figure: 1

LOCATION MAP

NORTHEAST BUSINESS PARK IMPROVEMENT PLAN

Village of Lincolnwood, Illinois

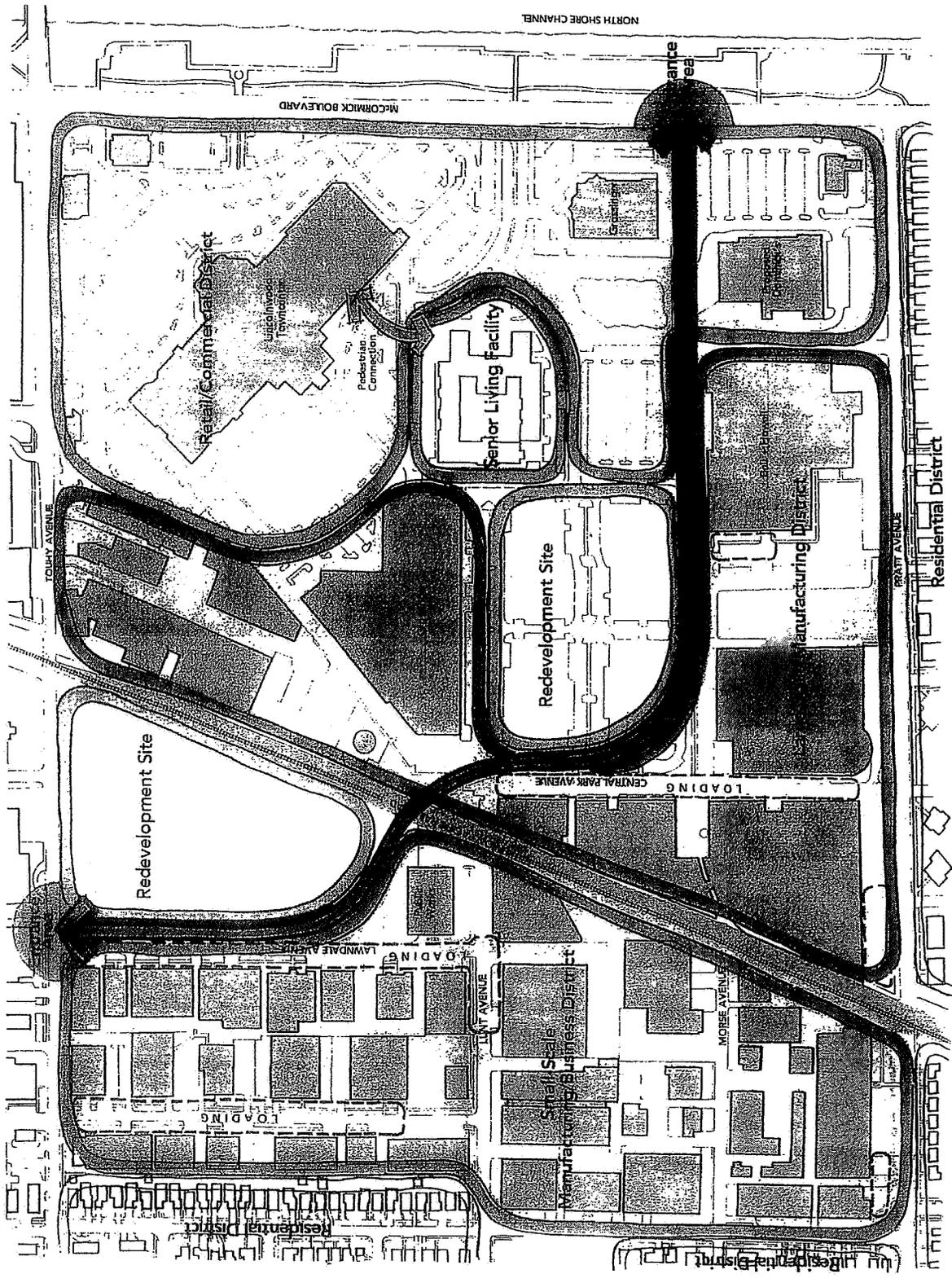


Figure: 2

FUNCTIONAL ANALYSIS

NORTHEAST BUSINESS PARK IMPROVEMENT PLAN

Villaç of Lincolnwood, Illinois

The western half of the study area can be described as a "Small-Scale Manufacturing/Business District." The northern half of this district is contained within the grid of a traditional street layout, where streets follow the pattern of the residential development to the west and have on-street parking. Other characteristics of this district include small lot size, small building size (4,500 square feet to 75,000 square feet), mature street trees, small off-street parking lots and parking in the public right-of-way. The effect is a small-scale business character that is further strengthened by the colonial architecture of buildings in the district. Although there are some loading areas at the back of buildings, the buildings usually are configured with loading docks oriented toward the street. This is an important consideration in analyzing how the streets function within this district. During peak times, loading activities are the dominant uses of the public streets, making car traffic secondary.

In contrast, the "Large-Scale Manufacturing District" to the east of the railroad tracks is dominated by large manufacturing buildings (200,000 square foot average). Other characteristics of this district include large off-street parking lots, fewer on-street loading operations and traditional industrial architecture. However, this district is not easily defined. It is physically and visually connected to the Town Center development and other outlot uses. Unlike the "Small-Scale Manufacturing/Business District," there are few interior roads; access to the manufacturing facilities is off of the major roads such as Touhy Avenue and Pratt Avenue.

Two major redevelopment sites are illustrated in the plan. These sites represent opportunities for new business within the Business Park. In addition to the redevelopment sites shown on the plan, a Dominick's Fresh Food Store has been approved for the southeast corner of McCormick Boulevard and Pratt Avenue. This site is shown within the "Retail/Commercial District" of the *Figure 2: Functional Analysis* map.

The Lincolnwood Town Center development dominates the northeast corner of the study area, and is shown on the plan as the "Retail/Commercial District." One of the main goals of the improvement plan is to create an identity and environment for the Business Park that is separate from that of the Town Center and proposed developments at the Touhy/Lawndale intersection and McCormick/connector road intersection. In addition, an important consideration of the plan are the "Residential Areas" flanking the west and south sides of the study area. The plan seeks to address some of the long-standing conflicts between the businesses and residential areas including employee and truck traffic and flooding problems.

Two "Entrance Areas" and the proposed East-West Connector Road are illustrated in the plan. Each end of the connector road represents a primary entrance into the Business Park. These are the logical areas for markers or signs to be placed to identify, and create an individual identity for the Business Park. The McCormick Boulevard entrance area needs to be coordinated with the treatment of the proposed Dominick's sign and the limited space adjacent to Grossinger's car display lot. It is important here to be sympathetic to the materials and design of the Dominick's sign, as well as create an entrance treatment that is representative of the character of the Business Park.

Existing Infrastructure Conditions

Besides the physical characteristics of the Business Park, such as architectural character, building scale, building configuration and parking discussed above, the condition of the infrastructure is a key component of the existing conditions analysis. The need to upgrade streets and sewers provides both opportunities and constraints to the overall business park improvement program.

Street Conditions

Until the completion of recent resurfacing projects in the summer of 1999, on Ridgeway Avenue and Morse Avenue, all of the streets of the Business Park were in poor condition. Most of the streets in the study area are inadequate by contemporary standards because of poor initial design, inadequate design cross sections, or major deterioration. Required roadway improvements range from resurfacing to total reconstruction including replacement of curbs and gutters and improved storm water drainage. Although the recent construction projects have improved the function of the street by increasing turning radii on curbs and designating parking spaces in the public right-of-way, there are many areas that still require upgrades.

In general, the streets appear to have been designed to accommodate small trucks and a minimal parking demand. Today, on-street parking, turning radii and road widths are barely adequate for current users. However, most businesses have learned to adapt their modern operations to the realities of the existing street and building configuration. The Northeast Business Park Improvement Plan responds to these limitations with recommendations to improve the function and safety of the street system by increasing pavement widths/turning radii where possible and other infrastructure improvements.

Parking Conditions

A visual survey of parking conditions reveals that parking is a problem, particularly within the "Small-Scale Manufacturing/Business District." Employee cars are double and triple parked at most businesses, creating little room for interior circulation and aesthetic improvements around the building. Parking is also a problem within the "Large-Scale Manufacturing District" where businesses such as Grossinger and Bell and Howell require a large number of parking spaces. While the Bell and Howell parcel provides room to grow, the properties of many other businesses do not.

There are no designated alleyways within the study area that could provide rear access to buildings, secondary circulation and potential locations for employee parking. The limitations of the existing physical layout of the Business Park necessitate creative parking solutions that may include remote parking lots and the creation of parking/loading streets.

Loading Operations

Due to street-oriented loading docks, streets are heavily used for truck maneuvering and loading operations. At certain times of the day, the use of streets for car through-traffic is limited by truck maneuvering. In these areas, conflicts between cars and trucks are hazardous. This issue is of particular concern on Lawndale Avenue and Central Park Avenue. Since Lawndale Avenue will become part of the new East-West Connector Road, the conflicts between existing truck loading and future through traffic is an issue that should be thoroughly considered as part of the engineering study and design work for this road. While beyond the scope of this study, a traffic study is recommended to identify the specific conditions that should be addressed in the final roadway design and right-of-way acquisition process.

Storm Sewers

Among the chronic problems identified during the eligibility studies for the designation of the TIF districts in the Business Park are inadequate and undersized storm sewers which result in flooding during heavy rains. This situation represents a disruption for business operations. Storm water detention and drainage improvements are needed to support new development as well as to improve the detention capacity for existing development in the study area.

Assessment of Visual Resources

An assessment of the visual character of the Business Park reveals that the appearance of the area is poor. The appearance of the area, while filled with active businesses and some attractive landscaping, is not representative of a modern business park. Visual reconnaissance of the area reveals that aesthetic considerations such as landscaping and facade renovation are low priorities, particularly in the southwest corner of the study area. Within the "Small-Scale Commercial/Manufacturing District" there are particular visual weaknesses. Most buildings have had few updates since they were built, giving the area a dated appearance. Congestion and parking shortages play a major role in the poor aesthetic appeal of the area. Double and triple-parked cars on sidewalks, combined with parallel-parked cars, create a cluttered and unorganized appearance. The condition of sidewalks is also poor and many sidewalks do not meet Americans with Disabilities Act (ADA) standards.

While the overall appearance of the Business Park is a weakness, there are positive visual resources on which to build, especially along Ridgeway Avenue and Lawndale Avenue. Even though parking is in short supply, grass parkways have been preserved and street trees have been given room to fully mature. In the case of Ridgeway Avenue, in particular, very large mature Honeylocust trees line the street and create a very attractive environment for the businesses located there.

District-wide, the treatment of the public spaces around individual buildings, and the buildings themselves, ranges from the manicured frontage of the Trim Tex building on Pratt Avenue to parking spaces in the front yard at other facilities. A goal of the improvement plan is to build upon the existing attractive elements and balance the aesthetic qualities of the design with the practical needs of the Business Park.

