

City of Highland Park

**NORTH CENTRAL
DISTRICT**

(Highlands & Centennial Park Neighborhoods)

**Neighborhood
Strategic
Plan**

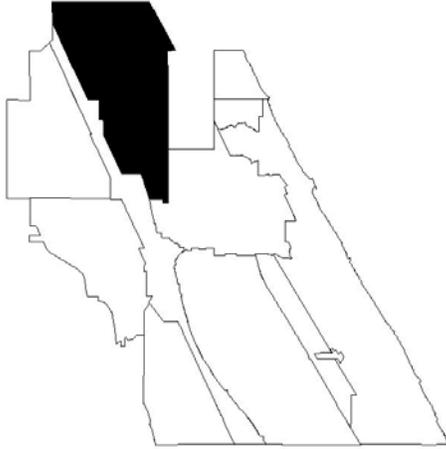
**Approved
February 2001**

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INTRODUCTION

Relationship to Master Plan



In 1997, the City's 1976 Comprehensive Master Plan was updated to reflect the needs of a growing community. The purpose for the Master Plan is to provide direction and focus for issues related to development, neighborhood character, city maintenance and function and community activity. The second phase of 1997 revision was the division of the City into neighborhood districts that would allow residents the opportunity to be a part of the planning process. Each neighborhood would have the opportunity to create their own neighborhood plan, which would become a part of the City's Master Plan. The North Central District, more commonly referred to as the Highland Park Highlands and Centennial Park Neighborhoods, is one of eleven planning districts created for that purpose.

Neighborhood Planning Process

In April of 1999, 1,000 letters went out to Neighborhood residents inviting them to a May kick off meeting and asking them to fill out an attached neighborhood survey. They were asked to identify what they felt should be the key issues addressed in the neighborhood plan. At the kick off meeting the results of the survey were presented and residents were encouraged to attend regular neighborhood planning meetings that would help to create the neighborhood plan. Over the next year and a half, neighbors from the North Central District came together to address issues identified in the survey and the kick off meeting. Each meeting focused on a particular subject, (zoning, infrastructure, public safety, traffic, etc.).

Community Development Staff drafted the neighborhood plan based on the meeting discussions and written comments from residents. Areas where neighborhood residents felt future city and community efforts should be focused were identified. From the list of objectives, an action plan was developed that specifically identified key agencies responsible for each issue and set a reasonable timeframe to meet the objectives.



NEIGHBORHOOD PROFILE

History

At the turn of the century, Highland Park was officially 31 years old and the city limits were only as far west as Green Bay Road. As for the North Central Neighborhood, commonly referred to today as “The Highlands”, the land west of the City of Highwood and south of Old Elm Road was mainly oak trees and farmland. Eventually part of this area became the home of the Old Elm Country Club in 1912, as a small group of local residents wanted a private golf club of their own.

The 1920’s found America awash in prosperity and Highland Park was no exception. The national slogan “Better Homes in America” captured the sentiment of local residents as the demand for housing rose in the post World War I years.

To meet that demand, developers were looking west of Green Bay Road for open land to build new subdivisions. Krenn and Dato, a local development firm saw opportunity with land known as the Sweeney Farm south of Old Elm Road, (then called Green Bay Road) and directly east of the Old Elm Country Club. In 1927 they recorded the **Krenn and Dato’s Highland Park Subdivision**. This land not only met their needs for development, but its proximity to the Old Elm Country Club tapped into America’s recent fascination with golf.

Started with great fanfare, tudor homes emerged from the oaks and farmland. The depression brought the end of the Krenn and Dato firm and a partially built subdivision. Other subdivisions in the area including the never built Greenwood Gardens south of Half Day Road became just a dream as America’s need for shelter became more basic.

With the end of World War II, the late 1940’s and 1950’s saw a new demand for housing and the area south of Old Trail Road became desirable for homebuilders and homebuyers. As America grew so did Highland Park and homes south and west of the original Krenn and Dato subdivision began to shape today’s neighborhood of over one thousand homes.

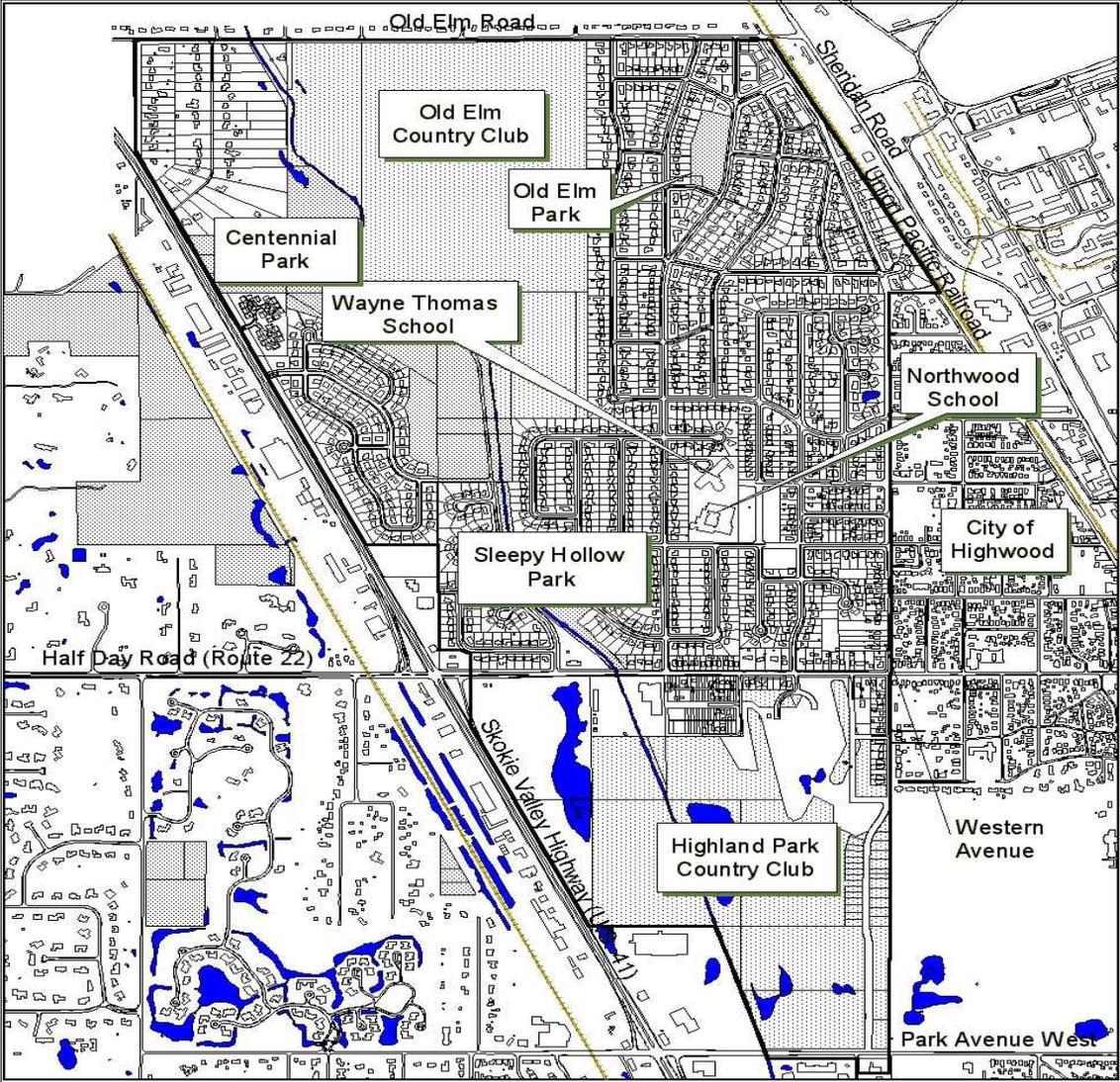
The Slogan “Better Homes in America” courted a restless nation in the aftermath of war. Sky-rocketing prosperity led scores to invest in swamps, woods and farmland within commuting distance of Chicago.

- Pioneer to Commuter

District Boundaries

The North Central District starts on the city's northern boundary with Lake Forest and Old Elm Road. Going west from the corner of Old Elm and Western Avenue it meets with Buena Road. Here the neighborhood turns south to Highway 41 and follows it to the Southeast to Park Avenue West excluding all commercial properties along the way. From Park Avenue West, the boundary goes east to Birchwood Lane, jogs to the south to include the medical office building at the southeast corner of Birchwood Lane and Park Avenue West, then proceeds east to the boundary between the Highland Park Country Club and Exmoor Country Club. The neighborhood follows this boundary north where it meets with Western Avenue. Following Western Avenue, the boundary is closed when it joins with the intersection of Old Elm Road and Western Avenue.