Status of the TIF Districts

Lincolnwood's two tax increment financing districts, the Northeast Industrial District and the Touhy/Lawndale District, are wholly contained within the study area. The boundaries of these TIF districts are shown in *Figure 3: Tax Increment Financing Districts*. As this figure shows, tax increment financing revenues can be used to finance improvements recommended for most, but not all, of the study area.

Project budgets have been established for each TIF district that govern the expenditure of incremental tax revenues within these districts. The provisions of the Touhy/Lawndale TIF allow incremental revenues to be expended in the Northeast Industrial District. The Northeast Industrial District TIF plan does not contain a similar provision, although such portability is presumed to be permissible.

The Touhy/Lawndale TIF is not yet generating any incremental revenues, and is not expected to do so until development occurs on the former ITW site. Several proposed uses have been brought to the Village, but were rejected because they did not achieve the Village's development objectives or could not obtain the necessary financing. As this report was being written, a new development proposal for the site was presented, which will be considered by the Village over the next few months.

The Northeast Industrial District TIF is currently generating approximately \$400,000 per year. This amount did not significantly increase as a result of the most recent triennial reassessment. The budget for the Northeast Industrial District totals \$7,750,000, allocated among the line items shown in *Figure 4: Northeast Industrial TIF Budget*. To date, TIF expenditures within the Northeast Industrial District have included planning and administrative costs and the Ridgeway Avenue and Morse Avenue improvement projects.

The budget for the Touhy/Lawndale TIF is structured as a two-phase project schedule, which totals \$7,500,000. Estimated costs for this TIF are allocated to similar Program Actions/Improvement line items outlined Figure 4. As noted previously, the Touhy/Lawndale TIF is not expected to generate significant revenues until a development project is approved and built.

Figure 4
Northeast Industrial District TIF Budget

Program Action/Improvement	Estimated Cost
Construction or rehabilitation of street improvements, rights-of-way, parking, street lighting, landscaping, buffering, streetscape and access improvements.	\$1,750,000
Rehabilitation of existing facilities/structural and facade renovation.	\$1,350,000
Utility improvements including, but not limited to storm, water, sanitary sewer and the service of public facilities.	\$1,250,000
Acquisition/land write down.	\$1,200,000
Demolition and site preparation (including environmental remediation).	\$1,000,000
Interest costs pursuant to the Act.	\$650,000
Job training.	\$250,000
Planning, legal, engineering, financing, administrative and other professional service costs.	\$200,000
Miscellaneous/contingencies.	\$100,000
Total	\$7,750,000

Stakeholder Participation

Improving conditions within the Northeast Business Park involves a variety of stakeholders. First, are the businesses that currently operate in the Business Park. These businesses may be impacted either positively or negatively by improvement proposals. The second obvious group of stakeholders is the Village of Lincolnwood, represented in this project by the Economic Development Commission. The Village has a stake in ensuring the long-term economic vitality of the Northeast Business Park as a source of property tax revenues and jobs. Because the study area includes several large development sites, the Village's interest also extends to how to best accommodate new development. A third group of stakeholders includes the owners of these development sites. To the extent that potential new users have been identified, these individuals have also been included as stakeholders in the future of the Northeast Business Park whose interests should be considered.

Key Person Interviews

Cameros conducted key person interviews in August, 1999 with business owners in the Business Park. Businesses represented in these interviews were located on Lunt Avenue, Ridgeway Avenue and Lawndale Avenue and included new as well as old, established businesses. Additional discussions were held with various property owners in the eastern portion of the study area in connection with the planned Dominick's development, reconfiguration of the remaining Bell & Howell property, identification of an appropriate right-of-way configuration for this part of the East-West Connector Road, and location of the storm water detention.

The key person interviews focused on a variety of topics. One was the stability of the Business Park in terms of tenant mix, reuse of vacant property and property values. Also discussed were the relation of the Business Park to the surrounding land uses, how truck traffic and employees get to and from the park, operational characteristics of existing businesses, and traffic and land use conflicts within the Business Park. Business owners were also asked to identify improvements that they felt were important and to assess the likelihood that tenants and property owners would be willing to participate in these improvement efforts. Since parking was identified as a major issue in the existing conditions analysis, it was obviously also an important discussion item during the key person interviews. The findings of these interviews can be summarized as follows.

Locational Advantages

The Business Park is a stable industrial area. Many of the businesses have been in the area for many years. The Northeast Business Park is considered a good central location that is close to the Edens Expressway. Lincolnwood also has a positive image as a business location.

Parking Issues

While some businesses have sufficient on-site parking, many businesses do not. In general, there is insufficient parking in the area to meet current demands; most employees have to park on the streets.

Truck Loading and Access

Truck traffic within the Business Park generally ranges from small delivery trucks to semi-trailer trucks. Access onto Touhy Avenue is very difficult for trucks, especially from Lawndale Avenue. This is true for both right and left turning movements. Street widths are an issue, especially along Lawndale where it is difficult to get semis into loading docks. The problem is especially severe in the winter when there is snow on the ground. Signs that designate "No Parking" are needed on the east side of Lawndale to improve truck access to loading docks.

Circulation

Most employees exit onto Touhy - while it is easier for automobiles to find a gap in the traffic than is true for trucks, this is still a major problem. Business owners felt that a traffic signal at Lawndale Avenue and Touhy Avenue is very important. It should be timed to accommodate two to three trucks entering and exiting Touhy at a time. There is concern over the future use of the ITW site at the southeast corner of Touhy and Lawndale, and its impact on circulation within the Business Park. Specific concerns included daytime traffic and potential spillover parking.

Security

Safety and security have not been issues for business owners, primarily because the area is relatively isolated. This may change, however, with construction of the proposed East-West Connector Road. The existing street lighting is thought to be adequate.

Flooding

Flooding is a problem during heavy rains. Sewers serving the area are undersized and there are problems with backups during storms.

Proposed East-West Connector Road

Businesses in the western half of the Business Park saw little need for a road that crossed the train tracks and connected with McCormick Boulevard. There was no interest in having direct access to McCormick Boulevard for truck traffic. There was concern that if the access road is built that residents will begin using the industrial road for cut-through traffic, creating additional traffic conflicts. McCormick Boulevard is not a popular north-south route for either truck or employee traffic because of traffic

congestion at the McCormick and Devon intersection and the distance from the Edens Expressway; people try to avoid it. There is no apparent advantage of having the proposed access road for existing businesses in the western half of the Business Park, because suppliers typically use Touhy for deliveries.

Business Park Owner/Tenant Survey

To supplement the information from the key person interviews with respect to the potential impact of the proposed East-West Connector Road on existing businesses, surveys were faxed to all of the sixteen businesses on Lawndale and Central Park Avenues, which will be directly impacted by the new road. Of the sixteen surveys sent, nine surveys were returned. The results of the survey are described below.

Business Characteristics

All of the businesses that returned surveys indicated that their Northeast Business Park location houses their primary facility. The total number of people employed by these businesses, at all business locations, ranged from 13 people on the low end of the scale to 250 people on the high end. The average number of employees was 64. The number of employees at the Lincolnwood location was similar, with an average of 51 employees working in the Northeast Business Park.

When asked to estimate the numbers of employees that use public transit to get to work, 33% of businesses said that their employees do not use public transit. Twenty-two percent of businesses estimated that their public transit use was less than 10%, and 44% of businesses estimated that between 10-30% of their employees use public transit. When asked to estimate the number of employees that car pool, 44% of businesses said that their employees do not car pool. Of the remaining businesses, eleven percent of businesses estimated that less than 10% of their employees car pool and 33% of businesses estimated that 10-30% of their employees car pool. As this analysis shows, parking will continue to be an issue that must be addressed as the Village implements the improvement plan.

The hours of operations for these businesses are very similar. Most businesses operate during typical business hours, between the hours of 7 a.m. and 6 p.m. Notable exceptions include ATF, which operates around-the-clock, between the hours of 4:00 a.m. and 2:00 a.m.

Parking/Loading Characteristics

Parking characteristics along Central Park Avenue and Lawndale Avenue within the Business Park were of particular interest. Survey responses were used to study the current needs on these streets, consider the parking impact of the roadway construction and plan appropriately to improve parking conditions.

When asked where employees park, 6% of the businesses said that their employees park on the public street, 22% of businesses said that employees park in the right-of-way and 72% of businesses said that their employees park on business property. The numbers of parking spaces available on private property ranged from fewer than 4 spaces to 45 spaces and averaged about 16 spaces.

When asked how many parking spaces were needed for visitor and employee parking many businesses indicated that additional parking spaces were needed. Of the businesses surveyed, businesses on Lawndale needed an average of 14 additional spaces; businesses on Central Park needed 35 additional spaces with respect to current parking conditions.

Parking was a problem for half of the businesses that responded to the survey and adequate for the other half. One business indicated that parking was only a problem during peak business hours of 7 a.m. and 5 p.m. One business with adequate parking indicated that parking is only a problem when the residents park their vehicles on the street near this business.

The survey indicated that loading docks are used most heavily during two periods during the day. Half of businesses indicated that the docks are most used during the morning period (7 a.m. to 11 a.m.) and the other half of businesses indicated that the docks are most used during both the morning period and the day period (11 a.m. to 5 p.m.) Most businesses on Central Park Avenue use the docks during the morning period, whereas Lawndale Avenue businesses use the docks during both periods. There is one notable exception. ATF indicated that the loading docks are most heavily used in the evening (5 p.m. to 12 a.m.)

The size of trucks using the loading docks ranged from large semi-trailers with a wheel base of 48 to 65 feet to small vans. The number of trucks visiting each business each day ranged between 6 to 10 trucks on the low end of the scale and 30 to 40 trucks on the high end of the scale.

Economic Development Commission Input

The Economic Development Commission has been focusing its efforts on the development of the East-West Connector Road and the development of the remaining vacant sites in the study area. The Commission served as a sounding board for a number of design features that have been incorporated in the Northeast Business Park Improvement Plan. Camiros presented preliminary design concepts to the Economic Development Commission at several meetings during the course of the study.

The Business Park as a whole was discussed in general terms. Particular concern was expressed about the southwest corner of the Business Park where parking and loading congestion is prevalent and maintenance of private property appears to be a low priority with owners. The intersection of Lawndale and Lunt was identified as having heavy congestion due to the bakery's and plastics company's needs for loading space and parking.

One of the objectives to be accomplished by construction of the East-West Connector Road is to reduce the truck traffic on Pratt Avenue by providing an internal Business Park road. However, there are likely to be potential conflicts between car traffic, truck traffic and parking on Lawndale Avenue and Central Park Avenue as a result of this roadway.

The East-West Connector Road discussion generally focused on that portion of the road alignment that included Lawndale Avenue as its western leg, accommodation of Business Park user's needs and property acquisition. An alternative road alignment was suggested that placed the road along the eastern edge of the ITW site and the railroad tracks. A 20' strip of property, owned by a private individual runs, the entire length of the ITW site. However, potential problems with this alignment at the junction with Touhy Avenue and the tracks as well as property acquisition considerations were identified. The Commission recognized the potential conflicts at Lawndale Avenue and Central Park Avenue and directed Camiros to work with the original road alignment and look for alternative solutions to address parking and loading needs.