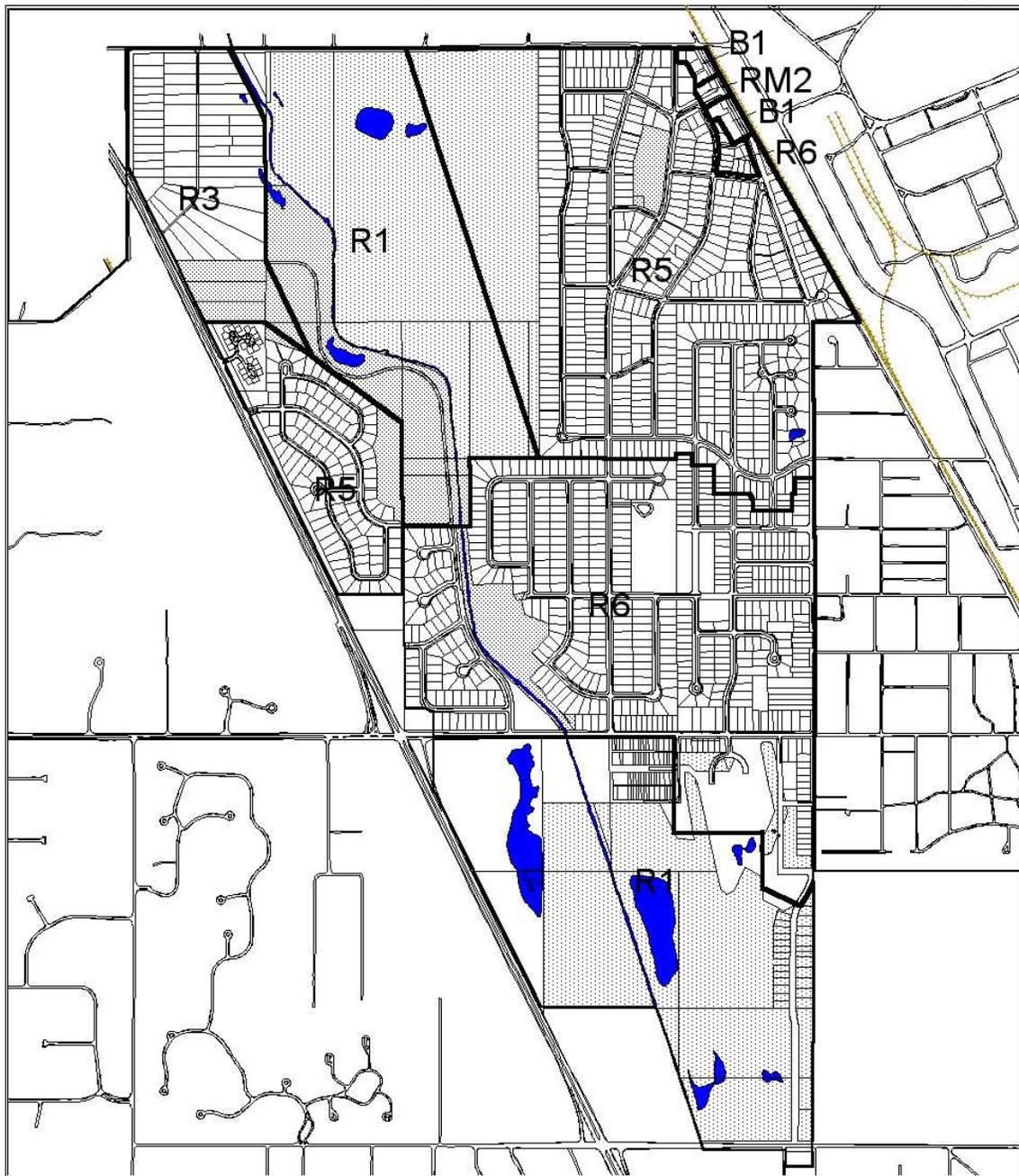
North Central Neighborhood District



800 0 800 1600 Feet

City of Highland Park
Department of Community Development
8-26-99

North Central Neighborhood District Zoning



800 0 800 1600 Feet

City of Highland Park
Department of Community Development
8-27-99

VISION STATEMENT

A vision statement is a tool to provide focus for the goals, wishes and plans of a community. In this case, the residents of the North Central Neighborhood District have identified in a few statements what they would like present and future community leaders to consider for their neighborhood's future.

The residents of the North Central Neighborhood see their area as a largely residential community. Parks, golf courses and quiet streets are an integral part of the North Central Neighborhood fabric.

North Central residents have identified the following issues as important to maintaining a prosperous and livable community. They would like current and future City leaders to consider these issues when planning for their neighborhood:

- *Encourage neighborhood integration with the rest of the City by strengthening physical linkages to other neighborhoods.*
- *Maintain the quiet and peaceful nature of the neighborhood.*
- *Preserve existing neighborhood character by promoting large lot sizes, maintain housing diversity and strictly enforce zoning regulations.*
- *Open space and parks should be created and preserved at every opportunity.*
- *New development should be consistent with existing conditions.*



ISSUES AND RECOMMENDATIONS

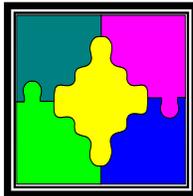
Major issues identified by North Central neighborhood residents are divided into four categories; Public and Traffic Safety, Infrastructure, Zoning and Neighborhood Character and Neighborhood Commercial Development.



PUBLIC AND TRAFFIC SAFETY



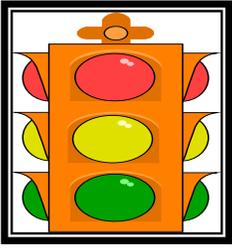
INFRASTRUCTURE



ZONING AND NEIGHBORHOOD CHARACTER



NEIGHBORHOOD COMMERCIAL DEVELOPMENT



“Every community desires safe and efficient movement of people and vehicles throughout their neighborhood”

TRAFFIC AND PUBLIC SAFETY

Objective: Improving vehicular safety and efficiency through signage and light controls

Every community desires safe and efficient movement of vehicles throughout their neighborhood. This section explores ways that the community can identify opportunities for placement of traffic signage and traffic calming measures.

Recommended Action Steps:

- Work with the Illinois Department of Transportation to improve traffic circulation at the Half Day Road and Highway 41 intersection.
- Develop a corridor plan for Half Day Road between Western Avenue and Skokie Highway (US 41). The plan should include a comprehensive long range traffic improvement plan as well as aesthetic improvements.
- Have the Traffic Commission study Old Trail Road to identify possible safety concerns and traffic congestion due to multiple stop signs.
- Have the Traffic Commission study Summit Avenue for traffic calming opportunities. As a major collector street and direct access between Old Trail Road and Half Day Road, safety and speeding are concerns of local residents. Possible impacts on other through streets such as University Avenue should also be considered.
- Have the Traffic Commission study existing restrictions for truck traffic and load limits. Consider further restrictions along Summit and Old Trail.
- Have the Traffic Commission study access and visibility on Old Elm Road at intersections with side streets providing access to the neighborhood. Coordination with Lake Forest will be necessary as Old Elm Road is under their jurisdiction.

Objective: Study Traffic Circulation and Public Safety Issues for Wayne Thomas Elementary and Northwood Junior High School

Every parent knows that having schools nearby home is a convenience to an otherwise busy life. But school accessibility also promotes better child/school interaction benefiting both child and community.



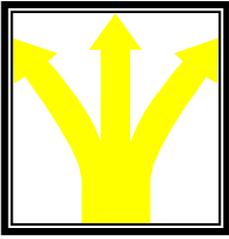
In the center of the North Central district among the neighborhood homes is an “educational campus” that is the home of Wayne Thomas Elementary and Northwood Junior High School. For long time residents with children, the campus becomes a familiar destination as their children start kindergarten here and work toward high school ending with the 8th grade.

School buses provide transportation for High School students. Bus stops are sometimes located where there are no sidewalks or waiting areas.

Having an “educational campus” in the middle of a residential community also has its disadvantages, namely traffic and circulation conflicts between vehicles and pedestrians. At peak times during the day, as students are arriving and leaving school by car, bicycle or on foot, conflicts between the different modes of transportation hamper traffic flow and present certain safety risks.

Recommended Action Steps:

- Have the City work with Wayne Thomas and Northwood School to develop a traffic and pedestrian circulation plan. Focus on ways to safely move traffic more efficiently through loading and drop off areas.
- Also look at the walking habits of students, where they go and how frequently. With this information identify pedestrian routes based on usage.
- Identify locations where High School Students wait for the school bus and determine what improvements are needed at bus stops.
- Develop a public improvement action plan that will implement the sidewalks, crossing walks, bus stops and safety measures identified in the circulation plan.