A preliminary conceptual design plan was developed for Economic Development Commission consideration that incorporated the proposed connector road with design modifications to respond to parking and loading concerns. This plan illustrated designated loading areas on sections of Lawndale Avenue and Central Park Avenue that would remain separate and divided from the proposed East-West Connector Road. While addressing the parking/loading conflicts and safety concerns inherent in the original road alignment, this concept required acquisition of additional property. Consequently, the Economic Development Commission recommended that the medians on Lawndale be eliminated. This decision is reflected in the improvement plan described in the next chapter.

A key issue that must be addressed in establishing the right-of-way for the East-West Connector Road is the desirability of acquiring sufficient right-of-way to accommodate landscaping and other amenities intended to establish the Northeast Business Park as a premier business location. This must be balanced against the importance of keeping as much property as possible on the property tax rolls and maximizing the development potential of the remaining vacant land in the study area. The need to increase the amount of parking available to serve existing businesses, especially along Lawndale Avenue and Central Park Avenue has long been recognized. However, an issue that will take on increased importance with the construction of the East-West Connector Road is the conflict between through traffic and employee parking and truck loading. Among the recommendations made by Camiros during its discussions with the Economic Development Commission was that the Village initiate a traffic study for the proposed East-West Connector Road and that the Village study potential traffic volumes generated by existing uses and potential uses of the Simon and ITW redevelopment sites prior to making final decisions about right-of-way requirements and preparing final engineering for the road.

3. IMPROVEMENT PROGRAM

The Northeast Business Park Improvement Plan is driven by three overriding concerns. The first is the need to identify and prioritize physical improvements that respond to infrastructure deficiencies in the two tax increment financing districts. The second is the desire to improve the circulation system by linking the two halves of the study area and improve access for new developments that are on the immediate horizon. Third is the recognized importance of enhancing the image and physical character of the Northeast Business Park so that it continues to make a positive contribution to Lincolnwood's tax base and community image.

The improvement plan for the Business Park includes design plans to illustrate physical improvements as well as a proposed financing and implementation schedule. The financing and implementation schedule is designed to serve as a preliminary improvement program that can be refined by the Village as development projects are initiated and funding becomes available. The centerpiece of this effort is the construction of the East-West Connector Road. While designed to be built in phases, the success of this part of the implementation plan depends on securing approval from the Illinois Department of Transportation (IDOT) for traffic signals at the Touhy/Lawndale and McCormick/Connector Road intersections and Illinois Department of Commerce (ICC) approval for a grade level railroad crossing. Much of this improvement plan is predicated on securing these approvals.

The policy recommendations discussed below, many of which are shown in *Figure 5: Illustrative Master Plan*, is meant as a guide and may change as the result of more detailed planning. For example, improvement recommendations involving private property will be subject to discussions between private property owners and the Village of Lincolnwood. Specific agreements may result in infrastructure improvements whose location varies somewhat from those described in this plan.

Northeast Business Park Master Plan

The overall physical improvement recommendations for the study area are shown in *Figure 5: Illustrative Master Plan*. The master plan illustrates the overall scope of the recommended improvements. It shows the approved right-of-way configuration for the new East-West Connector Road and identifies a number of other parking and landscape improvements that are recommended. The improvement recommendations generally fall into six categories: 1) infrastructure improvement program, 2) parking program, 3) identity program, 4) landscape treatment program, 5) facade improvement program, and 6) redevelopment projects. The components of the improvement program are described below. Design details and sketches have been prepared to illustrate specific elements of the overall master plan.

Infrastructure Improvement Program

A number of deficiencies in the condition and capacity of public infrastructure serving the study area were identified in the existing conditions analysis and in the earlier eligibility studies for the two TIF districts. These deficiencies include poor circulation, inadequate storm water detention, substandard industrial streets, and substandard street lighting.

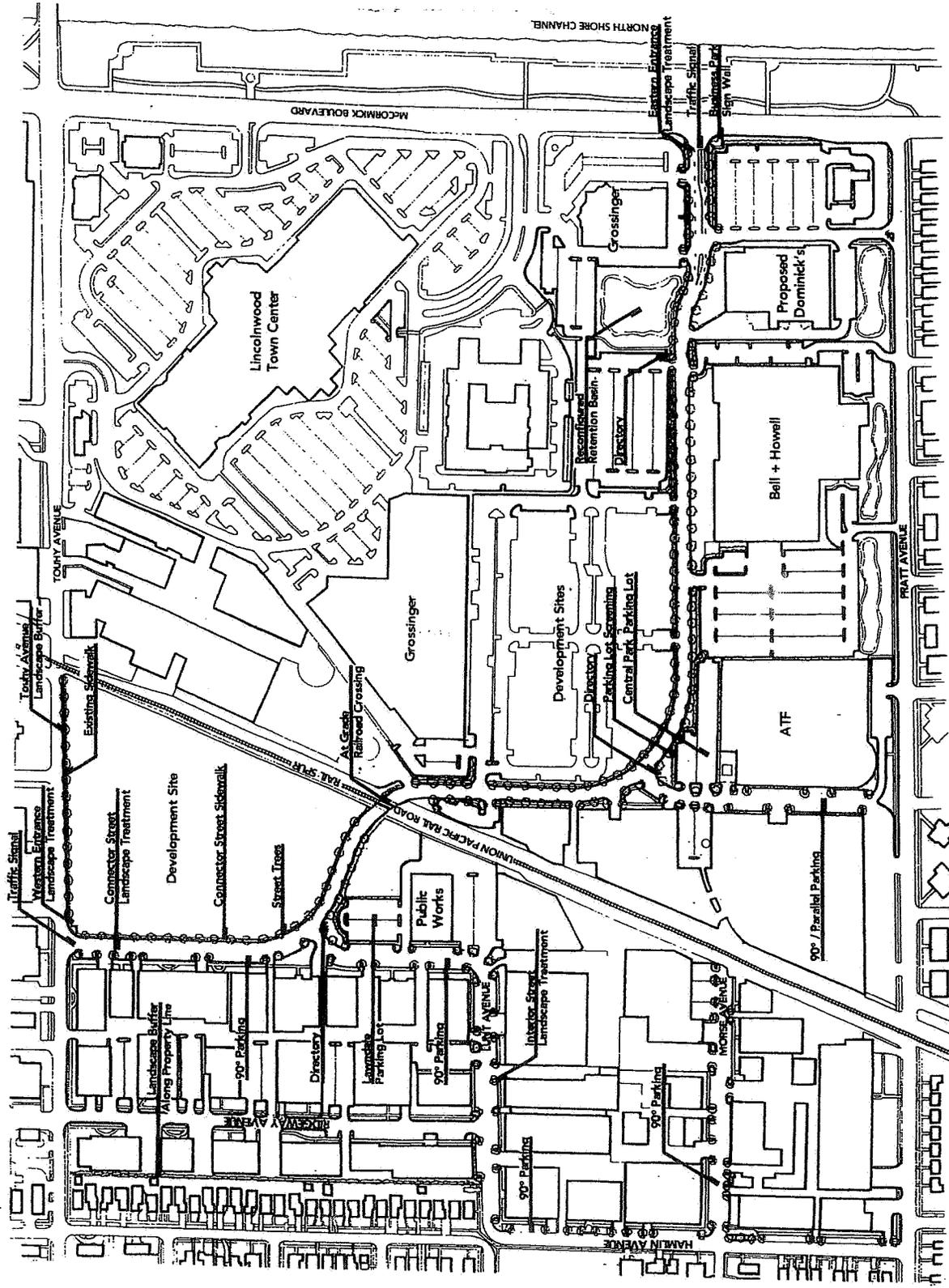


Figure: 5

ILLUSTRATIVE MASTER PLAN

NORTHEAST BUSINESS PARK IMPROVEMENT PLAN

Village of Colwood, Illinois

The improvement recommendations under this category are directed toward achieving a number of objectives. Of primary importance is improving access to existing business and development sites. Construction of the East-West Connector Road is recommended to achieve this objective. The connector road is also expected to help reduce business traffic on Pratt Avenue by providing access to the Business Park via the connector roadway.

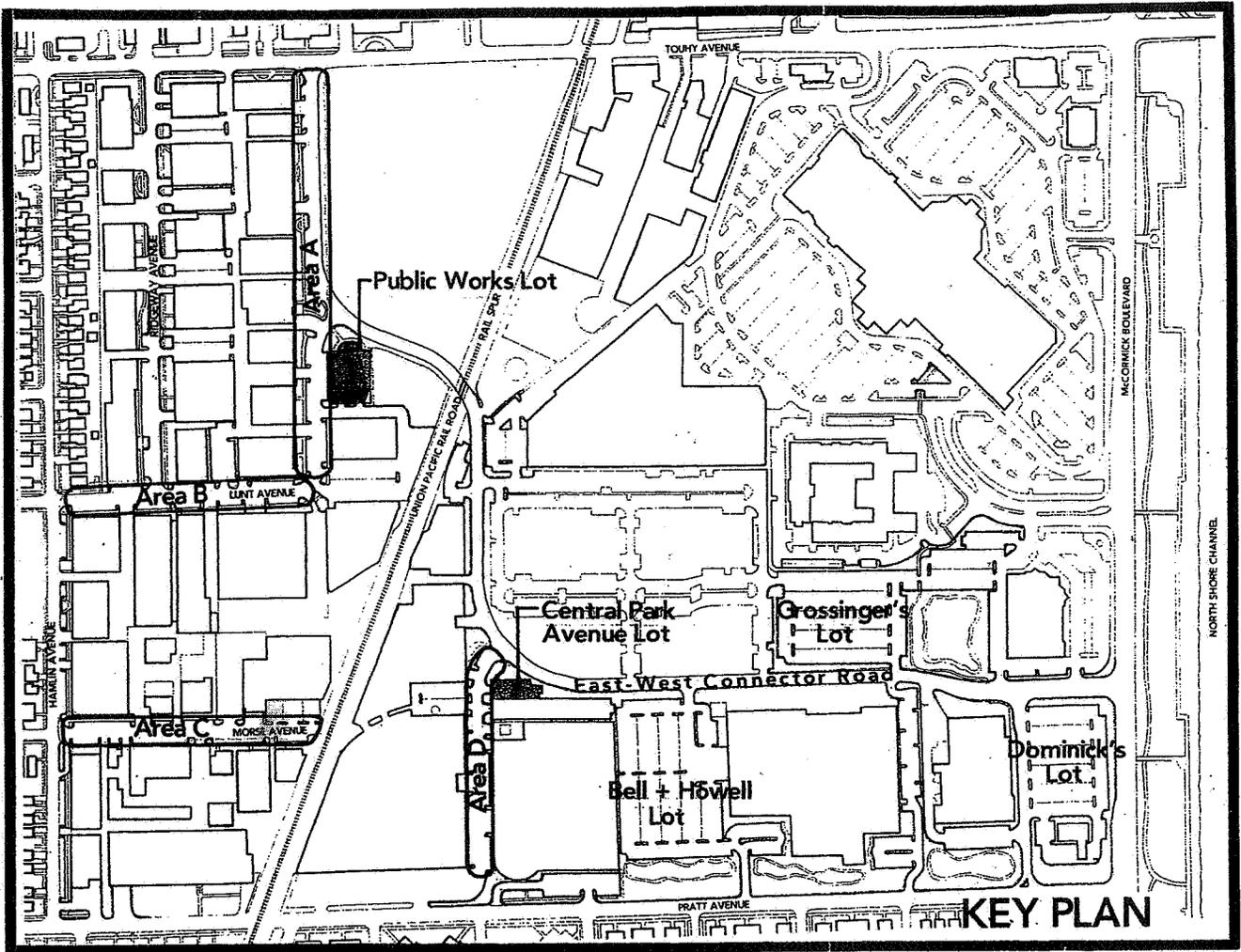
As noted in earlier sections of this report, installation of traffic signals at the East-West Connector Road's intersections with Touhy Avenue and McCormick Boulevard is critical to improving access to both the eastern and western portions of the study area. In addition, a railroad crossing is needed to link the eastern and western sections of the Business Park. The Illinois Commerce Commission must give its approval for the railroad crossing that will be constructed as part of the East-West Connector Road project.