INFRASTRUCTURE

Objective: Public Improvements.

One of the biggest challenges facing any community today is the continual maintenance of the City's infrastructure. Aging infrastructure, heavy usage and the elements hamper efforts by the City's Public Works Department to manage the situation.

However, the maintenance of these systems is vital to running the community. Poor road conditions and aging sewer lines will threaten the quality of life for neighborhood residents.

Municipalities that can best address these issues are those that continually monitor conditions and prepare capital improvement plans that provide funding for repairs and preventive maintenance measures.

Recommended Action Steps:

- Evaluate and prioritize existing street conditions in the North Central Neighborhood to target short to long term public improvement projects.
- Study the feasibility of placing a sound barrier along the east side of the Skokie Highway between Old Mill Road and Half Day Road.

Objective: Accessibility

Residents in the North Central Neighborhood feel they are isolated from the rest of Highland Park. In part this is due to existing physical barriers and municipal boundaries. The City of Lake Forest borders the neighborhood to the north. To the east is another municipality, Highwood. To the west, Skokie Highway, (41) acts as a physical barrier to other parts of Highland Park. And to the south, Highland Park Country Club provides an open space buffer, but also separates most of the North Central Neighborhood from other neighborhoods and the downtown area.

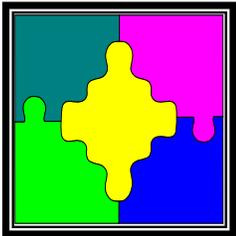
To tie residents of this neighborhood to the rest of the community requires consideration of better transportation systems, (i.e. streets, bikeways, sidewalks) that will bridge the distance between neighborhoods and the perception of isolation among neighborhood residents.

Residents in the North Central Neighborhood feel isolated from the rest of Highland Park

The City of Highland Park's Greenways Plan adopted by the City Council in 1995 identifies existing and proposed trails, sidewalks, pedestrian bridges and bike routes.

Recommended Action Steps:

- Link exiting off street and on street bike paths that would tie the northern area of the North Central District to the Downtown area. Use of the existing bike path along the eastern boundary of the Highland Park Country Club would be one example.
- Study a North – South street, that has minimal impact on the area, between Half Day Road and Park Avenue West to provide a third alternative to destinations south like commercial districts along the Skokie Highway and the downtown area.
- Promote existing roads and trails to area residents. Encourage use and implementation of the 1995 Greenways Plan.



ZONING AND NEIGHBORHOOD CHARACTER

Objective: Create an Open Space Zoning District for Parks, Schools and Golf Courses

The North Central Neighborhood is home to five parks and two golf courses. The golf courses alone make up a large portion of the neighborhood district. Because open space is so predominant in the neighborhood, not to mention the benefits gained by the uses, preserving it is a priority to North Central residents. Under the current zoning ordinance, golf courses for example, which are zoned residential can be redeveloped as a single family residential subdivision.

In the North Central Neighborhood, all golf courses and parks are zoned R1 Country Estate Single Family, (1 home for every 4 acres), R5 Moderate Density Single Family, (4 homes/ acre), or R6 Medium Density Single Family, (6 homes/ acre). Should any of these areas be considered for development some day, the potential impact on neighborhood character is high.

Recommended Action Steps:

- Have the City study the creation of an “Open Space” zoning district that would limit usage to parks, golf courses and schools.
- In absence of an “open space” zoning district, rezone all parks, schools and golf courses in the neighborhood to R1 Country Estate Single Family.
- Have the City develop an open space acquisition program and fund. This effort should include coordinating acquisition with other agencies such as the Forest Preserve District and Park District.
- Explore other sources of funding for open space acquisition such as grants.

Objective: Preserve the “38 Acres” as Open Space

At the southeast corner of Half Day Road and the Skokie Highway, there is currently 38 acres of undeveloped privately owned land that contains mainly trees and wetland areas.



Neighborhood residents are concerned about the potential impact of this land’s development. Specifically, they feel any development on the 38 acre parcel will increase traffic on Half Day Road and exasperate the current congestion at the intersection of Half Day Road and the Skokie Highway.

Recommended Action Steps:

- Consider establishing the "38 acres as publicly owned open space.
- If the property is developed, prevent access to Half Day Road.

Objective: Preserve the Character of the Half Day Road (Highway 22) Corridor.