Upgrading the storm sewer system that serves the Northeast Business Park is a long term effort that is expected to be undertaken in conjunction with street improvement projects. Separating or partially separating the existing combined sewers as part of the East-West Connector Road project could help to reduce flooding along Lawndale Avenue and Central Park Avenue. However, reducing flooding in other parts of the study area will probably require expanding capacity further downstream.

With the exception of portions of Lunt Avenue and Morse Avenue, where light fixtures have been attached to utility poles, the Northeast Business Park lacks street lighting. Street lighting is an expected amenity in modern business parks for reasons of safety and security. Given that several businesses in the area routinely operate evening shifts, street lighting is an obvious improvement need. Street lighting improvements should be coordinated with construction of the connector road and installed on other streets where it is presently lacking. As funding becomes available, the existing lighting on Lunt Avenue and Morse Avenue should be upgraded to be consistent with the lighting system in other parts of the Northeast Business Park.

Street reconstruction and resurfacing projects provide opportunities to increase turning radii on existing streets, including the southern portion of Lawndale Avenue, Lunt Avenue and Hamlin Avenue so that they can serve as more functional industrial streets. Both Lunt and Hamlin appear to have been originally built as narrow residential streets that were later widened to accommodate industrial traffic without removing the original curbs. Upgrading the streets in the area will greatly enhance the overall image of the Business Park.

Sidewalks are another typical amenity in today's business parks. Sidewalks are commonplace in the western portion of the Business Park, especially along Ridgeway, Lawndale, Hamlin, Morse and Lunt. However, sidewalks are lacking along most of Touhy Avenue and on the north side of Pratt Avenue. East of the railroad tracks, sidewalks are found only adjacent to the outlots that are part of the Lincolnwood Town Center at the corner of Touhy Avenue and McCormick Boulevard. In order to provide for safe pedestrian movement between industrial uses, the Town Center and bus stops, sidewalks should be provided on at least one side of the East-West Connector Road. Developers should be required to install sidewalks as the remaining sites in the Northeast Business Park are developed.



PARKING PROGRAM DATA

Note: Existing parking counts refer to on-street parallel parking spaces, 90 degree parking in the right-of-way and existing private lots
 All data in this chart is approximate and subject to verification by engineer's survey

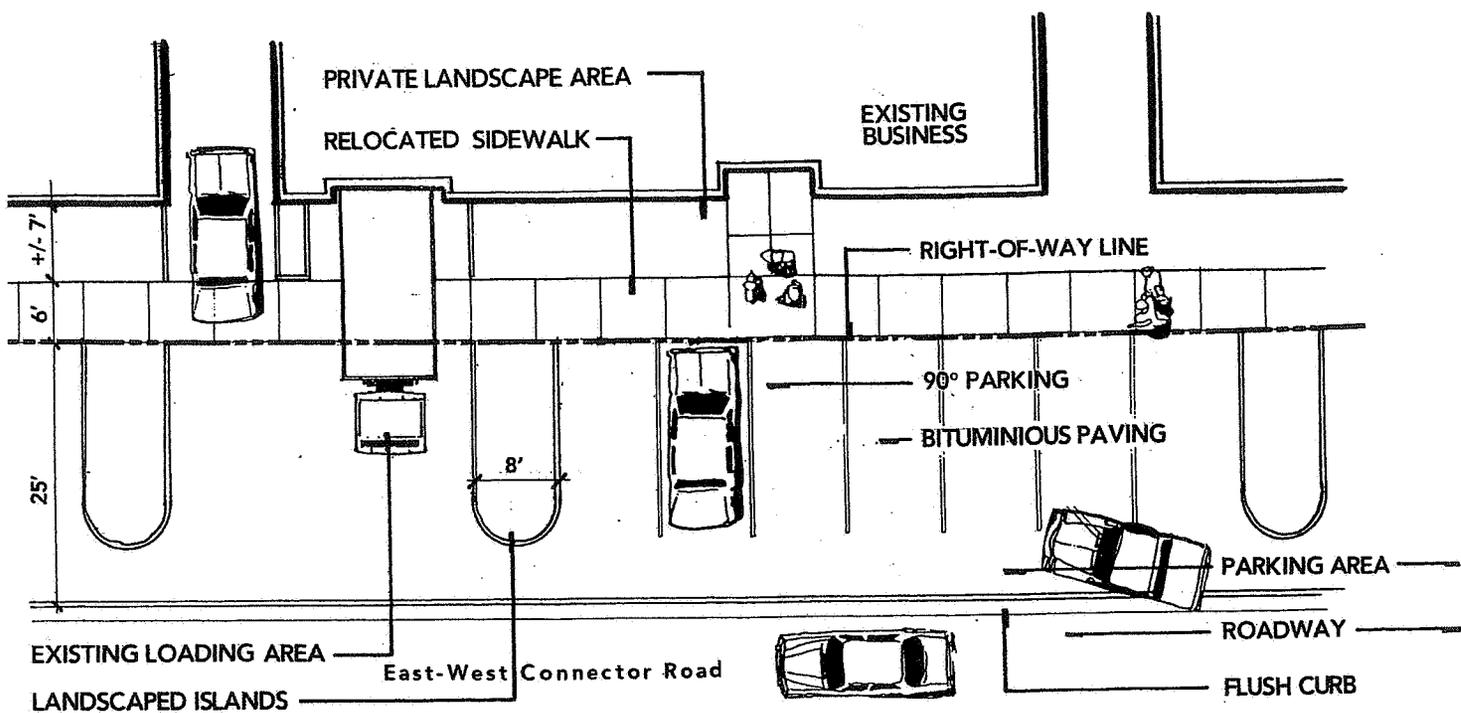
Parking Program Component	Existing Spaces (approximate counts)	Spaces Lost (as result of the new road)	Spaces Needed (as indicated by survey)	Total Spaces Needed (estimate)	New Spaces Provided in Proposed Design	Net Gain (+) or Net Loss (-)
Angled or 90 Degree Parking						
AREA A (Lawndale Avenue)	63 spaces	27 spaces	14 spaces	77 spaces	113 spaces	36 (+)
AREA B (Lunt Avenue)	37 spaces	no change	not available	not available	92 spaces	55 (+)
AREA C (Morse Avenue)	46 spaces	no change	not available	not available	94 spaces	48 (+)
AREA D (Central Park Avenue)	119 spaces	69 spaces	35 spaces	154 spaces	64 spaces	90 (-)
Proposed Public Parking Lots						
Public Works Lot	NA	NA	NA	NA	71 spaces	71 (+)
Central Park Avenue Lot	NA	NA	NA	NA	28 spaces	28 (+)
					TOTAL NEW PUBLIC SPACES PROVIDED	148 SPACES
Proposed Private Parking Lots						
Grossinger's Lot	384 spaces	97 spaces	NA	NA	447 spaces	63 (+)
Bell + Howell Lot	507 spaces	no change	NA	NA	549 spaces	42 (+)
Dominick's Lot	NA	NA	NA	NA	301 spaces	301 (+)
					TOTAL NEW PRIVATE SPACES PROVIDED	406 SPACES

Figure: 6

BUSINESS PARK PARKING PROGRAM

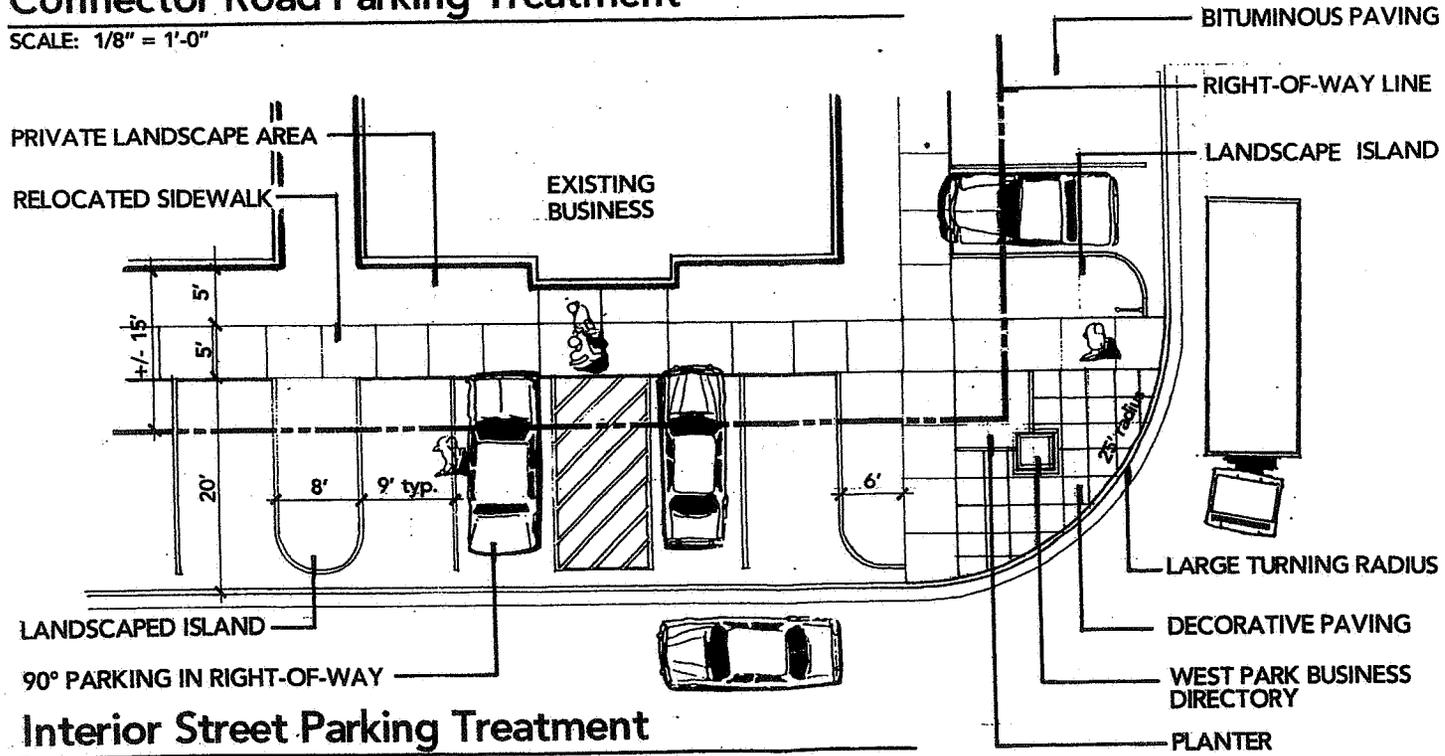
NORTHEAST BUSINESS PARK IMPROVEMENT PLAN

Village of Lincolnwood, Illinois



Connector Road Parking Treatment

SCALE: 1/8" = 1'-0"



Interior Street Parking Treatment

SCALE: 1/8" = 1'-0"

Parking Program

Recommendations for parking are primarily focused on opportunities to replace parking spaces lost as a result of the construction of the East-West Connector Road and on opportunities to increase the supply of parking in the interior of the Business Park to meet the needs of existing businesses. A combination of on-street parking and off-street public and private lots will be used to achieve these objectives, as shown in *Figure 6: Business Park Parking Program*.