Predominantly residential on the north side of Half Day Road, between the Skokie Highway and Western Avenue, residents are concerned that development along the south half of Half Day Road will change the character of the area. Development will increase density and traffic in an area that is mostly zoned R1 Single-Family Residential.

Recommended Action Steps:

- Limit future development on the south side of Half Day Road between the Skokie Highway and Western Avenue.
- Maintain the Highland Park Country Club as a Golf Course.



Objective: Insure that Residents are Satisfied with their Communities Character and Development Trends.

Two of the five issues identified in the Vision Statement for the Community are:

1. Preserve existing neighborhood character by promoting large lot sizes, maintaining housing diversity and strictly enforce zoning regulations.
2. New development should be consistent with existing conditions.

This clearly indicates concern that future development be compatible with existing neighborhood character. A Community meeting was held to discuss new residential development and its compatibility with existing neighborhoods. While some residents were concerned about compatibility of new development, others felt that redevelopment was positive and would improve the character and diversity in the Community. There was not a clear consensus regarding these issues or what action, if any, should be taken. Residents who did have concerns seemed to be primarily concerned with the impact new construction or additions might have on existing homes especially regarding building height and proximity to side lot lines. Action on these issues, specific to the neighborhoods in the North Central District is not recommended. Bulk and character issues may still be considered by the City on a Citywide basis.

Also of concern was the location of cellular antennas. The Community consensus is that cellular facilities should not be located in or adjacent to residential areas. The Skokie Highway Corridor was sited as one possible alternative.

Recommended action steps:

- Continue to monitor resident concerns regarding new development in the Community.
- Locate cellular facilities away from residential areas and schools.

Insure that Residents Are Satisfied with Their Communities Character and Development Trends



NEIGHBORHOOD COMMERCIAL DEVELOPMENT

Objective: Upgrade the existing commercial district while maintaining low intensity development consistent with the surrounding single family neighborhood.

Within the North Central District, there is only one area that is considered “commercial” in use. This is in the northeast corner of the neighborhood at the intersection of Western Avenue and Old Elm Road. As commercial districts go this one is very small, only two half blocks.

Zoned mostly B1 Neighborhood Commercial, this area is under utilized with vacant storefronts and office uses. Sidewalks, curbs and parking are either unimproved or in need of maintenance. Landscaping is minimal. The area has very little of the community feel that you would expect from a neighborhood commercial area.

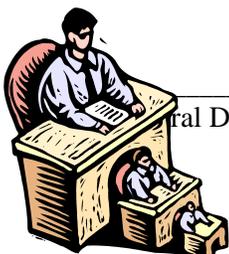
This area was discussed in detail at a neighborhood meeting. The two primary topics discussed were land use/zoning and physical improvements. Each of these is explained below.

Land Use/Zoning:

It was generally agreed that the existing retail area at the southwest corner of Old Elm Road and Western Avenue should be retained as a local shopping area to serve the immediate community. Retail uses should be limited to those which serve the immediate Community such as convenience stores, drug stores and dry cleaners. Uses which draw from a larger geographic area, such as restaurants, should be disallowed. Upper story residential units should not be allowed. The vacant convenience store at 3556 Western Avenue and the adjacent vacant lot should be allowed to become town homes or a low density multi-family use under the RM1 zone or a new town-home_district_if the owner decides that retail uses are no longer viable farther south on Western Avenue. The existing apartment building at the northwest corner of Hyacinth Place and Old Elm Road should remain multi-family residential. As the site is too small to redevelop under the current RM2 zoning and the bulk and density allowed under RM2 zoning would be out of character with the neighborhood, the zoning classification should be changed to RM1 or a new town-home district which will allow redevelopment as town homes or a low density multi-family use.

The office uses south of Hyacinth Place should be maintained. Retail uses allowed under the current B1 zoning are undesirable to

*Upgrade the
Existing
Commercial
District While
Maintaining Low
Intensity
Development
Consistent with the
Surrounding Single
Family
Neighborhood*



the property owners and the Community. The B1 zone does not allow the current office uses nor does the City currently have a low density office zone. Zoning should allow a full range of office uses except for those which would have high traffic generation such as banks, realtors, or medical offices. In any new construction, building design, scale, massing, setbacks and landscaping should be similar and compatible to the adjacent single family area. Buffering and screening should be used to minimize the impact on adjacent homes.

There was discussion of allowing multi-family uses where offices are currently located but Community opposition was strong. It was also felt that RM2 zoning, requested by one property owner, was incompatible with the adjacent single family neighborhood.

Recommended Action Steps:

- Take the necessary steps to conduct a staff led community-wide charette for the commercial area.
- Revise the B1 zoning in this area to disallow upper floor residences and limit uses to those which serve the immediate area such as convenience, drug stores or dry cleaners.
- Allow RM1 or town-home zoning at the vacant convenience store at 3556 Western Avenue and the adjacent lot should the property owner apply for a change in zoning.
- Rezone the site of the existing apartment building at the northwest corner of Hyacinth and Western to RM1 or town-home zoning.
- Zone the office building sites to allow a full range of low traffic generating office uses. Development requirements set out in the zoning should require that development be compatible with the adjacent single family homes as discussed in the above paragraph.

Physical Improvements:

The City should pursue a comprehensive improvement program for the commercial area which provides a positive unified image. Streetscape type features should be included. These improvements could be made in conjunction with improvements on private property; however, there was some community opposition to using public funds for improvements to private property.

A list of items identified to be addressed in this program includes:

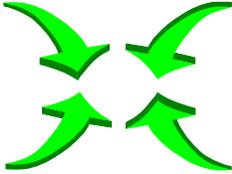
1. A pedestrian circulation system which provides continuous sidewalks and crosswalks within the area and connecting to adjacent areas.

The City should pursue a comprehensive improvement program for the commercial area which provides a positive unified image.



2. The lack of curb along the east side of Krenn Avenue adjacent to the retail area could be improved to control vehicular access and encourage pedestrian use.
3. Landscaping improvements could be made to provide a more positive image for the area.
4. Barriers to pedestrian use caused by grade changes along Old Elm Road and Western Avenue could be addressed to provide better pedestrian access and circulation.
5. The undeveloped loading area behind the retail buildings could be improved to provide controlled auto circulation, improved paving, additional landscaping and additional buffering of nearby residences.
6. Unused on-street parking along Hyacinth and Western Avenue could be used to provide commuter parking for residents in the area or could be removed to provide additional landscaping and green-space.
7. An at-grade pedestrian track crossing could be provided immediately adjacent to the Metra station building to provide more convenient access between the station, the neighborhood, and the Pace bus stop.
8. Additional buffering could be provided between the retail and residential areas to reduce impacts on residents.
9. Improving limited visibility at the Old Elm Road - Western Avenue intersection caused by existing grade changes and landscaping would provide safer access to Old Elm Road for drivers.
10. The pavement width on Hyacinth Place at Western Avenue provides an opportunity for additional landscaping. Extending the median on Hyacinth Place was discussed but there was not a clear consensus whether the median should be extended.
11. A pedestrian track crossing along the south side of Old Elm Road, separated from the street pavement, will provide pedestrians a safer crossing.
12. Providing crosswalks on Old Elm Road will improve pedestrian access to the business area and provide Highland Park residents with improved access to the sidewalks on the north side of Old Elm Road and to the Green Bay Trail.
13. A comprehensive Improvement Program could be used to create a positive unified image for the immediate area and the City of Highland Park as the area is a gateway into the City.

14. Providing a paved waiting area and shelter at the Pace bus stop on Western Avenue will improve safety and convenience for transit users.
15. The grass area between Western Avenue and the train tracks provides an opportunity for additional planting. This planting could create a visual screen of the tracks south of Hyacinth. North of Hyacinth low ground covers and shade trees could be planted to provide additional landscaping while maintaining visibility of the station and platforms.



Recommended Action Steps:

- Develop a comprehensive program of improvements with the help of commercial property owners, business owners, and local residents.
- Establish a timeline for implementation of these improvements.