Development of ninety degree parking is recommended on the Lawndale portion of the East-West Connector Road and in the interior areas of the Business Park. Approximately 90 parking spaces are expected to be lost along Central Park Avenue, while 139 spaces could be added along Lawndale Avenue, Lunt Avenue and Morse Avenue. Besides the net addition of 49 on-street parking spaces, the improvement plan recommends the construction of two public parking lots. One of these lots would be adjacent to the Lincolnwood public works facility. Another is recommended near the intersection of the East-West Connector Road and Central Park Avenue. Ninety-nine additional parking spaces could be provided in these two parking lots.

In addition to physical expansion of the parking supply within the Northeast Business Park, consideration should be given to the possibility of establishing a shuttle service to bring workers to businesses from remote parking lots, either within the business park or in other remote locations. Issues concerning demand for such a service and a means of financing would have to be considered and resolved. However, such a program could help to alleviate some of the current parking congestion in the area.

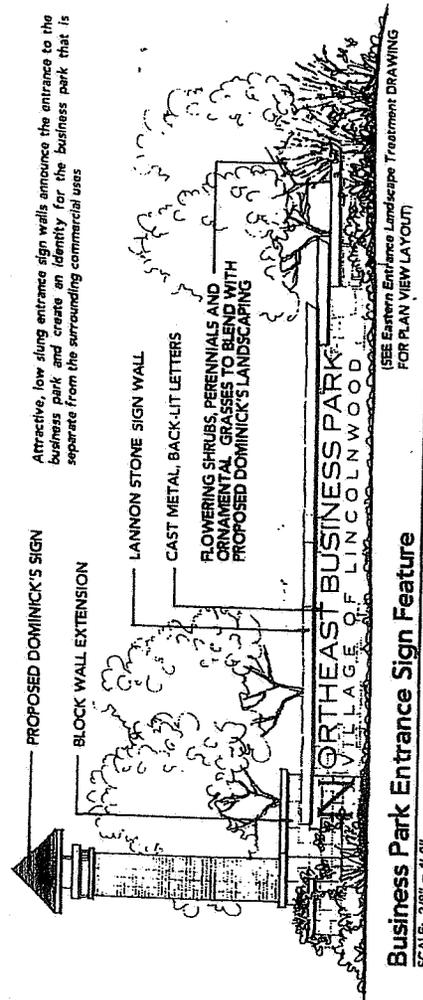
Developing a business-only parking district is another technique that could be considered to alleviate some of the conflicts that currently exist between residential and business parking, especially along Hamlin Avenue. This is the only portion of the Northeast Business Park that is significantly impacted by adjacent residential uses, and such a policy would help to clearly define the business park boundaries.

Identity Program

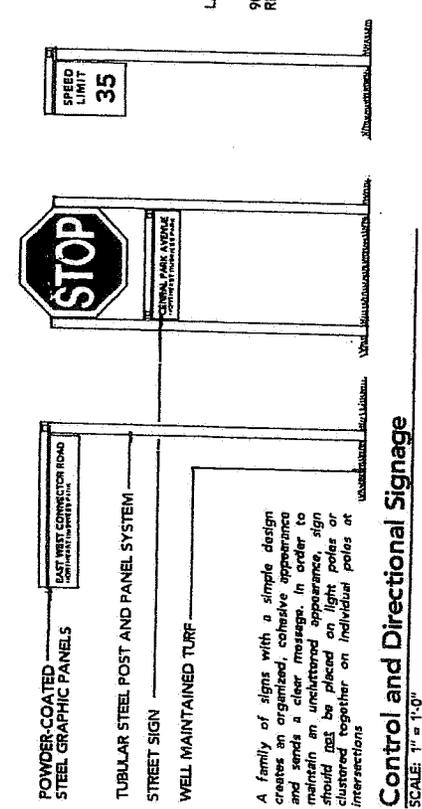
Improving the visual image of the Northeast Business Park is a key goal that will be furthered by the implementation of an identity program that includes entry features, business park directories and directional signage. The basic elements of the recommended identity program are shown in *Figure 7: Business Park Identity Program*. These features are intended to promote the presence of the Business Park for marketing purposes as well as to facilitate movement within the Business Park through attractive directional signage.

Figure 8: Eastern Entrance Sketch illustrates an entrance sign wall feature that announces the entrance to the Northeast Business Park. The sign is designed to be integrated with the proposed Dominick's sign, and makes the best use of the space for both signs while establishing a desirable image for the Business Park entrance. This sketch shows the impact of the existing utility lines on the character of the new road. Burial of these utility lines is recommended to enhance the overall visual character of this important entrance to the Northeast Business Park.

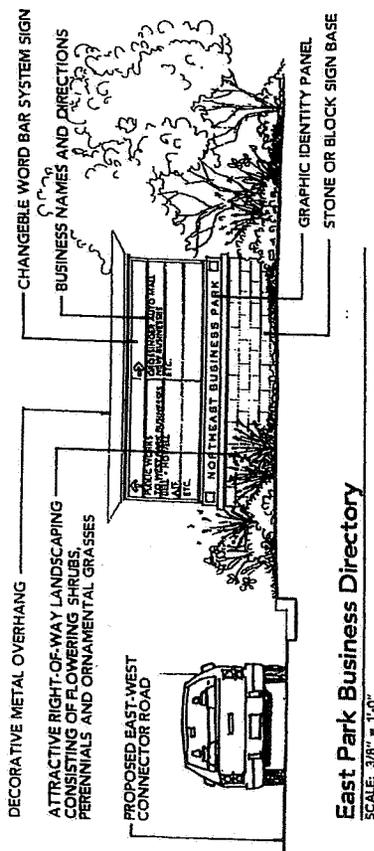
Figure 9: Western Entrance Sketch illustrates the recommended entrance sign for the Touhy Avenue entrance to the Business Park. The design of this entrance area repeats the materials and design elements of the eastern entrance sign in order to carry the identity theme throughout the Northeast Business Park.



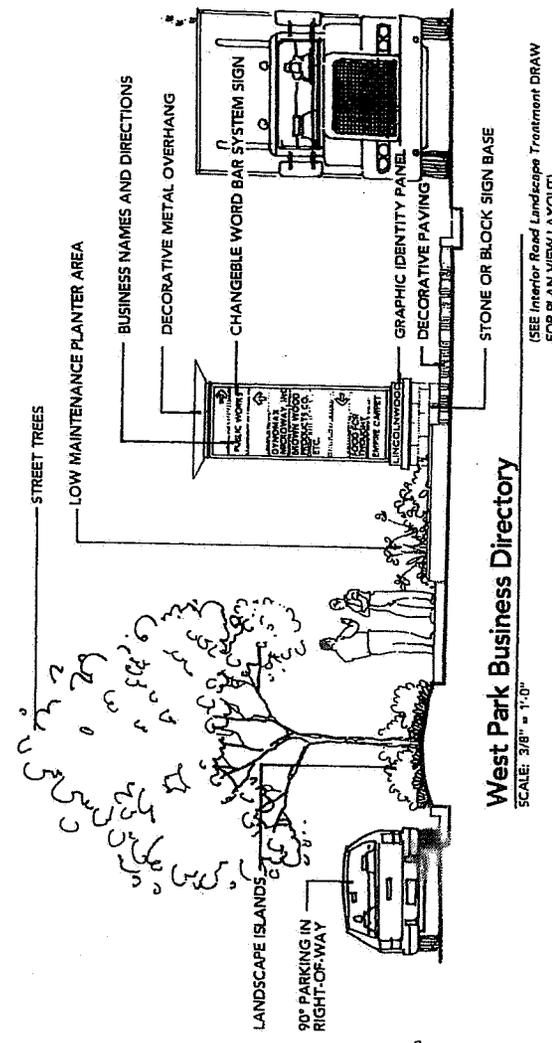
Business Park Entrance Sign Feature
SCALE: 3/8" = 1'-0"



Control and Directional Signage
SCALE: 1" = 1'-0"



East Park Business Directory
SCALE: 3/8" = 1'-0"



West Park Business Directory
SCALE: 3/8" = 1'-0"