North Central District Action Plan Steps

OBJECTIVES AND ACTION STEPS	RESPONSIBLE AGENCY	TIME TABLE
Work with the Illinois Department of Transportation to improve circulation at the Half Day Road and Highway 41 intersection.	Public Works and IDOT	0-1 year
Develop a corridor plan for Half Day Road between Western Avenue and Skokie Highway (US 41). The Plan should include a comprehensive long range traffic improvement plan as well as aesthetic improvements.	Public Works & Traffic Commission	0-2 years
Have the Traffic Commission study Old Trail Road to identify possible safety concerns and traffic congestion due to multiple stop signs.	Public Works & Traffic Commission	0-1 year
Have the Traffic Commission study Summit Avenue for traffic calming opportunities. As a major collector street and direct access between Old Trail Road and Half Day Road, safety and speeding are concerns of local residents. Possible impacts on other through streets such as University Avenue should also be considered.	Public Works & Traffic Commission	0-2 years
Have the Traffic Commission study existing restrictions for truck traffic and load limits. Consider further restrictions along Summit and Old Trail.	Public Works & Traffic Commission	0-1 year
Have the Traffic Commission study access and visibility on Old Elm Road at intersections with side streets providing access to the neighborhood. Coordination with Lake Forest will be necessary as Old Elm is under their jurisdiction.	Public Works & Traffic Commission	0-2 years
Have the city work with Wayne Thomas and Northwood School to develop a traffic and pedestrian circulation plan. Focus on ways to safely move traffic more efficiently through loading and dropping off areas.	Public Works, Department of Community Development, & School District	0-1 year
Also look at the walking habits of students, where they go and how frequently. With this information identify pedestrian routes based on usage.	Public Works, Department of Community Development, & School District	0-1 year
Identify locations where High School Students wait for the school bus and determine what improvements are needed at bus stops.	Public Works, Department of Community Development, & School District	0-1 year
Develop a public improvement action plan that will implement the sidewalks, crossing walks, bus stops and safety measures identified in the circulation plan.	Public Works, Department of Community Development, & School District	0-1 year
Evaluate and prioritize existing street conditions in the North Central Neighborhood to target short to long term public improvement projects.	Public Works	0-10 years
Study the feasibility of placing a sound barrier along the east side of the Skokie Highway between Old Mill Road and Half Day Road.	Public Works & IDOT	2-5 years
Link existing off street and on street bike paths that would tie the northern area of the North Central District to the Downtown area. Use of the existing bike path along the eastern boundary of the Highland Park Country Club would be one example.	Public Works	5+ years
Promote existing roads and trails to area residents. Encourage use and implementation of the 1995 Greenways Plan.	Park District of Highland Park & City of Highland Park	2-5 years
Study a North - South street, that has minimal impact on the area, between Half Day Road and Park Avenue West to provide a third alternative to destinations south like commercial	Public Works & City Council	5+ year

districts along the Skokie Highway and the downtown area.		
Have the City study the creation of an “Open Space” zoning district that would limit usage to parks, golf courses and schools.	Department of Community Development & City Council	0-1 year
In absence of an “open space” zoning district, rezone all parks, schools, and golf courses in the neighborhood to R1 Country Estate Single Family.	Department of Community Development & City Council	2-5 years
Have the City develop an open space acquisition program and fund. This effort should include coordinating acquisition with other agencies as the Forest Preserve District and Park District.	Department of Community Development & City Council	0-2 years
Explore other sources of funding for open space acquisition such as grants.	Department of Community Development & City Council	Ongoing
Consider establishing the "38 Acres" as publicly owned open space.	Department of Community Development & City Council	0-2 years
If the property is developed, prevent access to Half Day Road.	Public Works, Department of Community Development, & City Council	Ongoing
Limit future development on the south side of Half Day Road between the Skokie Highway and Western Avenue.	Department of Community Development & City Council	Ongoing
Maintain the Highland Park Country Club as a Golf Course.	City Council	Ongoing
Continue to monitor resident concerns regarding new development in the Community.	Department of Community Development	Ongoing
Locate cellular facilities away from residential areas and schools	Plan Commission & City Council	Ongoing
Take the necessary steps to conduct a staff led community-wide charette for the commercial area.	Department of Community Development	0-1 year
Revise the B1 zoning in this area to disallow upper floor residences and limit uses to those which serve the immediate area such as convenience, drug stores or dry cleaners.	Department of Community Development & City Council	0-2 years
Allow RM1 or town-home zoning at the vacant convenience store at 3556 Western Avenue and the adjacent lot should the property owner apply for a change in zoning.	Department of Community Development & City Council	Ongoing
Rezone the site of the existing apartment building at the northwest corner of Hyacinth and Western to RM1 or town-home zoning.	Department of Community Development & City Council	0-2 years
Zone the office building sites to allow a full range of low traffic generating office uses. Development requirements set out in the zoning should require that development be compatible with the adjacent single family homes.	Department of Community Development & City Council	0-2 years
Develop a comprehensive program of improvements with the help of commercial property owners, business owners, and local residents.	Department of Community Development, Public Works, Businesses, & the Neighborhood	0-2 years
Establish a timeline for implementation of these improvements.	Department of Community Development & Public Works	0-2 years