Figure: 7

BUSINESS PARK IDENTITY PROGRAM

NORTHEAST BUSINESS PARK IMPROVEMENT PLAN
Village of Lincolnwood, Illinois

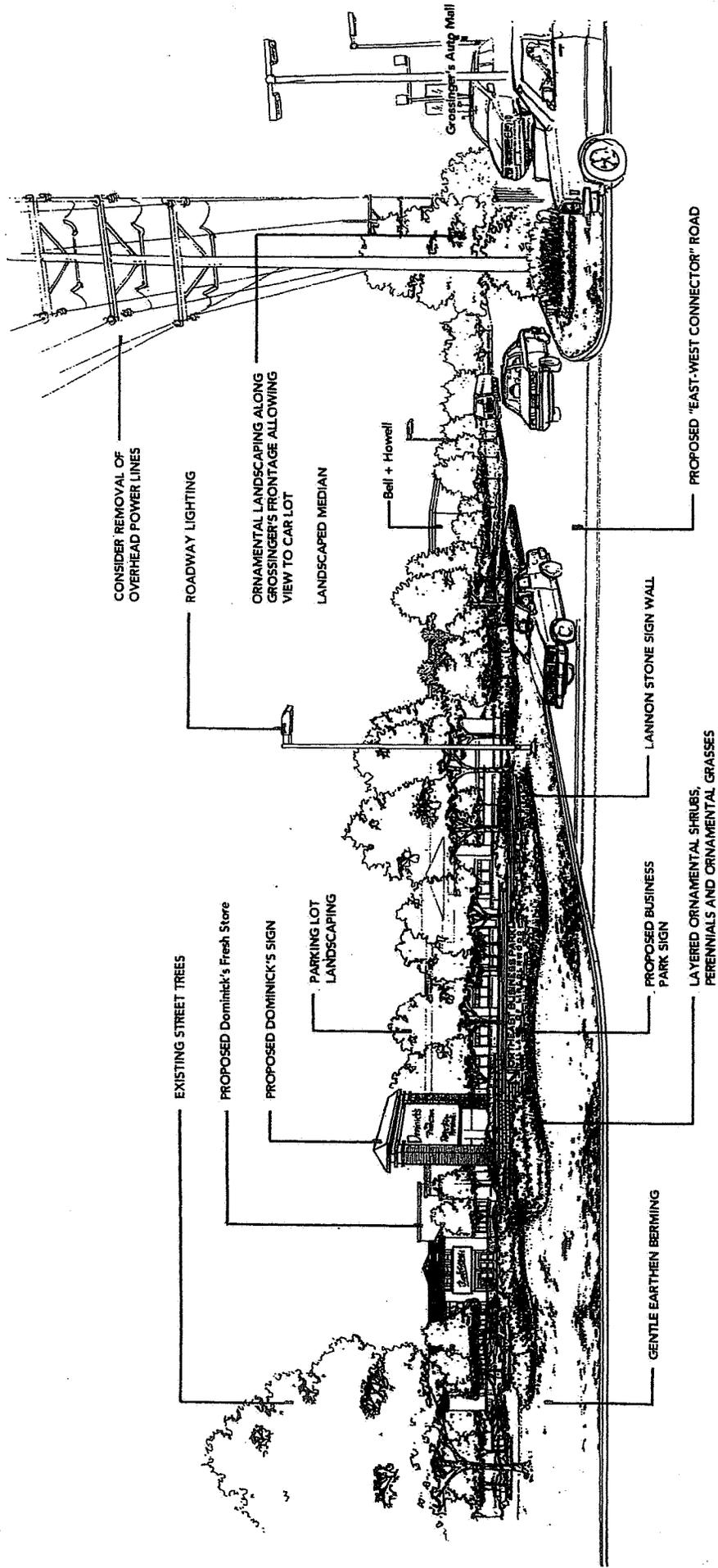


Figure: 8

EASTERN ENTRANCE SKETCH
NORTHEAST BUSINESS PARK IMPROVEMENT PLAN
 Village of Lincolnwood, Illinois

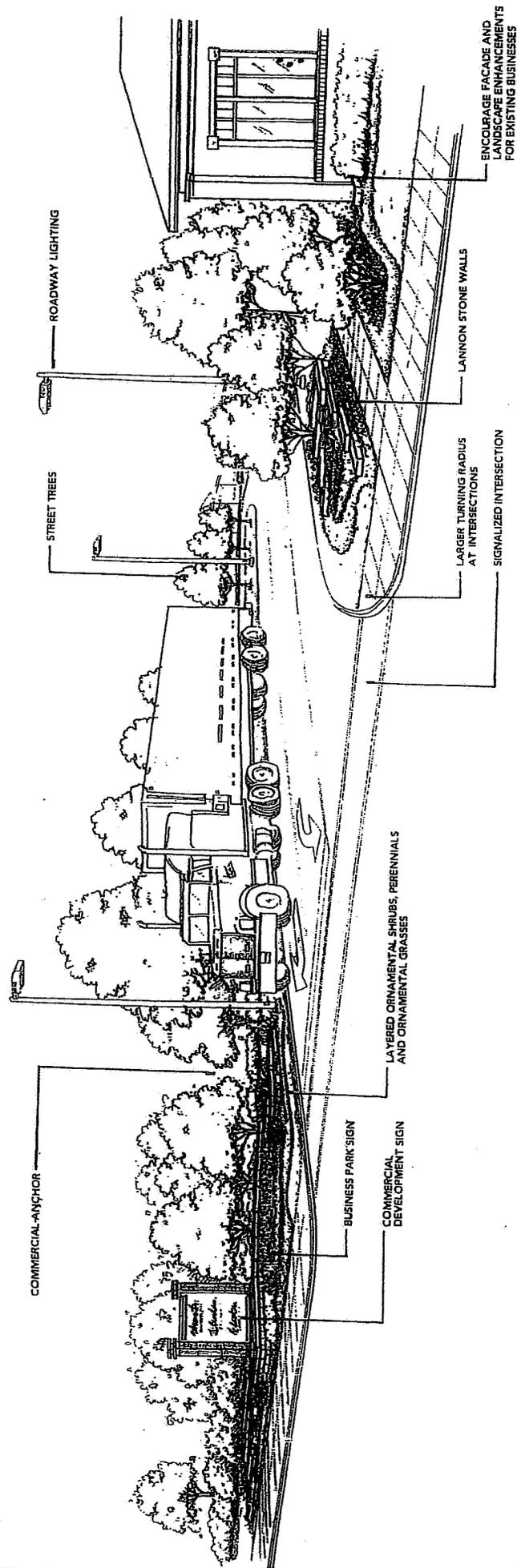


Figure: 9

WESTERN ENTRANCE SKETCH
NORTHEAST BUSINESS PARK IMPROVEMENT PLAN
 Village of Lincolnwood, Illinois

A simple marketing technique that could be used to emphasize that the Business Park is an important component of Lincolnwood's community image is to rename the Northeast Business Park to the "Lincolnwood Business Center" or some other designation that includes "Lincolnwood" in its name. A similar approach could also be applied to the final name of the East-West Connector Road.

Landscape Treatment Program

Landscaping was often omitted from business parks built in the 1950s and 1960s, but is an amenity that has come to be expected in today's facilities. This component of the improvement plan includes recommendations for landscape improvements throughout the Business Park, recommendations for landscape designs for the East-West Connector Road and landscape improvements to buffer commercial and industrial uses along Pratt Avenue from the residential neighborhood to the south.

Because of the relatively narrow rights-of-way and the need to provide additional parking wherever possible, opportunities for significant landscape features are limited. The landscape improvement recommendations are designed to maximize their impact, and are focused at the east and west Business Park entrances to the East-West Connector Road. Street trees are recommended along the connector road, and will soften the impact of parking along the interior streets in the Business Park. The key components of the recommended approach are illustrated in *Figure 10: Landscape Treatment Program*. *Figure 11: Illustrative Connector Road Cross Sections* provides additional detail on the recommended landscape treatment for the East-West Connector Road.

The redevelopment of the Pratt Avenue frontage to accommodate the Dominick's and Centerpoint projects provides an opportunity to develop a more effective landscape buffer through the use of berms and landscape treatments. Landscape berms are proposed along Pratt Avenue where new uses or existing business renovation is proposed. Where room is limited, parking lot and loading area screening consisting of ornamental trees, large shrubs and street trees is recommended. *Figure 12: Pratt Avenue Treatment Sketch* illustrates the type of landscape improvement recommended along Pratt Avenue near Central Park Avenue, fronting the ATF facility.

Facade Improvement Program

One of the easiest ways to modernize the overall image of the Northeast Business Park is through a facade improvement program, which could be funded through the Northeast Industrial District TIF. *Figure 13: Facade Improvement Illustrative Sketch* demonstrates the dramatic change in appearance that is possible for a modest investment.

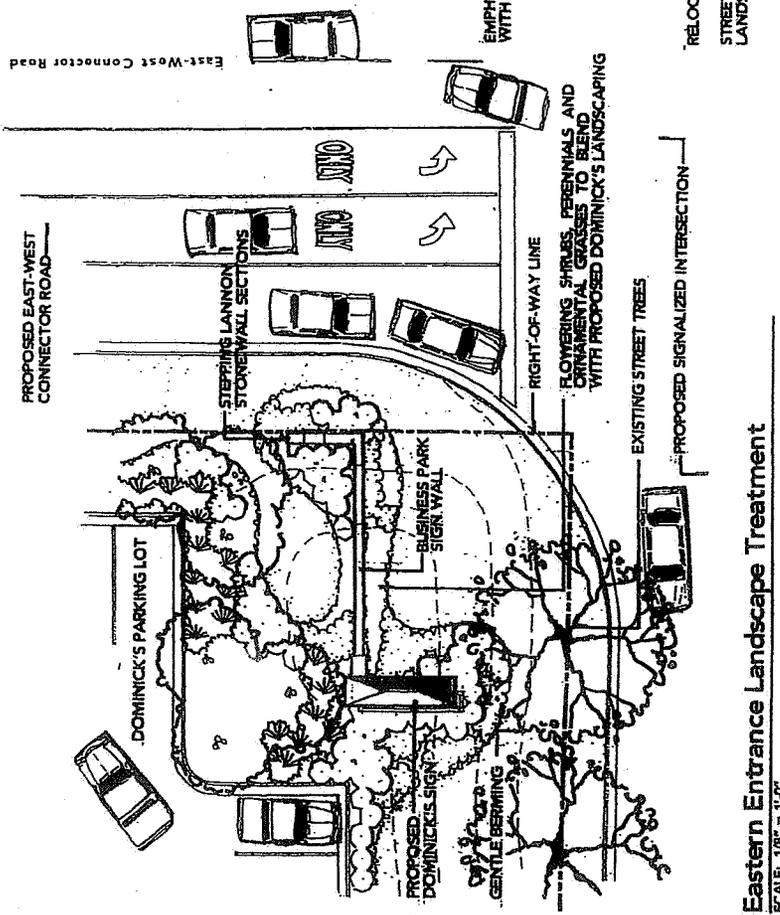
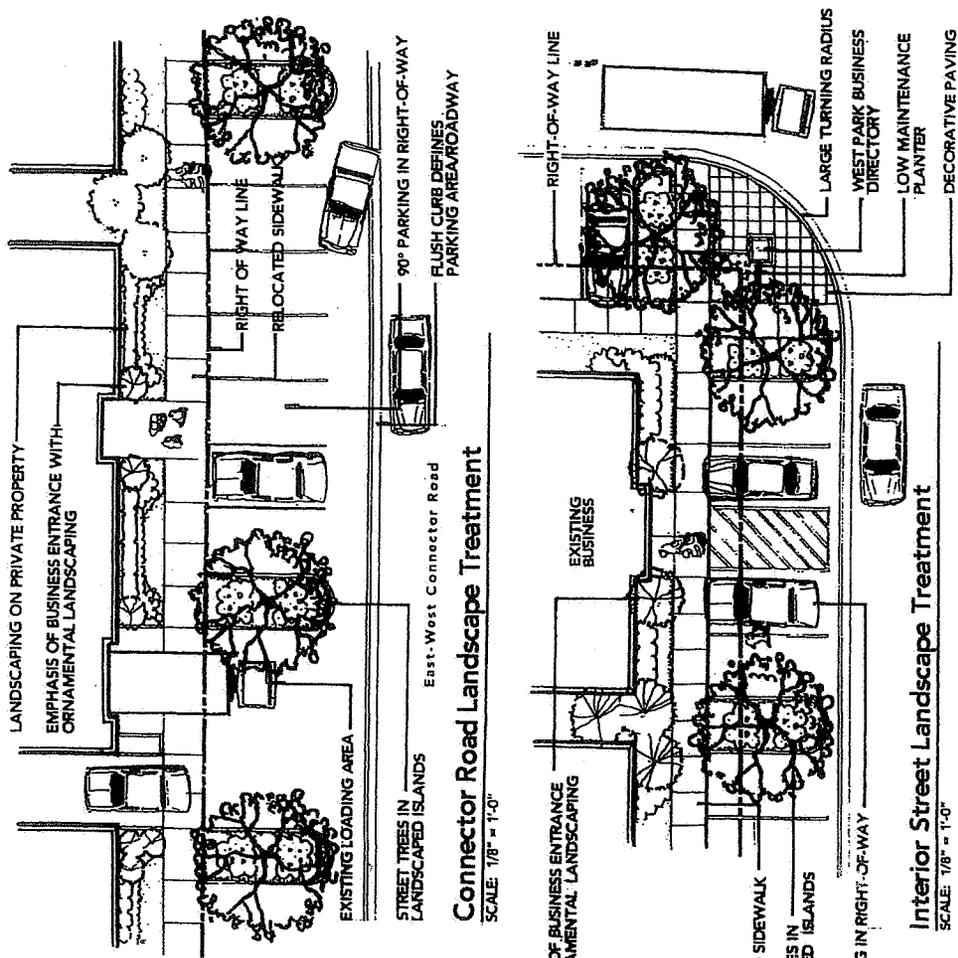


Figure: 10

BUSINESS PARK LANDSCAPE TREATMENT PROGRAM

NORTHEAST BUSINESS PARK IMPROVEMENT PLAN
Village of Lincolnwood, Illinois

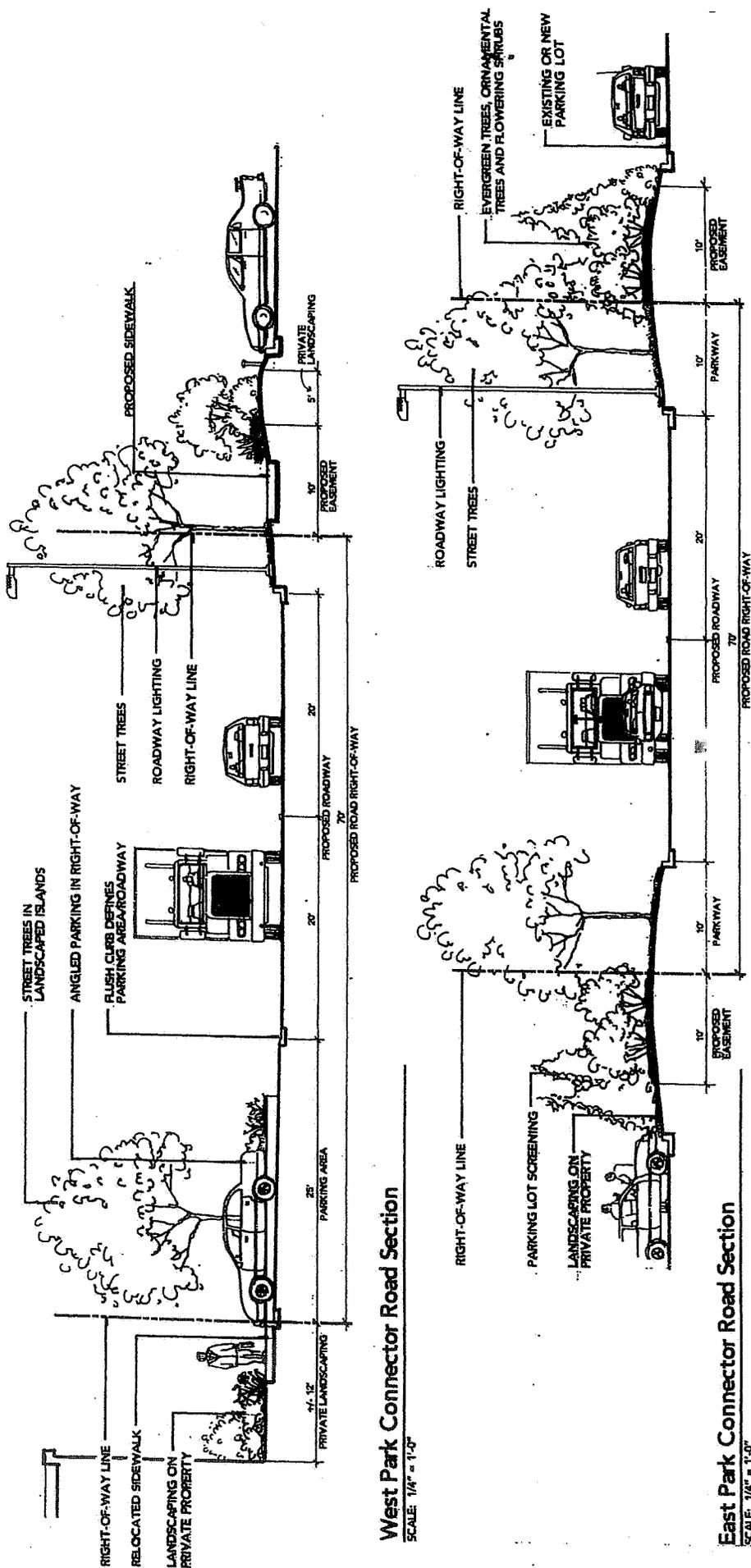
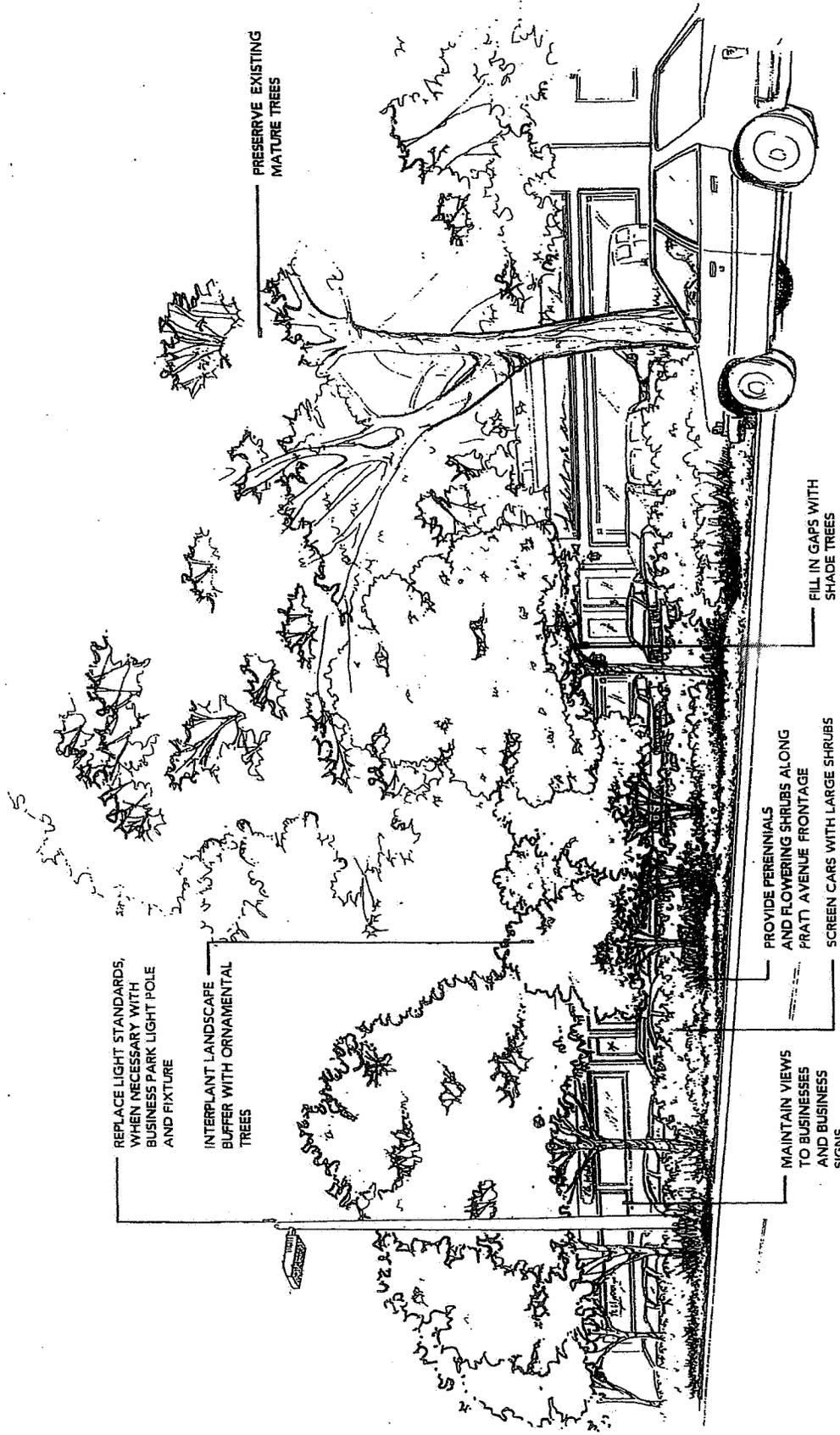


Figure: 11

ILLUSTRATIVE CONNECTOR ROAD CROSS SECTIONS

NORTHEAST BUSINESS PARK IMPROVEMENT PLAN
 Village of Lincolnwood, Illinois



REPLACE LIGHT STANDARDS,
WHEN NECESSARY WITH
BUSINESS PARK LIGHT POLE
AND FIXTURE

INTERPLANT LANDSCAPE
BUFFER WITH ORNAMENTAL
TREES

PRESERVE EXISTING
MATURE TREES

PROVIDE PERENNIALS
AND FLOWERING SHRUBS ALONG
PRATT AVENUE FRONTAGE
SCREEN CARS WITH LARGE SHRUBS

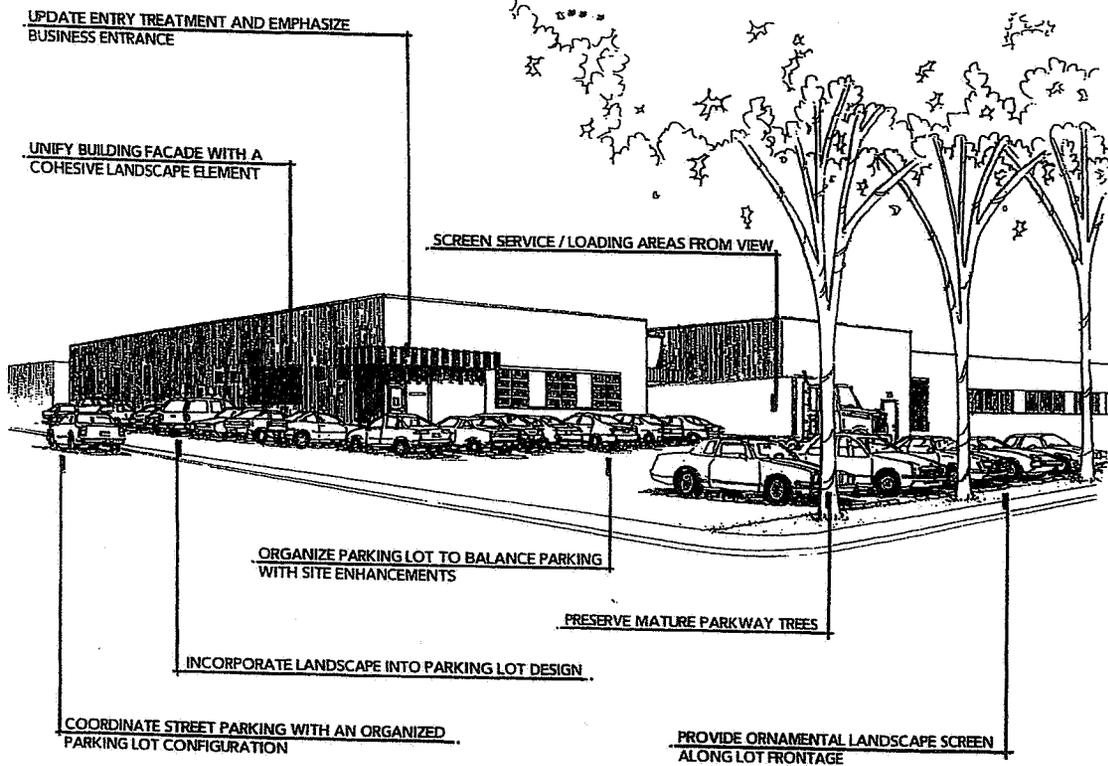
FILL IN GAPS WITH
SHADE TREES

MAINTAIN VIEWS
TO BUSINESSES
AND BUSINESS
SIGNS

Figure: 12
PRATT AVENUE TREATMENT SKETCH

NORTHEAST BUSINESS PARK IMPROVEMENT PLAN
Village of **Colnwood, Illinois**

EXISTING CONDITIONS



PROPOSED ENHANCEMENTS

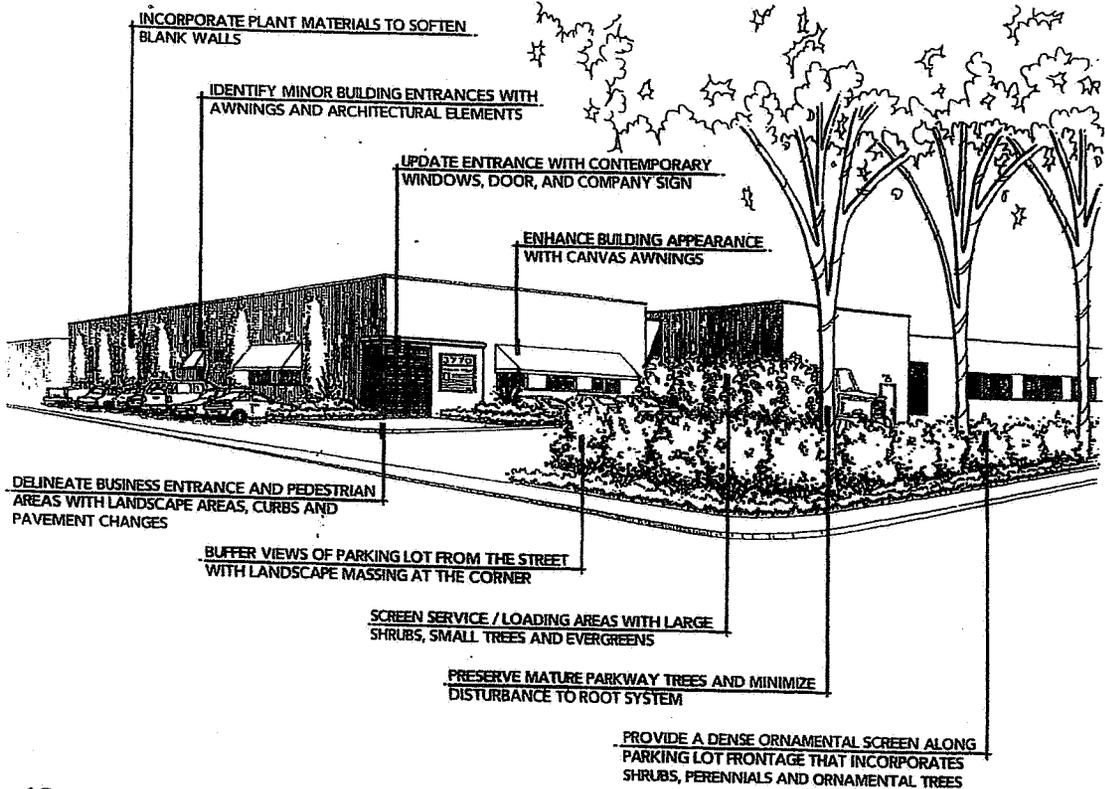


Figure: 13

PROTOTYPICAL FACADE IMPROVEMENTS

NORTHEAST BUSINESS PARK IMPROVEMENT PLAN

Village of Lincolnwood, Illinois

CAMIROS

Redevelopment Projects

One of the key issues facing the Northeast Business Park is the development of the remaining vacant parcels and the strategic redevelopment of deteriorated buildings within the southwestern quadrant of the study area. In addition, four development pads remain from the original planned development that resulted in the construction of the Lincolnwood Town Center mall. The ITW site, located at the southeast corner of Touhy and Lawndale, has also remained vacant for a significant length of time. In achieving the Village's economic development objectives, it will be essential that the developments approved for these sites complement the range of uses already found in the Northeast Business Park. The planned Dominick's development as well as the anticipated retail use of the ITW site promise to bring additional sales tax revenues to the Village, which can be used for a variety of purposes including Business Park improvements. The renovations to the remaining Bell & Howell facility as part of the Centerpoint project and development of the remaining development sites in the western portion of the study area are expected to be office or industrial uses rather than retail. Consequently, they can be expected to generate primarily property tax revenues.

Improvement Program Cost Estimates and Schedule

Cost estimates for the projects described in this report have been integrated into *Figure 14: Improvement Program Schedule*. Although the development of detailed construction cost estimates is beyond the scope of this planning assignment, estimates have been provided that are based upon comparable projects constructed in other communities. Specific construction cost estimates for each project will need to be developed by civil engineers and landscape architects in accordance with current material and labor costs. Projects that can be undertaken in any particular year will depend upon the availability of incremental tax revenues and the need and opportunity to coordinate specific project elements as part of a larger improvement agenda.

Some recommended projects are farther along in the planning process than others, especially those related to the East-West Connector Road. The most recent cost estimate available for the construction of this road is \$1.5 million dollars. This estimate includes the construction of the roadway, streetlights and associated infrastructure improvements. The cost of land acquisition is not part of this cost projection and will have to be added to this estimate when determined. The East-West Connector landscape treatment is estimated at \$275,000. The burial of utility lines should also be considered as part of the connector road project, if sufficient funds are available.

The Village portion of the eastern and the western entrance signs is estimated at \$30,000 each. This is in addition to the signage constructed for private sector business advertising. The landscape treatments for both the eastern and the western entrance signs are estimated to cost \$8,500 each. The cost of the three business directory signs is estimated at \$17,500 each. The directional signage for the park is estimated at \$5,000.

Other improvements can be estimated on a unit cost basis and implemented as stand-alone projects or in conjunction with other projects such as street resurfacing on an annual basis. These include the creation and reconfiguration of surface parking at an estimated \$2,500 per space and façade improvements at an estimated \$200 per linear foot of façade.

The recommended financing plan is based on tax increment financing with an incremental revenue flow of approximately \$400,000 available for improvement projects annually. Additional funds are expected to be available from commercial development on the ITW site once any necessary incentives have been funded through the Touhy/Lawndale TIF district.

The Improvement Program Schedule shown in Figure 14 identifies the initial list of recommended projects, timing and estimated project costs where they have been established. Actual project costs should be incorporated into the schedule as they become available. This schedule is intended to serve as the basis for an ongoing capital improvement program and additional years can be added as current-year projects are completed.

Figure 14
**NORTHEAST BUSINESS PARK IMPROVEMENT PROGRAM
 IMPLEMENTATION SCHEDULE**

Planning Issues	Improvement Program Components	Budget	Priority	2001	2002	2003	2004	2005	
	INFRASTRUCTURE IMPROVEMENT PROGRAM								
Improve Access to Businesses/Redevelopment Sites Improve Loading and Increase Maneuvering Space Decrease Business Traffic on Pratt Identify Flooding Solutions Update Infrastructure	East-West Connector Road Development	\$1,500,000	High						
	Acquire Property for Connector Road	To Be Determined	High						
	Signalized Intersection at McCormick	\$100,000	High						
	Signalized Intersection at Touhy	\$100,000	High						
	Storm Sewer System Upgrade	\$150,000	High						
	Connector Road Lighting	\$130,000	High						
	Interior Street Lighting	\$105,000	Low						
	Bury Utility Lines	To Be Determined	Low						
	Increase Street Widths and Turning Radii	Lunt Reconstruction Project	\$215,000	High					
		Hamlin Reconstruction Project	\$325,000	High					
	PARKING PROGRAM								
Replace Parking Spaces Lost to Connector Road Construction Identify Additional Parking Areas	Parking on Connector Road (Lawndale Avenue)	\$283,000	High						
	90 Degree Parking on Interior Streets	\$465,000	High						
	Lawndale Avenue Parking Lot Development	\$200,000	High						
	Central Park Avenue Parking Lot Development	\$70,000	High						
	Private Sector Parking Lot Development	To Be Determined	High						
	Existing Parking Lot Organization	To Be Determined	High						
	IDENTITY PROGRAM								
Develop Concepts for Business Park Identity Update Appearance of Business Park	Western Entrance Sign Feature	\$30,000	High						
	Eastern Entrance Sign Feature	\$30,000	High						
	West Park Business Directory	\$17,500	Medium						
	East Park Business Directory	\$17,500	Medium						
	Central Park Business Directory	\$17,500	Medium						
	Directional Signage	\$5,000	Medium						
	LANDSCAPE TREATMENT PROGRAM								
Provide Landscape Design for Connector Road Develop Business Park Wide Landscape Improvements Buffer Residents from Business Park	Connector Road Landscape Treatment	\$275,000	Medium						
	Western Entrance Sign Landscape Treatment	\$8,500	High						
	Eastern Entrance Sign Landscape Treatment	\$8,500	High						
	Landscape Berms along Pratt Avenue	No Cost	High						
	Preservation of Existing Mature Trees on Ridgeway	No Cost	High						
		FACADE IMPROVEMENT PROGRAM							
Update Appearance of the Business Park	Facade Improvement Demonstration Project	\$200 per/linear ft	High						
	REDEVELOPMENT PROJECTS								
Continue Business Recruitment Efforts	Dominick's Fresh Foods	No Cost							
	Bell + Howell Renovations	No Cost							
	ITW Site Development	To Be Determined							
	Simon Property Development	To Be Determined							

* Private Sector Initiatives